



POLICIES & CHARTERS

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This document is published by the International Golf Federation (IGF) and comprises all IGF policies and Charters of IGF Committees

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I. IGF GOVERNANCE & MANAGEMENT FRAMEWORK

I.0 Purpose and Scope

The purpose of the IGF Governance and Management Framework (**Governance Framework**) is to provide the overall structure and direction for the systematic and disciplined governance and management of the IGF and to enable it to:

- a. Perform its functions effectively and efficiently;
- b. Plan, create and protect value;
- c. Acquire, allocate and use IGF resources responsibly;
- d. Optimise individual and organisational performance;
- e. Demonstrate effective risk management and compliance; and
- f. Provide assurance on IGF governance, performance, risk management and compliance.

The Governance Framework demonstrates the Board and management's commitment to the effective and efficient governance and management of the Organisation. It seeks to enable governance and management responsibilities to be supported and carried out in a planned, organised, coordinated, controlled and transparent manner.

This policy applies to all IGF Board members, employees and contractors of IGF. Compliance with the Governance Framework is mandatory.

2.0 Governance

Governance comprises the set of principles and rules, values and culture, people and relationships, and systems and processes within and by which:

- a. Strategic direction and oversight are provided;
- b. Objectives are set and achieved;
- c. Authority is exercised and controlled;
- d. Risks are assessed and managed;
- e. Compliance with laws and regulations is demonstrated; and
- f. Those in control are held to account.

IGF's governance and management objectives, expectations and protocols are underpinned by:

- a. Strong and supportive leadership and direction;
- b. Effective communication and consultation;
- c. Informed and transparent decision making;
- d. Mutual respect and team work across organisational boundaries;

- e. Support for constructive change and adaptability; and
- f. Pursuit of continual improvement and quality assurance

3.0 Principles and Key Requirements

To achieve the IGF's strategic objectives and to demonstrate effective and efficient governance and management, IGF will:

1. Stakeholders

Recognise the strategic significance and contributions of its delivery partners and primary stakeholders including the IGF membership, staff, athletes, officials, the Olympic movement, peers, partners, government and the local and wider community; protect their rights, and treat them respectfully and equitably.

2. Rights and Freedoms without Discrimination

Secure the enjoyment of the rights and freedoms set forth in the IGF Constitution without discrimination of any kind, such as race, colour, gender, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

3. Strategic Intent

Define and communicate the IGF Mission, Vision, Values and strategic objectives and priorities consistent with its core functions prescribed under the IGF Constitution and the IGF Strategic Business Plan.

4. Planning and Budgeting

Develop and implement the IGF Strategic Business Plan, capital investment and operational plans and budgets, together with prioritised and time-framed programs of work, resource plans, and key performance indicators.

5. Organisational Structure

Define and implement an organisational structure that ensures the effective and efficient execution of approved plans and programs of work.

6. Responsibilities and Accountabilities

Provide clarity of roles, responsibilities and accountabilities and assign commensurate authorities and delegations.

7. Staffing

Ensure equitable, merit-based, transparent, systematic and consistent approaches to staff recruitment, selection, development, promotion and remuneration to attract and retain the most capable staff.

8. Culture

Cultivate a cohesive and positive culture and an operating environment that is performance-based, member-focussed, entails ethical decision making and helps direct organisational effort, energy and resources towards the promotion, protection and overall success of IGF.

9. Safety and Well-being

Define and implement all reasonable steps to ensure the safety and physical, psychological and emotional wellbeing of its staff, athletes, officials, contractors and volunteers throughout all areas of its activities and events and to meet its workplace health and safety obligations.

10. Resource Management

Enable and ensure planning, prioritisation, procurement, allocation, use and management of its resources in a manner that demonstrates best practice and value for money.

11. Safeguard Integrity of the Sport

Encourage and support measures among its competitions, membership, athletes, officials and volunteers that safeguard the integrity of golf and protect clean athletes through the fight against doping and the prevention of the manipulation of competitions

12. Asset Management

Properly account for, manage, maintain and protect its assets, both tangible and intangible, including information and vital records, commensurate with their value, against loss, misuse and unauthorised access or modification.

13. Risk Management

Recognise, assess and efficiently manage risks. Adopt adequate and effective business resilience and incident management procedures and practices to prevent, prepare, respond to and recover from any major adverse risk events.

14. Compliance Management

Demonstrably comply with applicable laws, regulations, government policies, mandatory standards, and contractual obligations.

15. Sustainability and Environment

Adopt economical, socially responsible and environmentally sustainable practices in all areas of its operations to ensure the Organisation's long-term sustainability, and to protect and where feasible, enhance the natural environment.

16. Information and Records Management

Create and maintain authentic, reliable and useable information and records to support effective and efficient operations and decision-making and to substantiate IGF decisions, activities and transactions.

17. Reporting and Disclosures

Ensure relevant, reliable, timely, balanced and honest disclosures and reporting of Organisation performance and position, both against plans and KPIs, and to meet legal or regulatory reporting and disclosure requirements.

18. Monitoring and Reviews

Establish and implement effective supervisory, monitoring, review and management assurance activities and promptly rectify any identified discrepancies including unfavourable trends and variances.

19. Capabilities

Develop and continually enhance its people, process and systems capabilities, including where appropriate, through the use of innovative technology.

20. Policies and Procedures

Determine, develop and implement appropriate policies and procedures containing mandatory requirements to enable and ensure effective and efficient governance and management.

For staff, compliance with applicable mandatory requirements is a condition of their appointment and continuing employment with the Organisation.

4.0 Governance

Governance comprises the set of principles and rules, values and culture, people and relationships, and systems and processes within and by which:

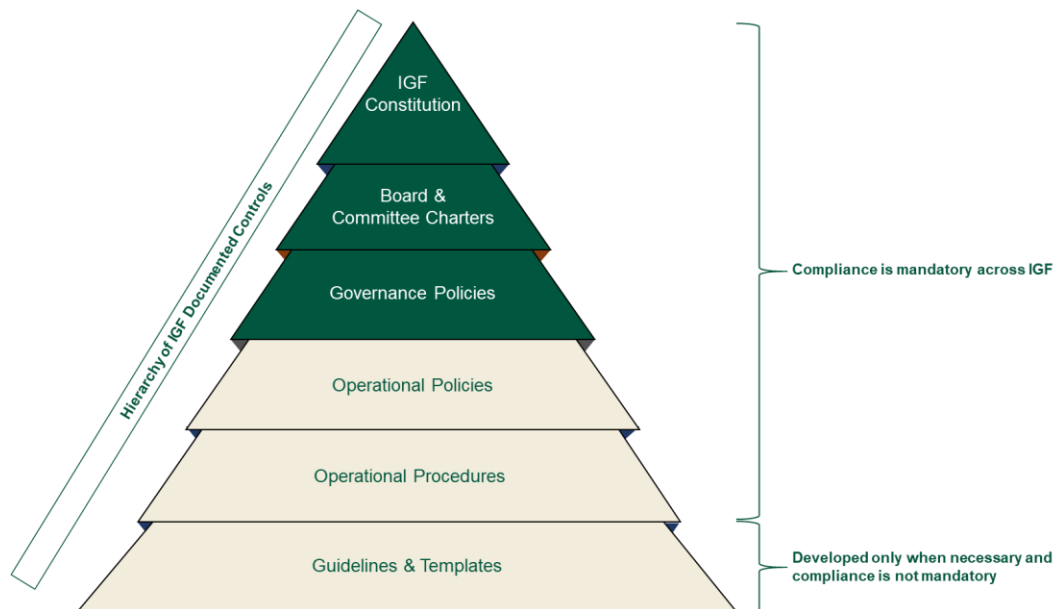
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- b. Objectives are set and achieved;
- c. Authority is exercised and controlled;
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- f. Those in control are held to account.

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- e. Support for constructive change and adaptability; and
- f. Pursuit of continual improvement and quality assurance

5.0 Documented Controls

The IGF has policies and procedures and other documented controls that are categorised based on their purpose, approval authority, scope and application, as set out in the following diagram:



5.1 Board & Committee Charters

The Board Charter outlines how the Board operates to fulfil its functions. The Committee Charters outlines how each IGF management committee conducts its specific functions and responsibilities.

5.2 Policies

Policies define IGF's position and objective/s on matters of strategic significance and the relevant outputs and outcomes that IGF needs to deliver to achieve its policy objectives.

5.2.1 Criteria for Issuing Policies

Policies are developed, adopted and managed to realise one or more of the following objectives:

- To support the achievement of the IGF's objectives and strategic priorities;
- To give effect to directions or advice from Board, the Executive Director;
- To manage significant strategic or financial risks; and

- d. To demonstrate compliance with applicable laws, regulations, mandatory government policies/standards, legal obligations and mandatory professional standards.

5.2.2 Categories of Policies

Policies are categorised into Governance and Operational policies. The Operational policies are subordinate to the Governance policies.

Governance Policies

Governance policies relate to Board's reserved powers and governance responsibilities.

Compliance with Governance policies is mandatory across IGF, (unless the policy specifically excludes them).

Operational Policies

Operational policies govern the Organisation's corporate/administrative functions and their strategies and activities.

These policies are approved by the Executive Director (unless reserved by the Board) based on advice and recommendations from the relevant members of the IGF's Committees. The Executive Director may delegate the approval of operational policies to a member of the IGF's Committees.

Compliance with Operational policies is mandatory across IGF (unless the policy specifically excludes them).

5.2.3 Policy Approvers and Owners

Ownership of policies is determined by reference to the Criteria for Issuing Policies. The party accountable for achieving the objective/s owns the relevant policy that supports or arises from that objective.

Depending on their categorisation, policies are approved either by Board or by the Executive Director. The Executive Director may delegate the approval of operational policies to a member of the IGF's Committees.

Administrative changes to Governance policies are approved by the Executive Director.

Administrative changes to Operational policies are approved by the policy owners. The policy owner also owns the procedure/s linked to that policy.

5.2.4 Policy Requirements and Development

All policy requirements are principles-based, consistent with legal or regulatory obligations, and their adoption and effectiveness is evidenced and verifiable.

All new or revised policies are referred to relevant stakeholders for consultation prior to being issued.

Prior endorsement of the Executive Director's is required for the development of a new policy or to make a significant change to an existing policy.

5.3 Procedures

Procedures describe the processes and activities that realise the outcomes defined in their parent policies. Procedures are categorised based on the categorisation of the parent policy.

Approval of some operational procedures may be reserved by the Executive Director.

Unless reserved by the Executive Director Operational procedures are approved by the relevant policy owner.

New or revised procedures are referred to relevant stakeholders for consultation prior to being approved and issued.

Compliance with procedures is mandatory across IGF (unless they are specifically included).

5.4 Quality Requirements

All documented controls with mandatory requirements must:

- a. Enable prudent and timely decisions to be made and IGF operations performed effectively and efficiently;
- b. Focus on delivering specific outputs and outcomes in a competent manner;
- c. Provide clarity of roles, responsibilities and accountabilities;
- d. Adopt a holistic and risk-based approach to the design and implementation of controls and for demonstrating compliance;
- e. Actively support automation and the innovative use of technology;
- f. Incorporate management assurance protocols to provide assurance on the effectiveness and efficiency of the documented control/s and to ensure their currency and continuous improvement; and
- g. Be based on approved document templates for policies and procedures and written in plain language.

6.0 Responsibilities and Accountabilities

6.1 Board

The Board is the IGF's governing body and accountable for the effective and efficient governance of the Organisation. The Board responsibilities are outlined in the Board Charter. The Board Charter also highlights the Committees that Board has established to assist in the discharge of its obligations.

6.2 Executive Director

The Executive Director is the chief executive officer of the IGF and is responsible to the Board for executive decisions and the overall management and performance of the Organisation.

The Executive Director is supported by a number of management committees, all of which have their own Terms of Reference.

6.3 Organisational Units of the Organisation

All organisational units of the Organisation are responsible for:

- a. Delivering outputs and outcomes expected of them as per their approved objectives, scope, plans and KPIs;

- b. Demonstrating effective and efficient performance, governance, risk management and compliance and providing positive assurance on the same; and
- c. Protecting and enhancing IGF's value.

7.0 Monitoring and Review

Under the oversight and direction of Board and the Executive Director monitoring and reviews are undertaken at different levels of the Organisation to provide assurance on performance, governance, risk management and compliance. The following figure illustrates these levels and relevant assurance responsibilities.

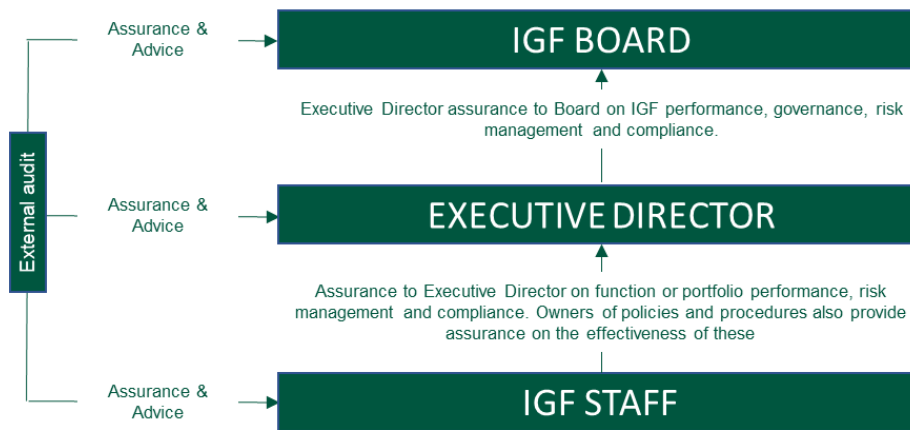


Figure 2: Levels of monitoring and review

The oversight, monitoring and review responsibilities of each of these groups are set out below.

7.1 Board

The Board is the IGF's governing body and accountable for the effective and efficient governance of the Organisation.

7.2 Executive Director

The Executive Director provides assurance to Board on IGF's performance, governance, risk management and compliance.

The Executive Director is responsible for:

- a. Reinforcing commitment to and role modelling IGF Values and Code of Conduct;
- b. Creating and maintaining an appropriate system of internal control including an appropriate control environment ('Tone at the Top');
- c. Establishing structure, authority and responsibility for all management and staff roles;
- d. Demonstrating commitment to competence and enforcing accountability for performance; and

- e. Exercising management oversight responsibility, monitoring enterprise performance, governance, risk management and compliance, and ensuring any deficiencies are promptly remedied.

7.3 IGF Staff

The IGF Staff are responsible for:

- a. Providing leadership and direction of their portfolios including clarity of portfolio objectives, scope, strategies and KPIs;
- b. Assessing and understanding portfolio-specific risks and compliance obligations and implementing controls to manage risks and demonstrate compliance; and
- c. Monitoring, reviewing and providing assurance on portfolio performance and the effectiveness of controls to manage risks and demonstrate compliance and remedying any deficiencies.

IGF Staff who are owners of governance instruments (policies and procedures) are also responsible for monitoring, assessing and providing assurance on the effectiveness of their policies and procedures and remedying any deficiencies.

7.4 External Audit

External Audit is responsible for providing objective assurance and advice to Board, the Executive Director, and IGF staff on performance, governance, risk management and compliance matters, including the manner in which management discharge their monitoring and review responsibilities.

8.0 Recording and Reporting

The following annual reports will be produced and assurance provided on performance, governance, risk management and compliance:

Report / Assurance	Produced by	Report/Assurance provided to
Report confirming effective and efficient performance, governance, risk management and compliance associated with their operations and functions.	Heads of Organisational Units	<ul style="list-style-type: none"> • Executive Director • Board Risk and Audit Committee
Report confirming each policy and procedure is adequate, effective, and efficient and has continued relevance.	Owners of policies and procedures	<ul style="list-style-type: none"> • Executive Director • Board Risk and Audit Committee
Assurance on the adequacy, effectiveness and efficiency of governance, risk management and compliance frameworks, policies and practices at IGF.	External Audit	<ul style="list-style-type: none"> • Executive Director • Board Risk and Audit Committee

2. IGF POLICIES

Governance Policy		I. ASSIGNMENT OF AUTHORITY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED01	Last update	30 May 2021

<u>POLICY OBJECTIVES</u>	
It is important that the IGF Board, Management and Staff are aware of the general principles in governing delegation of the Board's powers and authority; and a schedule of delegation to management.	
<u>POLICY DESCRIPTION</u>	
This policy is to ensure documentation of the appropriate authority to exercise powers and carry out certain actions for which staff and officers of the IGF are accountable. Its implementation is part of the IGF's commitment to responsible corporate governance.	
The IGF Board will retain authority to enter into strategic commitments but will delegate the authority necessary for operational management.	
Delegations are to positions not to individual persons.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date: 12 December 2010	
<u>REFERENCE</u>	
NIL	

GOVERNANCE AUTHORITIES AND DELEGATIONS

GOVERNANCE		
Function	Authority	Reporting Requirement/s
Principal Officers		
Approves the appointment and removal of the Chairman (IGF Constitution Article 8)	Board	Decision recorded in Board minutes
Approves the appointment and removal of the President (IGF Constitution Article 9)	Board	Decision recorded in Board minutes
Approves the appointment and removal of the Vice President (IGF Constitution Article 10)	Board	Decision recorded in Board minutes
Approves the appointment and removal of the Executive Director (IGF Constitution Article 11)	Board	Decision recorded in Board minutes

Board membership		
Appointment and removal of Board members (IGF Constitution Article 8)	Relevant appointing body	Decision recorded in Board minutes
Board Sub-Committees		
May establish sub-committees as it deems necessary or convenient for the governance of IGF and determines the membership, terms of reference, procedures and reporting requirements of such committees (IGF Constitution Article 8)	Board	Decision recorded in Board minutes
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Audit, Risk and Finance Committee	Decisions recorded in committee minutes Refer to the Audit, Risk and Finance Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Remuneration Committee	Decisions recorded in committee minutes Refer to the Remuneration Committee Charter
May establish Committees deemed necessary for the management and operations of the IGF and determines the membership, terms of reference, procedures and reporting requirements of such committees	Executive Director	Decision recorded in Board minutes
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Competition Committee	Decisions recorded in committee minutes Refer to the Competition Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Athletes Committee	Decisions recorded in committee minutes Refer to the Athletes Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Medical Committee	Decisions recorded in committee minutes Refer to the Medical Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Coaching & Growth Committee	Decisions recorded in committee minutes Refer to the Coaching & Growth Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Golfers with Disabilities Committee	Decisions recorded in committee minutes Refer to the Golfers with Disabilities Committee Charter
Has authority to carry out the functions as outlined in the approved terms of reference of the committee	Anti-Doping Committee	Decisions recorded in committee minutes Refer to the Anti-Doping Committee Charter

Legal and commercial		
Approves the appointment of agents and attorneys	Executive Director	To be reported to the Board.
Approve stand-alone confidentiality agreements imposing obligations on the IGF or third parties to protect confidential information provided to the IGF or received by it from another party.	Executive Director	
Approve release of highly sensitive IGF data to a party outside the IGF- Note: This delegation does not apply to release of data required or authorised by law	Executive Director	
Approve an application for a permit, licence or other authorisation to conduct any required by Swiss sanctions laws or foreign sanctions laws	Executive Director	
Institute or settle court, legal or other formal proceedings (including apprehended or threatened proceedings) and legally bind the IGF in matters conducted in the lower courts and tribunals, Swiss Federal Court or Court of Arbitration of Sport	Executive Director	To be reported to the Board.
Institute or settle court, legal or other formal proceedings (including apprehended or threatened proceedings) and legally bind the IGF in matters conducted in lower courts and tribunals	Executive Director	To be reported to the Board.
Accept service of court process on behalf of the IGF	Executive Director	To be reported to the Board.
Appoint external lawyers and approve costs agreements.	Executive Director	To be reported to the Board.
Accept service of documents in relation to taxation matters	Executive Director	
Settle court, legal or other formal proceedings (including apprehended or threatened proceedings) and legally bind the IGF in matters relating to human resource management conducted in lower courts and tribunals.	Executive Director	To be reported to the Board.
Approve stand-alone confidentiality agreements imposing obligations on the IGF or third parties to protect confidential information provided to the IGF or received by it from another party.	Executive Director	

Approve agreement for the acquisition of services from specifically identified individuals from an independent contractor or a labour hire agency	Executive Director	
Approves IGF strategic agreements and MOUs with the IGF	Board	Decision recorded in Board minutes
Signs formal documentation required to register and protect registrable intellectual property rights of the IGF throughout the world	Executive Director	
Authorises the IGF to enter into contracts with an external party/ies to provide services	Executive Director	
Signs information technology and software licensing agreements to be used by the IGF	Executive Director	
Planning		
Approves the IGF Strategic Business Plan	Board	Decision recorded in Board minutes Refer to IGF Governance and Management Framework (Governance Framework)
Approves the governance and management framework for the IGF	Board	Decision recorded in Board minutes Refer to IGF Governance and Management Framework (Governance Framework)
Approves the organisational structure of the IGF	Board	Decision recorded in Board minutes
Approves the location of IGF headquarters	Board	Decision recorded in Board minutes
Approves policies relating to the governance, planning, and organisation of the IGF	Board	Decision recorded in Board minutes
Approves policies relating to the operations and management of the IGF	Executive Director	To be reported to the next meeting of Board.
ADMINISTRATIVE		
Function	Authority	Reporting Requirement/s
Communications		
Respond publicly on behalf of the IGF	Executive Director, President, Chairman	
Authorise routine public/media statements on behalf of the IGF	Executive Director	

IGF Brand		
Approve official templates that include the IGF logo which are made available for use for IGF staff for the purpose of communicating on behalf of and promoting the IGF	Executive Director	
Authorises the use of the IGF name and logo by third parties	Executive Director	To be reported to the next meeting of Board.
Approve creation of IGF web domains or sub-domains	Executive Director	
Approve establishment of IGF digital publishing channel on infrastructure not owned by the IGF	Executive Director	
Approve applications for, assignment of or other dealings in IGF trademarks or business names	Executive Director	To be reported to the next meeting of Board.
Approve promotional campaigns	Executive Director	
Approve commission of market research	Executive Director	
Participation in external entities		
Exercise voting rights of the IGF arising from its membership of an external organisation (including appointing a proxy to exercise such rights)	Executive Director	
Approve terms of affiliation between the IGF and an external organisation	Executive Director	To be reported to the next meeting of Board.
Information and communications technology		
Approve engagement of third-party providers of information and communications technology services	Executive Director	
Approve acquisition of any of the following, including approving lists of pre-approved products and services: <ul style="list-style-type: none"> - all software (including software as a service); - infrastructure or platform as a service; - desktop, server, end user and - telecommunications equipment 	Executive Director	
Safety, health and wellbeing		
Approve travel to destination subject to “do not travel” or “reconsider your need to travel” recommendation from the Swiss government, where IGF activity is the main reason for travel	Executive Director	

FINANCIAL MANAGEMENT		
Function	Authority	Reporting Requirement/s
Budgets		
Approval of annual operating budget	Board	Decision recorded in Board minutes
Monitors and controls spending against the budget, including adopts budget reviews	Executive Director	
Approve revised operational budgets where the total allocation across the IGF would not change as a result	Executive Director	Board and Finance and Audit Committee Notified
Approve revised budget allocations within portfolios to respond to organisational changes or other initiatives	Executive Director	Board and Finance and Audit Committee Notified
Expenditure		
Any two (2) of the duly authorised approves all purchasing, subject to the availability of funds, within approved budget limits and consistent with the IGF's plans, policies and procedures.	Chairman Vice President Executive Director	
Specific financial arrangements		
Has full authority over all IGF resources and there is no limit to the value of transactions that it can approve. It will create and approve a system of financial delegations throughout the IGF appropriate for its operations	Board	Decision recorded in Board minutes
Approves the credit management of the IGF including general debtors, discounts and debt write-offs	Audit, Risk and Finance Committee	Considered by the Audit, Risk and Finance Committee and recommended to Board Decision recorded in Board minutes
Loans		
Approves loans on behalf of IGF	Board	Decision recorded in Board minutes
Credit cards		
Authorises issue of IGF credit cards and sets credit card transaction limits and determines limits for monthly expenditure	Executive Director	
Accounts		
Any two (2) of the duly authorised approves banking arrangements including the opening and closing of bank accounts and appointment of signatories	Chairman Vice President Executive Director	Considered by the Audit, Risk and Finance Committee Decision recorded in Board minutes
Investments and borrowings		
Any two (2) of the duly authorised approves investments of all funds	Chairman Vice President Executive Director	Considered by the Audit, Risk and Finance Committee Decision recorded in Board minutes

Financial statements		
Approves the Annual Financial Statements	Board	Decision recorded in Board minutes
Any two (2) of the duly authorised signs the Management Representation Letter which accompanies the Annual Financial Statements	Chairman Vice President Executive Director	Decision reported to Board
Audit		
Approves the appointment of the IGF's Auditors.	Board	Considered by Audit, Risk and Finance Committee and recommended to Board Decision recorded in Board minutes
Approves policy for write-offs and bad debts	Board	Considered at Audit, Risk and Finance Committee and noted by Board Decision recorded in Committee and Board minutes
Approves refund and excess payment policies	Board	Considered by Audit, Risk and Finance Committee and recommended to Board Decision recorded in Board minutes
Approves policy on payment plans	Board	Considered by Audit, Risk and Finance Committee and recommended to Board Decision recorded in Board minutes
Approves procurement policies	Board	Considered by Audit, Risk and Finance Committee and recommended to Board Decision recorded in Board minutes
Approves investment management policies	Board	Considered at Audit, Risk and Finance Committee and noted by Board Decision recorded in Committee and Board minutes
Insurance		
Insurance (including property, contents, public liability, indemnity, directors & officers, volunteer, motor vehicle)	Executive Director	Audit, Risk and Finance Committee notified
Coaching & Growth Grants		
Approve allocation of any financial support or growth grants to IGF Membership.	Executive Director	Considered by Coaching & Growth Committee and recorded in Committee and Board minutes

HUMAN RESOURCES		
Function	Authority	Reporting Requirement/s
Human Resources Policies		
Approves IGF Staff Handbook and human resources policies and agreements and instruments relating to operational staffing matters	Executive Director	Decision reported to Board
Creation of positions		
Approves the position descriptions of all IGF positions except that of Executive Director	Executive Director	
Recruitment / appointment		
Appointment of full time, part time and temporary staff	Executive Director	
Approves conversion from part time or temporary position to fixed-term or permanent position for all staff	Executive Director	
Appointment of interns	Executive Director	
Renewal of contracts		
Approves the renewal of contracts for the Executive Director	Remuneration Committee	Decision recorded in Board minutes
Approves the renewal of contracts for all staff types	Executive Director	
Salaries, bonuses and special allowances		
Approval of mechanism for the staff annual salary review.	Remuneration Committee	
Approval of staff salary increases	Remuneration Committee	
Approval of system for determination of staff bonuses	Remuneration Committee	
Approval of staff bonuses	Remuneration Committee	
Approves special and extraordinary allowances to employees for services over-and-above the duties and the requirements of their job	Remuneration Committee	
Workplace conduct and performance		
Determines appropriate disciplinary action after formal investigation of discrimination or workplace related grievances and bullying	Executive Director	
Investigates any allegations of misconduct, incapacity or negligence against the Executive Director, and determines the disciplinary action or outcome if the matters are proven	Board	Decision recorded in Board minutes

Draws up the Executive Director's performance agreement and assesses the Executive Director's performance against that agreement	Chairman	Decision reported to Board
Review and monitor the performance of IGF staff	Executive Director	
Approves the performance review, planning and development process for staff	Executive Director	
Considers matters of unsatisfactory performance and determines disciplinary action for all staff	Executive Director	
Termination of employment		
Determines termination of employment contract of staff	Executive Director	
Determines termination of Executive Director	Board	Decision recorded in Board minutes
Declare positions redundant and terminate employment on the grounds of redundancy	Executive Director	
Overtime		
Approves overtime for eligible staff	Executive Director	
Attendance		
Approves work hours and IGF headquarters attendance policies for staff members.	Executive Director	
Leave		
Approves leave policies for staff members	Executive Director	
Approves all leave for staff as listed within the IGF Staff Handbook	Executive Director	
Approves leave without pay	Executive Director	
Approves period of paid leave for exceptional circumstances for all staff	Executive Director	
Staff development		
Approves professional development courses for all staff	Executive Director	
Official travel		
Approves domestic and international travel for staff and Board Members	Executive Director	

Governance Policy		2. CASH FLOW MANAGEMENT	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED02	Last update	31 May 2021
<u>POLICY OBJECTIVES</u> Provide robust cash flow controls and management within IGF			
<u>POLICY DESCRIPTION</u> <ul style="list-style-type: none"> IGF Executive Director can authorise expenditure on individual goods / services no greater than CHF50,000. Expenditure on individual goods / services greater than CHF50,000 require approval by any two of the assigned representatives and signatories of the IGF Chairman, IGF Vice President and IGF Executive Director 			
Other Functions impacted by policy		ALL	
<u>POLICY APPROVED</u> Date: 12 December 2010			
<u>REFERENCE:</u> NIL			

Governance Policy		3. REIMBURSEMENT OF BUSINESS RELATED EXPENSES	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED03	Last update	January 2022

<u>POLICY OBJECTIVES</u>	
Provide robust management and approval of business-related expenses incurred by IGF staff and executive officers	
<u>POLICY DESCRIPTION</u>	
Where IGF staff and executive officers incur expenses when travelling on behalf and at the request of the IGF (e.g. participation to preparation meetings in the future Olympic Games Host Cities) or when representing the IGF at events and meetings organised by third-parties at the request of the IGF, that should be funded by the IGF, an expense claim can be made completing an Expense Claim Form.	
Typical expenses can include airfare, accommodation, transport services, meals and other ordinary and reasonable expenses that may be required when on business trips.	
All claims must be:	
<ul style="list-style-type: none"> • Linked to an activity/project previously agreed by the IGF Executive Director • Supported by receipts or other relevant evidence • Signed as authorised by the IGF Executive Director • Where the IGF Executive Director is making a claim the IGF Chairman or Vice President must authorise the claim. 	
Specific policies apply to IGF staff and International Technical Officials (ITO) when travelling to the Olympic Games and Youth Olympic Games.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date: 12 December 2010	
<u>REFERENCE:</u>	
IGF EXPENSE CLAIM FORM	

Governance Policy		4. APPROVAL OF BANK TRANSFER OF FUNDS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED04	Last update	31 May 2021

<u>POLICY OBJECTIVES</u> Provide robust management and approval of the transfer of funds from the IGF Bank Accounts for expenses incurred by the IGF.	
<u>POLICY DESCRIPTION</u> In order for funds to be transferred from any of the IGF Bank Accounts an IGF Payments Form must be completed. All Bank transfers must be: <ul style="list-style-type: none"> • Supported by receipts or other relevant evidence • Signed as authorised by the IGF Executive Director and counter signed and authorised by the IGF Chairman or Vice President. Once authorised the details of the Bank transfers are entered into the Payments section of the IGF secure section of the Bank's website. These payments are then securely electronically approved by the IGF Executive Director and counter signed and authorised by the IGF Chairman or Vice President.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u> Date: 20 June 2011	
<u>REFERENCE:</u> IGF PAYMENTS FORM	

Governance Policy		5. IGF SUPPLIER / CONTRACTOR SERVICE AGREEMENTS AND IGF PURCHASE ORDERS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED05	Last update	31 May 2021

<u>POLICY OBJECTIVES</u> To standardise agreements with suppliers and contractors of products and services to the IGF and ensure suppliers and contractors abide by the standards and requirements set out in the IGF Supplier / Contractor Service Agreement and/or Purchase Order and IGF Supplier Code.	
<u>POLICY DESCRIPTION</u> All suppliers and contractors of products and services to the IGF should receive the IGF Purchase Order and/or sign the standard IGF Supplier / Contractor Service Agreement. In the event a supplier, contractor or service provider refuses to use a standard IGF agreement, the Executive Director, Chairman or Vice President may consent to the use of a non-standard agreement.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u> Date: 20 April 2011	
<u>REFERENCES:</u> IGF Supplier / Contractor Service Agreement IGF Purchase Order IGF Supplier Code	

Governance Policy		6. TENDERING PROCESS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED06	Last update	31 May 2021

<u>POLICY OBJECTIVES</u> Provide guidelines on tendering for products / services that are to be provided to the IGF	
<u>POLICY DESCRIPTION</u> For any supply of products and services that are above CHF 100,000 a competitive tendering process is to be conducted. Authorization of Executive Director, Chairman or Vice President for above required where tender that is not least expensive is selected.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u> Date: 12 December 2010	
<u>REFERENCE:</u> NIL	

Governance Policy		7. KEEPING OF BOOKS & RECORDS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED07	Last update	20 April 2011

<p><u>POLICY OBJECTIVES</u></p> <p>The International Golf Federation (IGF) shall establish and maintain proper records and minutes concerning all transactions, business, meetings and dealings of the IGF and the Board and shall produce these as appropriate at each Board or General Meeting.</p>
<p><u>POLICY DESCRIPTION</u></p> <p>The following books and records of the IGF must be kept:</p> <p>Notices, meetings and correspondence</p> <p>1. The IGF must record, by mechanical, electronic or other means, all details of notices or orders served on it. These records must be kept for at least ten (10) years. The following information must be recorded for each notice:</p> <ul style="list-style-type: none"> - the date and manner of service - the date for obeying the order - the date the order was obeyed. <p>2. The IGF must keep by mechanical, electronic or other means minutes of IGF Board, administrative and executive meetings, including details of motions passed, for at least ten (10) years.</p> <p>3. The IGF must keep by mechanical, electronic or other means:</p> <ul style="list-style-type: none"> - copies of all correspondence received and sent, inclusive of emails, for at least ten (10) years - notices of IGF Board, administrative and executive meetings for at least ten (10) years - proxies given to the IGF for at least ten (10) years after the proxy expires - voting papers for resolutions at IGF meetings for at least ten (10) years - voting papers for election of the executive committee and officers of the committee for at least ten (10) years - records served on the IGF by the managing agent for at least ten (10) years - notices specifying an address for service for at least ten (10) years. <p>Financial records and statements</p> <p>1. The IGF must keep by mechanical, electronic or other means accounting records and financial statements. The books of account shall be kept in the care and control of the Executive Director.</p> <p>2. The IGF shall retain such records for ten (10) years after the completion of the transactions or operations to which they relate.</p> <p>3. The Executive Director shall submit to the Board audited statements of account of the IGF</p> <p>4. The Executive Director, in Accordance with 13.6 of the Constitution shall cause to be sent to all persons entitled below a copy of the statements of accounts and the auditor's report;</p> <ul style="list-style-type: none"> - each National Federation Member - each Professional Member; - each member of the Administrative Committee; and - each member of the Executive Committee <p>Membership register</p> <p>The IGF must prepare, maintain and keep a membership register. The register must have separate entries for each member and include:</p> <ul style="list-style-type: none"> - the name of each member

- their registered address and postal address; - telephone number and fax number - email address - website address	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u> Date: 20 April 2011	
<u>REFERENCE:</u> NIL	

Governance Policy		8. RISK MANAGEMENT	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED08	Last update	30 September 2018

<u>POLICY OBJECTIVES</u>	
The purpose of this Policy is to outline the principles that govern the management of risk at the International Golf Federation (IGF), and to define associated responsibilities for IGF's risk management process.	
<u>POLICY DESCRIPTION</u>	
1. Principles	
1.1 The Board recognises that risk is inherent in all of its activities and that effective management of risk is necessary in order to protect the organisation against potential loss.	
1.2 The Board will maintain a risk management framework	
1.3 The Board will ensure that risk management is integrated into IGF's corporate culture and business operations at a strategic, operational and project level.	
1.4 The Board will be mindful of the need to achieve a balance between the costs of managing risk and the anticipated benefits.	
1.5 The Board will ensure that risks are identified, reviewed and monitored on an on-going basis.	
2 Responsibilities	
2.1 The Board has ultimate responsibility for approving and monitoring the effectiveness of the risk management framework and assessing whether the organisation has in place adequate risk management and internal control mechanisms.	
2.2 The Board delegates to Management the responsibility for undertaking risk reviews and the design and implementation of appropriate risk management systems.	
2.3 The Audit & Risk Committee is responsible for overseeing of the processes for the identification and assessment of risks, reviewing the outcomes of risk management processes and for advising the Board as required.	
2.4 The Executive Director is responsible for ensuring that a risk management process is established, implemented and maintained in accordance with this Risk Management Policy, and is ultimately responsible for the management of risks in the business.	
3. Implementation	
This Policy is effective from 12 December 2011. It should be read in conjunction with IGF's:	
(a) Risk Management Plan; and	
(b) Risk Register.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date: 12 December 2010	
<u>REFERENCES:</u>	
Risk Management Plan	
Risk Register	

Governance Policy		9. IGF CODE OF ETHICS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED09	Last update	31 May 2021

<p>OBJECTIVE OF THE CODE</p> <p>The IGF undertakes to adopt, for its internal activities, a code of ethics based on the principles and rules of the IOC Code of Ethics. Within the framework of IGF’s activities, the Participants undertake to respect and ensure respect of the IGF Code of Ethics as outlined. The Participants shall be bound by and shall comply with all the provision of this code (the “Code”) and restate their commitment to the IGF Constitution.</p>
<p>DEFINITIONS</p> <p>“Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p>
<p>A FUNDAMENTAL PRINCIPLES</p> <p>Article 1</p> <p>Respect for the universal fundamental ethical principles is the foundation of Olympism.</p> <p>These include:</p> <p>1.1 Respect for the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play;</p> <p>1.2 Respect of the principle of the universality and political neutrality of the Olympic Movement;</p> <p>1.3 Maintaining harmonious relations with state authorities, while respecting the principle of autonomy as set out in the Olympic Charter;</p> <p>1.4 Respect for international conventions on protecting human rights insofar as they apply to the IGF activities and any IGF Event or Competition and which ensure in particular:</p> <ul style="list-style-type: none"> – respect for human dignity; – rejection of discrimination of any kind on whatever grounds, be it race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status; – rejection of all forms of harassment and abuse, be it physical, professional or sexual, and any physical or mental injuries; <p>1.5 Ensuring the Participants’ conditions of safety, well-being and medical care favourable to their physical and mental equilibrium.</p>

B INTEGRITY OF CONDUCT

Article 2

The Participants must use due care and diligence in fulfilling their mission. At all times, they must act with the highest degree of integrity, and particularly when taking decisions, they must act with impartiality, objectivity, independence and professionalism.

The Participants must refrain from any act involving fraud or corruption. They must not act in a manner likely to tarnish the reputation of the IGF and of the Olympic Movement.

Article 3

The Participants must not, directly or indirectly, solicit, accept or offer any form of remuneration or commission, nor any concealed benefit or service of any nature, connected with any IGF Event or Competition.

Article 4

Only tokens of consideration or friendship of nominal value, in accordance with prevailing local customs, may be given or accepted by the Participants. Such tokens may not lead to the impartiality and integrity of the Participants being called into question.

Any other form of token, object or benefit constitutes a gift which may not be accepted, but must be passed on to the organisation of which the beneficiary is a member.

Notwithstanding the above, the IGF Executive Director (or in the event the IGF Executive Director receives the token, the Chairman) must be made aware of all tokens and may require such tokens be rejected.

Article 5

For hospitality shown to the Participants, as well as those accompanying them, a sense of measure must be respected.

Article 6

The Participants must refrain from placing themselves in any conflict of interests, and must respect the IOC's Rules Concerning Conflicts of Interests Affecting the Behaviour of Olympic Parties and the IGF Conflict of Interest Policy.

C INTEGRITY OF COMPETITIONS

Article 7

The Participants shall commit to combat all forms of cheating and shall continue to undertake all the necessary measures to ensure the integrity of sports competitions.

Article 8

The Participants must respect the provisions of the World Anti-Doping Code, the IGF Anti-doping Policy and of the IGF Code on the Prevention of the Manipulation of Competitions.

Article 9

All forms of participation in, or support for betting related to any IGF Event or Competition, and all forms of promotion of betting related to any IGF Event or Competition are prohibited.

Article 10

Participants in any IGF Event or Competition must not, by any manner whatsoever, manipulate the course or result of a competition, or any part thereof, in a manner contrary to sporting ethics, infringe the principle of fair play or show unsporting conduct.

D GOOD GOVERNANCE AND RESOURCES**Article 11**

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement, in particular transparency, responsibility and accountability, must be respected by all Participants.

Article 12

IGF resources must be used only for IGF purposes.

Article 13

13.1 The income and expenditure of the IGF must be recorded in its accounts in accordance with generally accepted accounting principles. An independent auditor will check these accounts.

13.2 In cases where the IGF gives financial support to Participants: a. the use of these IGF resources must be clearly demonstrated in their accounts; b. the accounts of the Participants may be subjected to auditing by an expert designated by the IGF.

Article 14

The Participants recognise the significant contribution that broadcasters, sponsors, partners and other supporters make to the development and prestige of the IGF Events and Competitions throughout the world.

In order to preserve the integrity and neutrality of the various candidature procedures, the support and promotion of any of the candidatures by broadcasters, sponsors, partners and other supporters must be in a form consistent with the rules of sport and the principles defined in the IOC Olympic Charter and the present Code.

E CONFIDENTIALITY**Article 15**

The principle of confidentiality shall be strictly respected by the IGF Integrity Unit in all their activities.

It must also be strictly respected by any person concerned by the activities of the IGF Integrity Unit.

F REPORTING OBLIGATION**Article 16**

The Participants shall inform the Head of the IGF Integrity Unit, in the strictest confidentiality and by using the appropriate mechanisms, in particular the IGF Whistleblowing Channel, of any information related to a violation of the IGF Code of Ethics, with a view to possible referral to the IGF Integrity Unit.

Any disclosure of information must not be for personal gain or benefit, nor be undertaken maliciously to damage the reputation of any person or organisation.

G IMPLEMENTATION

Article 17

The Participants shall see to it that the principles and rules of this Code are applied.

Any allegation or suspicion of a violation of this code shall be reported to the Head of the IGF Integrity Unit

H PROCEDURES FOR DETERMINING BREACHES OF THE CODE OF ETHICS

Article 18

Not every breach of the Code must be the subject of a formal investigation and determination. A warning given by a manager or a counselling session may be more appropriate. The process used will be determined by the seriousness of the breach, and whether the breach is a repeated offence or an isolated incident.

- a. Where it is determined that the breach is of serious matter, the Head of the IGF Integrity Unit will appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s).
- b. The IGF Integrity Unit will determine the manner in which the investigation will be held in order to uphold the principle of natural justice.
- c. The procedure used will be determined by the nature and the seriousness of the breach. Not every breach of the Code must be the subject of a formal investigation and determination. In some cases, the Head of the Integrity Unit will appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s). In other cases, the Head of the Integrity Unit may determine the sanction and/or may decide to refer, at his/her sole discretion, the case to the IGF Tribunal for Hearing and/or to the relevant Organisation to which the Participant is a member.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: Date: 8 April 2015

REFERENCE:

MEASURES OF PROTECTION AND THE PROCESS THE IGF WILL UNDERTAKE FOLLOWING AN INTEGRITY REPORT

Governance Policy		10. IGF CODE OF CONDUCT FOR ALL ATHLETES AND ATHLETE SUPPORT PERSONNEL	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED10	Last update	31 May 2021

<p>OBJECTIVE OF THE CODE</p> <p>The aim of this Code is to provide fair and reasonable standards of conduct for all Athletes and Athlete Support Personnel, to ensure and maintain an orderly and fair administration and conduct for any IGF Event or Competition and to protect their rights and the respective rights of the IGF.</p>
<p>1) INTRODUCTION</p> <p>Athletes and Athlete Support Personnel participating in any IGF Event or Competition shall observe the Rules of Golf, the Regulations, Local Rules or Conditions in effect for the conduct of the Event and competition, and at all times shall conduct themselves in a manner that will not reflect unfavourably on the IGF and its members, officers or representatives.</p>
<p>2) RULES OF GOLF & IGF REGULATIONS</p> <p>Any Athlete and Athlete Support Personnel who breaches the Rules of Golf, the Local Rules or Terms or the Regulations in effect for the conduct of the Competition, shall be subject to the penalties provided in such Rules, Regulations or Terms, as well as any other penalties determined by the IGF Rules Committee. The decision of the IGF Rules Committee for the competition with respect to such breach(es) shall be final and conclusive.</p>
<p>3) ATHLETES' COMMITMENT</p> <p>No Athlete may withdraw their entry except where there are urgent medical conditions preventing participation of an Athlete, or in exceptional circumstances in line with the Qualification System for the IGF Event or Competition, as determined by the IGF. In circumstances that are flagrant and particularly injurious to the success of the IGF Event or Competition, or are singularly egregious, a single violation of this Section shall also constitute the Major Offence of "Aggravated Behaviour".</p>
<p>4) ON-SITE OFFENCES</p> <p style="text-align: center;">GENERAL</p> <p>Every Athlete and Athlete Support Personnel shall, during the IGF Event or Competition and at all times while within the precincts of the venue, conduct themselves in an orderly and sportsmanlike manner and in accordance with the normally accepted standards of courtesy and golf etiquette. The following provisions shall apply to each Athlete's and Support Personnel's conduct while within the precincts of the venue. Violations of these conduct requirements shall be determined in IGF's discretion.</p> <p style="text-align: center;">AUDIBLE OBSCENITY</p> <p>Athletes and Athlete Support Personnel shall not use audible obscenity within the precinct of the IGF event or competition venue. For the purposes of this rule, audible obscenity is defined as the use of words commonly known and understood to be profane and uttered clearly and loudly enough to be heard by the IGF Rules Committee, spectators or television viewers.</p>

VISIBLE OBSCENITY

Athletes and Athlete Support Personnel shall not make obscene gestures of any kind within the precincts of the IGF event or competition venue. For the purposes of this rule, visible obscenity is defined as the making of signs by an Athlete or Athlete Support Personnel with their hands and/or equipment that commonly have an obscene meaning.

VERBAL ABUSE

Athletes and Athlete Support Personnel shall not at any time directly or indirectly verbally abuse any official, other Athlete, other Athlete Support Personnel, spectator or other person within the precincts of the IGF event or competition venue. For the purposes of this rule, verbal abuse is defined as a statement about an official, opponent, sponsor, spectator or other person that implies dishonesty or is derogatory, insulting or otherwise abusive.

PHYSICAL ABUSE

Athletes and Athlete Support Personnel shall not at any time physically abuse any official, other Athlete, other Athlete Support Personnel, spectator or other person within the precincts of the IGF event or competition venue. For the purposes of this rule, physical abuse is the unauthorised touching of an official, opponent, spectator or other person.

ABUSE OF EQUIPMENT

Athletes and Athlete Support Personnel shall not violently or with anger hit, kick or throw a golf ball, club or other equipment within the precincts of the IGF event or competition venue. For the purposes of this Rule, abuse of golf clubs or equipment is defined as intentionally and violently destroying or damaging clubs or equipment, or intentionally and violently hitting the course or other fixture during the Competition or practice rounds out of anger or frustration.

UNSPORTSMANLIKE CONDUCT

Athletes and Athlete Support Personnel shall at all times conduct themselves in a sportsmanlike manner and give due regard to the authority of officials and the rights of opponent's spectators and others. For the purposes of this Rule, Unsportsmanlike Conduct is defined as any misconduct by an Athlete or Athlete Support Personnel that is clearly abusive or detrimental to the Sport, but that does not fall within the prohibition of any specific on-site offence contained herein. In addition, Unsportsmanlike Conduct shall include, but not be limited to, the giving, making, issuing, authorising or endorsing any public statement having, or designed to have, an effect prejudicial or detrimental to the best interests of the IGF Event or Competition and/or the officiating thereof.

BEST EFFORTS

An Athlete shall use their best efforts when competing in the IGF Event or Competition.

LEAVING THE COURSE

An Athlete shall not leave the course area during a round without firstly contacting a Rules Official and then obtaining the permission of the Chief Referee.

FAILURE TO COMPLETE COMPETITION

An Athlete must complete a competition in progress unless he is reasonably unable to do so. A violation of this Section shall subject an Athlete to immediately default and shall also constitute the Major Offence of “Aggravated Behaviour”.

CEREMONIES

An Athlete must attend and participate in the medal ceremony unless reasonably unable to do so.

MEDIA CONFERENCE

Unless injured and physically unable to appear, an Athlete must attend the post-competition media conference(s) organised immediately or within thirty (30) minutes after the conclusion of each round whether the Athlete was leading the round or not, unless such time is extended or otherwise modified by the IGF Technical Delegate or his/her designee for good cause. In addition, all Athletes must participate, if requested, in a pre-event press conference to be arranged during the two days before the start of the event. All media obligations include, but are not limited to, interviews with the host and Athlete’s national broadcaster.

FAILURE TO REPORT A BREACH OF THE CODE

Athletes and Athlete Support Personnel shall report a breach of the Code by another Athlete or Athlete Support Personnel when the breach is known to that Athlete or Athlete Support Personnel. Furthermore, Athletes and Athlete Support Personnel shall fully co-operate in any enquiry or proceedings relating to a breach or suspected breach of the Code.

DETERMINATION AND SANCTIONS

Any allegation or suspicion of a Violation of the sections 3-4 of the Code of Conduct shall be reported to the Head of the IGF Integrity Unit. The procedure used will be determined by the nature and the seriousness of the breach. Not every breach of the Code must be the subject of a formal investigation and determination.

In some cases, the Head of the IGF Integrity Unit will appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s). In other cases, the Head of the IGF Integrity Unit may determine the sanction and/or may decide to refer, at his/her sole discretion, the case to the IGF Tribunal for Hearing and/or to the relevant Professional Member to which the Athlete is a member.

5) MAJOR OFFENCES

AGGRAVATED BEHAVIOUR

No Athlete or Athlete Support Personnel in the IGF Event or Competition shall engage in “Aggravated Behaviour,” which is defined as follows:

One or more incidents of violations of this Code, as determined by IGF, as constituting “Aggravated Behaviour”.

One incident of behaviour that is flagrant and particularly injurious to the success of the IGF Event or Competition, or is singularly egregious, as determined by IGF.

A series of two (2) or more violations of this Code which singularly do not constitute “Aggravated Behaviour”, but when viewed together establish a pattern of conduct that is collectively egregious and is detrimental or injurious to the IGF Event or Competition, as determined by IGF.

In addition, any Athlete or Athlete Support Personnel who, directly or indirectly, violates the Code, as defined below, by offering, providing, or receiving any money, benefit or consideration to or from any other Covered Person or third party in exchange for access and/or accreditation to the IGF event or competition venue shall be deemed to have engaged in Aggravated Behaviour and be in violation of this Section.

Furthermore, neither Athletes nor other individuals acting on such Athletes’ behalf shall solicit or accept any compensation, gratuity or other thing of value offered for the purpose of guaranteeing their appearance in the IGF Event or Competition.

Conversely, neither Athletes nor other individuals acting on such Athletes’ behalf shall offer anything of value to the IGF in return for special treatment of any kind.

Violation of this Section by an Athlete, directly or indirectly through Athlete Support Personnel or others, shall be reported to the Head of the IGF Integrity Unit who will examine possible breaches of this Code. The procedure used will be determined by the nature and the seriousness of the breach. Not every breach of the Code must be the subject of a formal investigation and determination.

In some cases, the Head of the IGF Integrity Unit may appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s). In other cases, the Head of the IGF Integrity Unit may determine the sanction and/or may decide to refer, at his/her sole discretion, the case to the IGF Tribunal for Hearing and/or to the relevant IGF Member to which the Athlete or Athlete Support Personnel is a member.

CONDUCT CONTRARY TO THE INTEGRITY OF THE GAME

No Athlete or Athlete Support Personnel shall engage in conduct contrary to the integrity of the game of golf.

If an Athlete has at any time behaved in a manner severely damaging to the reputation of the Sport, he may be deemed by virtue of such behaviour to have engaged in conduct contrary to the integrity of the Game of Golf and be in violation of this Section. Violation of this Section by an Athlete, directly or indirectly through Athlete Support Personnel or others shall be reported to the Head of the IGF Integrity Unit. The procedure used will be determined by the nature and the seriousness of the breach. Not every breach of the Code must be the subject of a formal investigation and determination.

In some cases, the Head of the IGF Integrity Unit will appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s). In other cases, the Head of the IGF Integrity Unit may determine the sanction and/or may decide to refer, at his/her sole discretion, the case to the IGF Tribunal for Hearing and/or to the relevant IGF Member to which the Athlete is a member.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2015

REFERENCE:

MEASURES OF PROTECTION AND THE PROCESS THE IGF WILL UNDERTAKE FOLLOWING AN INTEGRITY REPORT

Governance Policy		II.IGF CODE OF CONDUCT FOR TOURNAMENT SUPPORT PERSONNEL	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED11	Last update	31 May 2021

<p>OBJECTIVE OF THE CODE</p> <p>To ensure all Tournament Support Personnel of any IGF Event or Competition conduct themselves in accordance with the IGF values and regulations.</p> <p>The content of this code (the “Code”) applies to all Tournament Support Personnel of any IGF Event or Competition. “Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p>The Code is aligned to the IGF values and regulations. The Code acknowledges that all Tournament Support Personnel, through their actions and behaviours, are essential to the effectiveness and reputation of the IGF and the sport of golf.</p> <p>Any breaches of this Code shall be reported to the Head of the IGF Integrity Unit.</p> <p>All Tournament Support Personnel during the IGF Event or Competition and / or while they are on or off the course,</p> <ul style="list-style-type: none"> ▪ Must adhere to all IGF Policies and Codes such as but not limited to: <ul style="list-style-type: none"> ○ IGF Olympic Golf Regulations ○ IGF Code of Ethics ○ IGF Code for the Prevention of the Manipulation of Competitions ○ IGF Safeguarding Participants from Harassment and Abuse Policy ○ IGF Anti-Doping Policy ▪ Must behave professionally, honestly and with integrity, and in a way that upholds the IGF values and the good reputation of the IGF and golf at all times. ▪ Must not participate in any betting and/or manipulation of results’ activity in connection with any IGF Event or Competition. ▪ Must give priority to the tournament schedule and adjust his/her own personal schedule accordingly. ▪ Must advise the IGF Technical Delegate as soon as possible if taken ill or becoming otherwise unfit to perform his/her duties during the event or competition under the jurisdiction of the IGF. ▪ Must treat everyone with respect, courtesy, and without harassment. ▪ Must reject discrimination of any kind on whatever grounds, be it race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status; ▪ Must act with care and diligence and perform work duties in a manner that is conducive to the health and safety of both himself/herself and others.
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- Must be accountable for his/her own behaviour and actions when dealing with members of the public, athletes, stakeholders, other employees or volunteers of the IGF and others involved with the organisation of an IGF Event or Competition.
- Must not verbally abuse or intimidate in any form such as shouting or making gestures, or in any other way distract any spectator, team official, caddy, athlete, any other Tournament Support Personnel or anyone involved in the organisation of an IGF Event or Competition.
- Must not make, or attempt to make, any unwelcome, abusive or intimidating physical contact in any way with any spectator, athlete, caddy, team official, any other Tournament Support Personnel or anyone involved in the organisation of an IGF Event or Competition.
- Must, at all times, respect the athletes' right to privacy. On no account should he/she attempt to talk to any athlete while the athlete is physically or mentally preparing for his/her competition, nor immediately after the competition.
- Must not make improper use of inside information, nor of his/her status, power or authority.
- Must ensure all non-public information and documentation he/she is provided with, works with or generates in the course of his/her duties, is confidential and at all times remain the property of the IGF.
- Must disclose and take appropriate steps to avoid any conflict of interest (real or apparent) with his/her employment or engagement by the IGF.
- Must not, directly or indirectly, solicit, accept or offer any concealed remuneration, commission, benefit or service of any nature connected with the organisation of the IGF activities and/or the IGF Event or Competition.
- With respect to gifts given or received to or from any actual or potential competitor in the IGF Event or Competition, or any person or entity that could reasonably be expected to have a direct or indirect business or financial interest in the outcome of the IGF Event or Competition, or any person or entity that could reasonably be expected to give or require influence to or from any Tournament Support Personnel in connection with the IGF Event or Competition (together, the "Sensitive Persons"), Tournament Support Personnel may accept or give only gifts of nominal value from or to Sensitive Persons, in accordance with prevailing local customs, as a mark of respect or friendship.
- Must use IGF resources and facilities in a correct and responsible manner.
- Must comply with any lawful and reasonable directions given by anyone in the IGF who has authority to give the direction.

Procedures for Determining Breaches of the Code of Conduct

Any allegation or suspicion of the Code shall be reported to the Head of the IGF Integrity Unit.

The procedure used will be determined by the nature and the seriousness of the breach. Not every breach of the Code must be the subject of a formal investigation and determination. In some cases, the Head of the IGF Integrity Unit will appoint the IGF Integrity Unit to investigate the facts and material relevant to the allegation(s). In other cases, the Head of the IGF Integrity Unit may determine the sanction and/or may decide to refer, at his/her sole discretion, the case to the IGF Tribunal for Hearing and/or to the relevant Organisation of which the Tournament Support Personnel is a member.

Suspension from Duty or re-Assignment to other Duties

A Tournament Support Personnel who is alleged to have committed a serious breach of the Code may be suspended from duty with or without pay until such times as the Head of the IGF Integrity Unit has determined the matter following completion of a formal investigation.

A decision to suspend a person from duty or to re-assign them to other duties during an investigation will be exercised by the Head of the IGF Integrity Unit in writing to the Tournament Support Personnel(s) concerned. Serious misconduct may result in removal from the Tournament and/or withdrawal of accreditation and/or re-assignment of job responsibilities, and/or dismissal from the IGF.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2015

REFERENCE:

IGF GAMES REGISTRATION & REGULATIONS FORM FOR IGF TOURNAMENT PERSONNEL

Governance Policy		12. IGF CODE ON THE PREVENTION OF THE MANIPULATION OF COMPETITIONS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED12	Last update	31 May 2021

<p>POLICY OBJECTIVE</p> <p>To be able to safeguard the integrity of the sport of golf by prohibiting any conduct that may impact improperly on the outcome of IGF Events and Competitions and to establish a mechanism of enforcement and sanction for those who, through their corrupt conduct, place the integrity of the sport at risk.</p>	
<p>1. INTRODUCTION</p> <p>The IGF is committed to support the integrity of sport and fight against the manipulation of competitions by adhering to the standards set out in the Olympic Movement Code on the Prevention of the Manipulation of Competitions and by requiring its members to do likewise.</p> <p>1.1 The integrity of sport depends on the outcome of sporting events and competitions being based entirely on the competing merits of the participants involved. Any form of corruption that might undermine public confidence in the integrity of a sporting contest is fundamentally contrary to the spirit of sport and must be eradicated at all costs.</p> <p>1.2 The IGF has adopted this Code as a means of safeguarding the integrity of the sport of golf by (i) prohibiting any conduct that may impact improperly on the outcome of any IGF Event or Competition and (ii) establishing a mechanism of enforcement and sanction for those who, through their corrupt conduct, place the integrity of the sport at risk.</p> <p>1.3 The IGF is committed to taking all practical steps within its power to prevent corrupt practices undermining the integrity of the sport of golf. This commitment shall include:</p> <p>(a) raising awareness of this Code at all levels, including using existing and/or suitably adapted educational programmes and tools to provide information and educational materials to the widest possible target audience;</p> <p>(b) establishing the best means of monitoring sports betting at any IGF Event or Competition, including monitoring any irregular betting patterns that may occur;</p> <p>(c) establishing the best means for the receipt of third-party information on a confidential basis, for example, by establishing an Integrity ‘hot-line’;</p> <p>(d) establishing and, where appropriate, making use of effective channels for the exchange of intelligence and information related to the investigation and/or prosecution of Violations under this Code;</p> <p>(e) co-operating with competent national and international authorities where information in their possession may also amount to or evidence infringements of other applicable laws or regulations; and</p> <p>(f) exchanging information with partners in the Olympic Movement (i.e through the IOC Integrity Betting Intelligence System or otherwise) on acknowledged areas of best practice in relation to combatting manipulation in sport.</p> <p>2. APPLICATION AND SCOPE</p> <p>2.1 This Code shall apply to the Participants who participate or assist in any IGF Event or Competition and each Participant shall be automatically bound by, and be required to comply with, this Code by virtue of such participation or assistance.</p> <p>2.2 It shall be the personal responsibility of every Participant to make him/herself aware of this Code including, without limitation, what conduct constitutes a Violation of the Code and to comply with those requirements. Participants must also</p>	

be aware that conduct prohibited under this Code may also constitute a criminal offence and/or a breach of other applicable laws and regulations. Participants must comply with all applicable laws and regulations at all times. Further, each Athlete shall have a duty to inform Athletes Support Personnel with whom they are connected of all the provisions of this Code and shall instruct them to comply with the Code. Any violation of this Code by an Athlete Support Personnel of an Athlete will be deemed to be a violation of this Code by the Athlete.

2.3 Each Participant submits to the exclusive jurisdiction of the IGF Tribunal convened under this Code to hear and determine charges brought by the IGF.

3. VIOLATIONS

The following conduct as defined in this Article constitutes a violation of this Code:

3.1 Betting

(a) Participation in, support for, or promotion of, any form of Betting related to any IGF Event or Competition (whether the Participant is directly participating or is otherwise taking place in Organisation in which the Participant is participating), including Betting with another Person on the result, progress, outcome, conduct or any other aspect of any IGF Event or Competition.

(b) Inducing, instructing, facilitating or encouraging a Participant to commit a Violation set out in this Rule 3.1.

(c) Betting to the Participant's sport; or

(d) Betting to any event of a multisport Competition in which he/she is a participant.

3.2 Manipulation of results

(a) Fixing or contriving in any way or otherwise improperly influencing, or being a party to fix or contrive in any way or otherwise improperly influence, the result, progress, outcome, conduct or any other aspect of any IGF Event or Competition.

(b) Ensuring or seeking to ensure the occurrence of a particular incident in any IGF Event or Competition which occurrence is to the Participant's knowledge the subject of a Bet and for which he/she or another Person expects to receive or has received a Benefit.

(c) Failing in return for a Benefit (or the legitimate expectation of a Benefit, irrespective of whether such Benefit is in fact given or received) to perform to the best of one's abilities in any IGF Event or Competition.

(d) Inducing, instructing, facilitating or encouraging a Participant to commit a Violation set out in this Rule 3.2.

(e) An intentional arrangement, act or omission aimed at an improper alteration of the result or the course of any IGF Event or Competition in order to remove all or part of the unpredictable nature of the Event or Competition with a view to obtaining an undue Benefit for oneself or for others.

3.3 Corrupt Conduct

(a) Accepting, offering, agreeing to accept or offer, a bribe or other Benefit (or the legitimate expectation of a Benefit, irrespective of whether such Benefit is in fact given or received) to fix or contrive in any way or otherwise to influence improperly the result, progress, outcome, conduct or any other aspect of any IGF Event or Competition.

(b) Providing, offering, giving, requesting or receiving any gift or Benefit (or the legitimate expectation of a Benefit, irrespective of whether such Benefit is in fact given or received) in circumstances that the Participant might reasonably have expected could bring him or the sport into disrepute.

(c) Inducing, instructing, facilitating or encouraging a Participant to commit a Violation as set out in this Rule 3.3.

3.4 Inside Information

- (a) Using Inside Information for the purposes of Betting, any form of manipulation of sports competitions or any other corrupt purposes whether by the Participant or via another person and/or entity.
- (b) Disclosing Inside Information to any Person and/or entity, with or without Benefit, where the Participant knew or should have known that such disclosure might lead to the information being used for the purposes of Betting, any form of manipulation of competitions or any other corrupt purposes.
- (c) Giving and/or receiving a Benefit for the provision of Inside Information regardless of whether any Inside Information is actually provided.
- (d) Inducing, instructing, facilitating or encouraging a Participant to commit a Violation set out in this Rule 3.4.

3.5 Other Violations

- (a) Any attempt by a Participant, or any agreement by a Participant with any other person, to engage in conduct that would culminate in the commission of any Violation of this Rule 3 shall be treated as if a Violation had been committed, whether or not such attempt or agreement in fact resulted in such Violation. However, there shall be no Violation under this Rule 3 where the Participant renounces his/her attempt or agreement prior to it being discovered by a third party not involved in the attempt or agreement.
- (b) Knowingly assisting, covering up or otherwise being complicit in any acts or omissions of the type described in Rule 3 committed by a Participant.
- (c) Failing to disclose to the IGF or other competent authority (without undue delay) full details of any approaches or invitations received by the Participant to engage in conduct or incidents that would amount to a Violation as set out in this Rule 3.
- (d) Failing to disclose to the IGF, or other competent authority (without undue delay) full details of any incident, fact or matter that comes to the attention of the Participant that may evidence a Violation under this Rule by a third party, including (without limitation) approaches or invitations that have been received by any other Participant to engage in conduct that would amount to a Violation of this Rule;
- (e) Failing to cooperate with any reasonable investigation carried out by the IGF or other competent authority in relation to a possible breach of this Code, including failing to provide any information and/or documentation requested by the IGF or competent authority that may be relevant to the investigation.
- (f) Obstructing or delaying any investigation that may be carried out by the IGF or other competent authority in relation to a possible violation of this Code, including without limitation concealing, tampering with or destroying any documentation or other information that may be relevant to the investigation.

3.6 The following are not relevant to the determination of a Violation of this Code:

- (a) Whether or not the Participant was participating, or a Participant assisted by another Participant was participating, in the specific IGF Event or Competition;
- (b) The nature or outcome of any Bet in issue;
- (c) The outcome of the IGF Event or Competition on which the Bet was made or intended to be made;
- (d) Whether or not the Participant's efforts or performance (if any) in the IGF Event or Competition in issue were (or could be expected to be) affected by the acts or omissions in question;
- (e) Whether or not the results in the IGF Event or Competition in issue were (or could be expected to be) affected by the acts or omissions in question;
- (f) Any form of aid, abetment or attempt by a Participant that could culminate in a violation of this Code shall be treated as if a violation had been committed, whether or not such an act in fact resulted in a violation and/or whether that violation was committed deliberately or negligently;
- (g) Whether or not any Benefit or other consideration was actually given or received;

- (h) Whether or not the manipulation included a violation of a technical rule of golf;
- (i) Whether or not the competition was attended by the competent national or international representative of the IGF.

4. BURDEN AND STANDARD OF PROOF

4.1 The IGF or other prosecuting authority shall have the burden of proving that a Violation has occurred under this Code. The standard of proof shall be whether the IGF or other prosecuting authority has proved a Violation to the comfortable satisfaction of the IGF Tribunal, a standard which is greater than the mere balance of probability but less than proof beyond a reasonable doubt.

4.2 Where this Code place the burden of proof on the Participant alleged to have committed a Violation to prove facts or circumstances, the standard of proof shall be by a preponderance of the evidence.

4.3 The IGF Tribunal shall not be bound by judicial Policy governing the admissibility of evidence and facts may be established by any reliable means, including but not limited to, admissions, evidence of third parties, witness statements, expert reports, documentary evidence and other analytical information.

4.4 The IGF Tribunal shall have discretion to accept any facts established by a decision of a court or professional disciplinary tribunal of any competent jurisdiction which is not subject to a pending appeal as irrefutable evidence against the Participant to whom the decision relates unless the Participant establishes that the decision violated the principles of natural justice.

4.5 The IGF Tribunal shall be entitled to draw an inference adverse against any Participant who is accused of committing a Violation if that Participant fails to appear in front of the IGF Tribunal if requested to do so a reasonable time in advance of the hearing without good reason as determined by the IGF Tribunal, or fails to comply with any information request that has been submitted in accordance with this Code.

5. INVESTIGATING A BREACH

5.1 Any allegation or suspicion of a Violation of this Code shall be reported to the Head of the IGF Integrity Unit.

5.2 The Head of the IGF Integrity Unit will examine possible breaches of this Code, report on its inquiries and deliberations and refer the case to the IGF Integrity Unit to conduct an investigation into the activities of any Participant. Such investigation may be conducted in conjunction with relevant competent national or international authorities (including criminal, administrative, professional and/or judicial authorities) and all Participants must co-operate fully with such investigations. The IGF Integrity Unit shall have discretion, where it deems it appropriate, to stay its own investigation pending the outcome of investigations conducted by other competent authorities.

5.3 As part of any such investigation, if the IGF Integrity Unit reasonably suspects that a Participant has committed a Violation of this Code, it may make a written demand to such Participant for information that is related to the alleged Violation and/or require the attendance of such Participant for interview, or a combination of the two. Any interview shall be at a time and place to be determined by the IGF Integrity Unit and the relevant Participant shall be given reasonable notice in writing of the requirement to attend. Interviews shall be recorded and the Participant shall be entitled to have legal counsel and an interpreter present. If the respondent party is a minor, he/she should have a parent or guardian present.

5.4 Upon request by the IGF, the concerned Participant must provide any information which the IGF considers may be relevant to investigate the alleged violation, including records relating to the alleged violation (such as betting account numbers and information, itemised telephone bills, bank statements, internet service records, computers, hard drives and other electronic information storage devices), and/or a statement setting out the relevant facts and circumstances around the alleged violation.

5.5 Following an investigation, the IGF Integrity Unit shall provide the Head of the Integrity Unit with a report including the findings and facts, the conclusion and recommendation(s) of its investigation.

6. ISSUING A NOTICE OF CHARGE

6.1 Where, following the investigation's report from the IGF Integrity Unit, the Head of the IGF Integrity Unit determines that there is a case for the Participant to answer under Rule 3, the Head of the IGF Integrity Unit shall issue the Participant with a written Notice of Charge setting out the following:

- (a) The specific Violation(s) that the Participant is alleged to have committed;
- (b) The facts upon which such allegation(s) are based;
- (c) The range of sanctions applicable under the Code for such Violations;
- (d) Details relating to the Participant's response to the Notice of Charge within a specified deadline; and
- (e) The Participant's right to have the matter determined by a hearing.

6.2 The Notice of Charge shall also specify that, if the Participant wishes to exercise his/her right to a hearing, he/she must submit a written request for a hearing so that it is received by the IGF as soon as possible but in any event within 14 days of receipt of the Notice of Charge. The request must state how the Participant responds to the charge and must explain (in summary form) the basis for such response.

6.3 If the Participant fails to file a written request for a hearing by the specified deadline, he/she shall be deemed to have:

- (a) waived his/her right to a hearing;
- (b) admitted that he/she has committed the Violation(s) specified in the Notice of Charge; and
- (c) acceded to the range of applicable sanctions specified in the Notice of Charge.

6.4 Where the Participant requests a hearing in accordance with Rule 6.2 the matter shall proceed to a hearing in accordance with Rule 7. Where the Participant is deemed to have waived his/her right to a hearing and to have admitted the Violation(s) in accordance with Rule 6.3, any hearing held at the IGF's discretion shall be limited to determining the applicable sanctions only.

6.5 In any case where the IGF decides to charge a Participant with a violation under this Code, it shall have discretion, in circumstances where it considers that the integrity of the sport could otherwise be seriously undermined, to provisionally suspend the Participant pending the relevant tribunal's determination of whether he has committed a Violation. A provisional suspension shall be effective from the date of notification to the Participant in accordance with this Code. Alternatively, the Participant may accept a voluntary suspension from competition provided that it is confirmed in writing to the IGF. A voluntary suspension shall be effective only from the date of receipt of the Participant's written confirmation of such to the IGF.

6.6 A decision to impose a provisional suspension on a Participant shall not be subject to appeal.

6.7 If a Participant retires whilst a disciplinary procedure under this Code is underway, the IGF shall retain jurisdiction to complete the relevant procedure. If the Participant retires before any disciplinary procedure has begun, the IGF shall nevertheless have jurisdiction to conduct the relevant procedure.

7. RIGHT TO A FAIR HEARING

7.1 Where the Head of the IGF Integrity Unit alleges that a Participant has committed a Violation of this Code and the Participant denies the allegation and/or disputes the sanctions to be imposed for such Violation, then the matter shall be referred to a hearing before the IGF Tribunal.

7.2 The hearing process shall respect the following principles: the right to a timely, fair and impartial IGF Tribunal either by appearing personally in front of the IGF Tribunal and/or submitting a defence in writing, the right to be represented by counsel (at the Participant's expense), the right to respond to the asserted anti-corruption rule violation and range of resulting sanction; the right of each party to present evidence, including the right to call and question witnesses (subject to the IGF Tribunal's discretion to accept evidence by telephone or written submission), the Participant's right to an interpreter at the hearing (with the IGF Tribunal to determine the identity and responsibility for the cost of the interpreter) and a timely, written reasoned decision specifically including an explanation of the reason(s) for the sanction imposed.

7.3 Once the parties have made their submissions, the IGF Tribunal shall determine whether a Violation has been committed. Where the IGF Tribunal determines that a Violation has been committed and this Code specifies a range of possible sanctions for such Violation, the IGF Tribunal shall also fix the appropriate sanction within that range after considering any submissions on the subject that the parties may wish to make.

7.4 The IGF Tribunal shall issue a decision in writing, with reasons, within 7 days after the conclusion of the hearing. The decision will set out and explain:

- (a) the IGF Tribunal's findings as to whether any Violation has been committed;
- (b) the IGF Tribunal's findings as to what sanctions, if any, are to be imposed;
- (c) the date that any period of ineligibility shall commence; and
- (d) the rights of appeal described in Rule 9.

8. CONFIDENTIALITY

8.1 The principle of confidentiality shall be strictly respected by the IGF during all the procedure and information shall only be exchanged with entities having a need to know. It must also be strictly respected by any person concerned by the procedure until there is public disclosure of the Case.

8.2 Anonymity of the person making a report shall be strictly respected by the IGF.

9. SANCTIONS

9.1 If the Tribunal decides that a Participant has committed a Violation, the Tribunal shall be entitled to impose a period of ineligibility on the Participant. It shall fix the period of ineligibility within that range based on its assessment of what is proportionate in all of the facts and circumstances of the case, taking into account in particular:

- (a) The nature of the breach(es).
- (b) The degree of culpability of the Participant
- (c) The harm that the breach(es) has/have done to the sport
- (d) The need to deter future breaches, and

(e) Any specific aggravating or mitigating factors.

9.2 Ineligibility

(a) The period of ineligibility shall commence on the date the decision of the IGF Tribunal is published and shall end on the date stated in the published decision. The IGF Tribunal may at its sole discretion reduce the period of ineligibility imposed by any period of provisional suspension already served by the Participant prior to the decision being reached.

(b) No Participant shall participate in any capacity in any IGF Event or Competition during his/her period of ineligibility as imposed by the IGF Tribunal save that, if directly invited by the IGF, an ineligible Participant may attend an Event in an educational capacity as part of a Prevention of the Manipulation of Competitions' program organised by the IGF.

(c) If a Participant violates any prohibition on participation imposed in accordance with this Rule 9, such Participant shall be disqualified immediately from the relevant Event or Competition and the period of ineligibility originally imposed in accordance with this Code shall recommence from the date of such violation.

(d) This Code shall continue to apply to any ineligible Participant and any Violation committed during a period of ineligibility shall be treated as a distinct Violation and separate proceedings shall be brought against the Participant in accordance with this Code.

9.3 Financial Sanctions

The IGF Tribunal has the discretion to impose a fine in addition to ineligibility.

9.4 Disqualification of Results

If a Participant is found to have committed a Violation at Events or Competitions that they have entered, the Participants results of the Event(s) or Competition(s) will be disqualified.

9.5 Aggravating and Mitigating Factors

(a) In imposing a Sanction in accordance with this Rule 9, the IGF Tribunal shall be entitled to consider the existence of any aggravating and/or mitigating factors.

(b) Aggravating factors which may be considered by the IGF Tribunal shall include (without limitation and where applicable):

- (a) a failure to co-operate by the Participant with any investigation or requests for information;
- (b) any previous Violations by the Participant;
- (c) the Participant receiving or being due to receive a significant Benefit in connection with the Violation;
- (d) the Violation having affected or having the potential to affect the course or result of an Event or Competition;
- (e) the Participant displaying a lack of remorse (including, for example, refusing to take part in Prevention of the Manipulation of Competitions' educational programs organised by the IGF); and
- (f) any other aggravating factor the IGF Tribunal deems relevant.

9.6 Mitigating factors which may be considered by the IGF Tribunal shall include (without limitation and where applicable):

- (a) co-operation by the Participant with any investigation or requests for information;
- (b) a timely admission of guilt by the Participant;
- (c) the Participant's clean disciplinary record;
- (d) the youth or inexperience of the Participant;
- (e) the Violation not having affected or not having the potential to affect the course or result of an Event or Competition;

- (f) the Participant displaying remorse (including, for example, agreeing to take part in Prevention of the Manipulation of Competitions' educational programs organised by the IGF); and
- (g) any other mitigating factor the IGF Tribunal deems relevant.

10. RIGHT OF APPEAL

10.1 Appeals against decisions of the IGF Tribunal may be lodged with the IGF Appeals' Panel, either by the IGF or the respondent(s) who is the subject of the decision.

10.2. The time for filing an appeal to the IGF Appeals' Panel shall be fourteen (14) days from the date of receipt of the decision by the appealing party.

10.3. Any decision and any Sanctions imposed shall remain in effect while subject to the appeal process unless the Appeals' Panel directs otherwise.

11. FURTHER APPEAL

11.1 Any further appeal against the decision by the Appeals' Panel can only be lodged with the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland. The CAS shall act as an arbitration tribunal and there shall be no right to appeal to any other jurisdictional body.

11.2 The time for filling an appeal to CAS shall be twenty-one (21) days from the date of receipt of the decision by the appealing party.

12. RECOGNITION OF DECISIONS

12.1 Final decisions in relation to a Participant that are within the Olympic Games' jurisdiction and based on the same or similar Code as the Olympic Movement Code on the Prevention of the Manipulation of Competitions shall be recognised and respected by the IGF upon receipt of notice of the same. Any disciplinary process, so far as determining a Participant's Sanction beyond the sanction imposed by the IOC is concerned, shall be determined by the IGF in accordance with this Code.

13. NOTICE OF THE TRIBUNAL DECISION

Within 7 days, the Tribunal chairperson will:

- forward a notice of the Tribunal's decision to the Head of the IGF Integrity Unit, to the IGF Executive Director and including any disciplinary measures imposed.
- forward a notice of the Tribunal's decision to the relevant organisation to which the Participant is a member including any disciplinary measures imposed.
Upon request, the relevant organisation will be granted access to all related documents, facts and findings of the investigations and hearing.
- forward a letter reconfirming the Tribunal's decision to the parties, including any disciplinary measures imposed. The letter should also outline the process and grounds for an appeal, if allowed. If matter is especially complex or important, the Tribunal chairperson may inform the parties in writing within 7 days that the decision will be delayed for a further 7 days.

14. STATUTE OF LIMITATIONS

14.1 No action may be commenced under this Code against a Participant for a Violation of this Policy unless such action is commenced within eight (8) years from the date on which the Violation occurred.

14.2 Subject to Rule 12.1 above, the IGF may temporarily suspend any investigations under the Code to avoid prejudice to and/or to give precedence to, investigations conducted by the relevant authorities into the same or related matters.

15. AMENDMENTS AND INTERPRETATION

15.1 This Code may be amended from time to time by the IGF.

15.2 The Code is, by its nature, competition rules governing the conditions under which the sport of golf is to be held. They are not intended to be subjected to or limited by the requirements and legal standards applicable to criminal proceedings or employment matters. The policies and standards set out in this Code as a basis for the fight against the manipulation of competitions in the sport of golf represent a broad consensus of those with an interest in fair sport and should be respected by all courts and adjudicating bodies.

15.3 This Code shall be interpreted as an independent and autonomous text and not by reference to existing law or statutes.

15.4 The headings and sub-headings in this Code are for convenience only and shall not be deemed to be part of the substance of this Code or to affect in any way the language of the provisions to which they refer.

15.5 The Definitions in section 18 of this document shall be considered an integral part of this Code.

15.6 If any rule or provision of this Code is held to be invalid, unenforceable or illegal for any reason, it shall be deemed to be deleted and the Code shall otherwise remain in full force and effect.

16. MUTUAL RECOGNITION

16.1 Subject to the right of appeal, any decision in compliance with this Code by a Sporting Organisation must be recognised and respected by all other Sporting Organisations.

16.2 All Sporting Organisations must recognise and respect the decision(s) made by any other sporting body or court of competent jurisdiction which is not a Sporting Organisation as defined under this Code.

17. IMPLEMENTATION

17.1 Pursuant to Rule 1.4 of the Olympic Charter, all Sports Organisations bound by the Olympic Charter agree to respect this Code.

17.2 These Sports Organisations are responsible for the implementation of the present Code within their own jurisdiction, including educational measures.

17.3 Any amendment to this Code must be approved by the IOC Executive Board following an appropriate consultation process and all Sports Organisations will be informed.

18. DEFINITIONS

18.1 “Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.

“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.

18.2 “Benefit” means the direct or indirect receipt or provision of money or the equivalent such as, but not limited to, bribes, gains, gifts and other advantages including, without limitation, winnings and/or potential winnings as a result of a wager; the foregoing shall not include official prize money, appearance fees or payments to be made under sponsorship or other contracts;

18.3 “Competition” means any sports competition, tournament, match or event, organised in accordance with the rules of the IGF or its affiliated organisations, or, where appropriate, in accordance with the rules of any other competent sports organisation;

18.4 “Inside Information” means information relating to any competition that a person possesses by virtue of his or her position in relation to the sport of golf or to a golf competition, excluding any information already published or common knowledge, easily accessible to interested members of the public or disclosed in accordance with the rules and regulations governing the relevant Competition;

18.5 “Sports Betting, Bet or Betting” means any wager of a stake of monetary value in the expectation of a prize of monetary value, subject to a future and uncertain occurrence related to a sports competition.

18.6 “Sporting Organisation” are societies, federations, associations or clubs established for the encouragement of a game or sport that has a regulatory or sanctioning function.

Other Functions impacted by policy

ALL

POLICY APPROVED

Date: 8 April 2015

REFERENCE:

MEASURES OF PROTECTION AND THE PROCESS THE IGF WILL UNDERTAKE FOLLOWING AN INTEGRITY REPORT

Governance Policy		13. CONFLICT OF INTEREST POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED13	Last update	31 May 2021

<p>POLICY OBJECTIVE</p> <p>To establish a procedure to deal with an occurrence of potential or actual conflict of interest with all IGF employees, Board Members, all members of committees, contractors, employees of contractors and subcontractors and any persons or organisations belonging in any capacity to the IGF.</p>
<p>POLICY DESCRIPTION</p> <p>Article 1 Scope of application</p> <p>Within the framework of IGF’s activities, all participants undertake to respect and ensure respect of the below rules. “Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p>Article 2 Definition</p> <p>In the context of the provisions of these Rules, a distinction is made between, on the one hand, a “potential conflict of interest” or “perceived conflict of interest” and, on the other hand, an “actual conflict of interest”.</p> <p>- A potential conflict of interest, or perceived conflict of interest, arises when the opinion or decision of a person, acting alone or within an organisation, could be reasonably considered as liable to be influenced by, relations that the aforementioned person has, has had or is on the point of having with another person or organisation that would be affected by the person’s opinion or decision.</p> <p>- An actual conflict of interest occurs when a person, acting alone or within an organisation, expresses an opinion or participates to a decision while this person is liable to be influenced by relations that the aforementioned person has, has had or is on the point of having with another person or organisation that would be affected by the person’s opinion or decision. An actual conflict of interest may occur irrespective of whether or not the person has declared the relevant interests pursuant to Article 4.2 below.</p> <p>Article 3 Types of interests to take into consideration</p> <p>In assessing the situations described in article 2 above, direct as well as indirect interests of the relevant person must be considered. This includes the interests of close members of the immediate family of such person, such as their children, spouse or partner and dependents, as well as those of the spouse or partner.</p> <p>For the purposes of these Rules, interests to be taken into consideration are situations where the relevant persons, or a close member of their immediate family, is in a position to control or materially influence the situation of the IGF by any means (including through the ownership of voting rights, or other equity interests, by contract or otherwise).</p>

Article 4 Resolution and prevention

4.1 Only actual conflicts of interest are prohibited. It is the personal responsibility of each person to avoid any case of actual conflict of interest. Faced with a situation of potential conflict of interest or perceived conflict of interest, the person must refrain from expressing an opinion, from making a decision or participating in the decision-making process.

4.2 In order to prevent a conflict of interest, the persons shall disclose their interests to the IGF, which shall keep such disclosures confidential. The interests to be disclosed shall be all the direct and indirect interests, as mentioned in article 3 above.

4.3 The Head of the IGF Integrity Unit is responsible for advising persons, at their request, in a situation of a potential conflict of interest or perceived conflict of interest.

Article 5 Undeclared or actual conflicts of interest

In the event that a person omits to declare an interest, as described in Article 3, and/ or is in an actual conflict of interest, the Head of the IGF Integrity Unit may refer the case to the IGF Integrity Unit in accordance with the conditions set out in its Rules of Procedure, in view of making a recommendation to the IGF Board.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: Date: 8 April 2015

REFERENCE:

CONFLICT OF INTEREST DECLARATION FORM

Governance Policy		I4.IGF TRIBUNAL POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED14	Last update	28 July 2022

<p>POLICY OBJECTIVE</p> <p>To establish the composition and framework of the IGF Tribunal and the procedures under which a hearing will be conducted</p>
<p>INTRODUCTION</p> <p>This policy applies to the Participants bound by IGF policies and procedures and the Olympic Charter. “Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p>The types of disputes that IGF Tribunal can hear and decide include:</p> <ul style="list-style-type: none"> • IGF Safeguarding Participants from harassment and abuse Policy violations • IGF Code on the Prevention of the Manipulation of Competitions • IGF Code of Conduct for Athletes and Athletes Support Personnel violations • IGF Code of Conduct for Tournament Support Personnel violations • Caddie Regulations’ policy violations • IOC Olympic Charter violations • Any other matter referred to the IGF Tribunal by the IGF <p>For IGF Anti-Doping Policy violations, Court of Arbitration for Sport (CAS) Anti-Doping Division will be the tribunal in charge and will comply with the IGF Anti-Doping Policy, World Anti-Doping Code and International Standard for Results Management.</p> <p>IGF TRIBUNAL</p> <p>The IGF Tribunal is operationally independent. This means that:</p> <ul style="list-style-type: none"> • Board members, staff members, committee members, consultants and officials of the IGF or its Membership) as well as any person involved in the investigation and pre-adjudication of the matter cannot be appointed as members and/or clerks (to the extent that such clerk is involved in the deliberation process and/or drafting of any decision) of the IGF Tribunal. • The IGF Tribunal shall be in a position to conduct the hearing and decision-making process without interference from the IGF or any third party.

The objective is to ensure that members of the IGF Tribunal or individuals otherwise involved in the decision of the IGF Tribunal, are not involved in the investigation of, or decisions to proceed with, the case.

An IGF Tribunal may be convened to hear a formal complaint referred to it by the Head of the IGF Integrity Unit.

The IGF Tribunal's Chairperson will appoint the members of the Tribunal to hear and decide the matter and determine how the hearing will be conducted (in person, by telephone, by video conference, or through consultation in a written form).

The working language of the IGF Tribunal shall be English. Documents provided to the IGF Tribunal in a language other than English must be accompanied by a certified translation unless the IGF Tribunal Chairperson decides otherwise.

Any costs of witnesses, legal representation, etc. of the parties are at their own expense.

PREPARING FOR A TRIBUNAL HEARING

The IGF will follow the steps set out below to hear formal complaints made under our IGF Tribunal Policy.

1. An IGF Tribunal will be established to hear a complaint that has been referred to it by the Head of the IGF Integrity Unit.
2. The IGF Tribunal members will be provided with a copy of all the relevant correspondence, reports or information received and sent by the Head of the IGF Integrity Unit relating to the complaint/allegations.
3. The IGF Tribunal hearing will be held as soon as practicable. However, adequate time must be provided for the parties to prepare for the hearing.
4. The IGF Tribunal will not include any person who has any actual or perceived conflict of interest or bias regarding the complaint/allegations.
5. The Head of the IGF Integrity Unit will inform the parties in writing that a Tribunal hearing will take place. The notice will outline:
 - that the person has a right to appear at the Tribunal hearing to defend the complaint/allegations.
 - the details of the complaint and of all allegations, as well as the clause of any policy or rule that has allegedly been breached.
 - the date, time and venue of the Tribunal hearing that either verbal or written submissions can be presented at the Tribunal hearing.
 - that a reasonable number of witnesses (to be agreed by the Chairperson) may be called at the Tribunal hearing to support the positions of the parties (declarations from witnesses not available to attend and from character witnesses may also be provided to the Tribunal hearing, provided that all such written declarations must be made under oath, signed by the witness, and officially notarized). Witnesses must, in the discretion of the Chairperson, be capable of supplying probative testimony to relevant facts.
 - that each party has the right to have one legal representative (at the Participant's expense) and one representative of its/his/her IGF Member present to assist it/him/her at a hearing.

- that each party has the right to an interpreter at the hearing (with the IGF Tribunal to determine the identity and responsibility for the cost of the interpreter)
- that, if the respondent party is a minor, he should have a parent or guardian present.
- an outline of any possible penalties that may be imposed if the complaint is found to be true.

6. A copy of any information/documents that have been given to the IGF Tribunal (e.g. investigation report findings) will be provided to the parties.
7. Unless the Athlete or other Person is subject to a provisional suspension, the parties will be allowed to participate in all IGF activities and events, pending the decision of the IGF Tribunal, including any available appeal process, unless the Head of the IGF Integrity Unit believes it is necessary to exclude one or more of the parties from all or some activities and events because of the nature of the complaint.

IGF TRIBUNAL HEARING PROCEDURE

With the exception of Anti-doping Rule Violations, where article 8 of the International Standard for Results Management (ISRM) will apply to the Hearing Panel and Hearing Process, the following IGF Tribunal Hearing procedures apply.

8. The following people will be allowed to attend the IGF Tribunal hearing:
- Tribunal members
 - the respondent(s)
 - the complainant(s)
 - any witnesses called by the respondent(s)
 - any witnesses called by the complainant
 - one legal representative and one representative of its/his/her IGF Member
 - any parent/guardian or support person required to support the respondent or the complainant.
9. If the respondent(s) is not present at the set hearing time and the IGF Tribunal Chairperson considers that no valid reason has been presented for this absence, the IGF Tribunal hearing will continue subject to the Chairperson being satisfied that all IGF Tribunal notification requirements have been met. If the IGF Tribunal Chairperson considers that there is a valid reason for the non-attendance of the respondent(s), or the Chairperson does not believe the IGF Tribunal notification requirements have been met, then the IGF Tribunal hearing will be rescheduled to a later date.
- If any complainant is not present at the set hearing time and the IGF Tribunal Chairperson considers that no valid reason has been presented for this absence, the complaint will be considered withdrawn with respect to any and all complainants not present, and no appeal will be permitted. If the IGF Tribunal Chairperson considers that there is a valid reason for the non-attendance of the complainant(s), or the Chairperson does not believe the IGF Tribunal notification requirements have been met, then the Tribunal hearing will be rescheduled to a later date.
10. The IGF Tribunal Chairperson will inform the Head of the IGF Integrity Unit of the need to reschedule the hearing and the Head of the IGF Integrity Unit will arrange for the IGF Tribunal to be reconvened.
11. The IGF Tribunal Chairperson will read out the complaint, ask each respondent if he understands the complaint and if he agrees or disagrees with the complaint.

12. If the respondent agrees with the complaint, he will be asked to provide any evidence or witnesses that should be considered by the IGF Tribunal when determining any disciplinary measures or penalties.
13. If the respondent disagrees with the complaint, they will be asked to respond to the complaint.
 - Reference may be made to brief notes.
 - The respondent may call witnesses. Witnesses must, in the discretion of the Chairperson, be capable of supplying probative testimony to relevant facts.
 - Declarations from witnesses not available to attend and from character witnesses may also be provided to the hearing, provided that all such written declarations must be made under oath, signed by the witness, and officially notarized
 - The respondent(s) shall have the opportunity to address the Tribunal on disciplinary measures which may be imposed.
14. The IGF Tribunal may ask questions of the respondent and any witnesses.
15. The parties may be present when evidence is presented to the Tribunal hearing. Witnesses may be asked to wait outside the hearing until they are required.
16. The IGF Tribunal may:
 - Consider any evidence, and in any form, that it deems relevant (any documentary or other evidence relied on by a party must be properly authenticated upon presentation to the Tribunal).
 - Question any person giving evidence.
 - Limit the number of witnesses presented to those who provide probative testimony on relevant facts.
 - Require (to the extent it has power to do so) the attendance of any witness it deems relevant.
 - Act in an inquisitorial manner in order to establish the truth of the issue/complaint before it.
17. Video evidence, if available, may be presented. Arrangements must be made entirely by the person(s) wishing to offer this type of evidence.
18. If the IGF Tribunal considers that at any time during the hearing there is any unreasonable or intimidatory behaviour from anyone, the IGF Tribunal Chairperson may deny further involvement of that person in the hearing.
19. After all the evidence has been presented; the IGF Tribunal will make its decision in private. It must decide whether the complaint has, on the balance of probabilities, been substantiated. As the seriousness of the allegation increases, so too must the level of satisfaction of the Tribunal that the complaint has been substantiated. Any disciplinary measures imposed must be reasonable in the circumstances.
20. All IGF Tribunal decisions will be by a simple majority vote. All members must take part in the deliberations of the Panel and no member of the Panel may abstain.
21. The IGF Tribunal Chairperson will announce the decision in the presence of all those involved in the hearing and will declare the hearing closed. Alternatively, he may advise those present that the decision is reserved and will be handed down in written form at a later time.

22. Within 7 days, the IGF Tribunal Chairperson will:
- forward a notice of the Tribunal’s decision to the Head of the IGF Integrity Unit and to the IGF Executive Director, including any disciplinary measures imposed.
 - forward a notice of the IGF Tribunal’s decision to the relevant organisation to which the Participant is a member including any disciplinary measures imposed.
Upon request, the relevant organisation will be granted access to all related documents, facts and findings of the investigations and hearing.
 - forward a letter reconfirming the IGF Tribunal’s decision to the parties, including any disciplinary measures imposed. The letter should also outline the process and grounds for an appeal, if allowed. If matter is especially complex or important, the Tribunal Chairperson may inform the parties in writing within 7 days that the decision will be delayed for a further 7 days.
23. The IGF Tribunal shall issue a written decision with the full reasons for the decision.

PENALTIES

If the IGF Tribunal decides that a Participant has committed a violation that is not an IGF Anti-Doping Policy violation, the IGF Tribunal shall be entitled to impose a period of ineligibility on the Participant of a minimum of three (3) months and a maximum of life. It shall fix the period of ineligibility within that range based on its assessment of what is proportionate in all of the facts and circumstances of the case, taking into account in particular:

- The nature of the breach(es).
- The degree of culpability of the Participant.
- The harm that the breach(es) has/have done to the sport.
- The need to deter future breaches, and
- Any specific aggravating or mitigating factors.

For IGF Anti-Doping Policy violations, the CAS Anti-Doping Division must impose the consequences as laid out in the IGF Anti-Doping Policy, the World Anti-Doping Code and the International Standard for Results Management.

APPEALS PROCEDURE

24. Appeals against decisions of the IGF Tribunal, with the exception of those related to any anti-doping violation, may be lodged with the IGF Appeals’ Panel, either by the IGF or the parties who is the subject of the decision.
25. The time for filing an appeal to the IGF Appeals’ Panel shall be fourteen (14) days from the date of receipt of the decision by the appealing party
26. Any decision and any penalties imposed shall remain in effect while subject to the appeal process unless the IGF Appeals’ Panel directs otherwise.
27. Appeals against decisions of the CAS Anti-Doping Division related to anti-doping violations may be lodged by the ITA exclusively to the CAS Appeals Division. The time for filing an appeal to CAS shall be twenty-one days (21) from the date of receipt of the decision by the appealing party. Any decision and any Sanctions imposed shall remain in effect while subject to the appeal process, unless CAS directs otherwise.

Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date: 8 April 2015	
<u>REFERENCE: NIL</u>	

Governance Policy		15. IGF APPEALS PANEL POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED15	Last update	31 May 2021

<p>POLICY OBJECTIVE</p> <p>To establish a process whereby a participant can appeal a decision made by the IGF Tribunal</p>
<p>POLICY DESCRIPTION</p> <p>1. The IGF Appeals Panel shall hear appeals filed by a Participant that has been penalised by a decision of the IGF Tribunal with the exception of any anti-doping related decisions which may be lodged exclusively to the Court of Arbitration for Sport (CAS).</p> <p>“Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p>2. Appeals against decisions of technical officials or IGF chief referees made during a competition are dealt with in accordance with the Rules of Golf and are not subject to appeal to the IGF Appeal’s panel.</p> <p>GROUND OFS OF APPEAL:</p> <p>3. The grounds for an appeal shall only be one or more of the following:</p> <p>(a) The IGF Tribunal acted outside of its power and/or jurisdiction (i.e. acted ultra vires);</p> <p>(b) Evidence which was not available or accessible prior to the IGF Tribunal hearing became available after the decision, and such evidence is reasonably likely to have resulted in a significantly different decision and/or a different penalty by the IGF Tribunal;</p> <p>(c) In the case of a decision relating to misconduct, the penalty was either excessive or inappropriate;</p> <p>COMPOSITION OF THE APPEALS PANEL:</p> <p>4. The Appeals Panel Chairperson shall oversee the activities of the IGF Appeals Panel.</p> <p>5. Appeals to the IGF Appeals Panel shall be heard by a panel of three (3) members acting as judges.</p> <p>6. Members of the IGF Appeals Panel shall be appointed by the Appeals Panel Chairperson, and, for each dispute hearing, the Appeals Panel Chairperson shall decide a minimum of three people, unless the Chairperson of the IGF Appeals Panel decides that the matter can be ruled upon by a single Appeal’s Panel representative because it is of minor importance, not of a difficult nature, or requires an immediate decision. If the Chairperson is not one of those nominated, the Appeals Panel Chairperson shall designate an alternate Chairperson for the hearing (Deputy Chairperson). The Chairperson or presiding Deputy Chairperson is responsible for guiding the procedure of the hearing and for issuing the IGF Appeals Panel directions on the dispute.</p>

7. No member of the IGF Tribunal Panel who adjudicated on a particular case shall be permitted to hear the appeal of the case in question.
8. In each case, the IGF Appeals Panel representatives must be independent of the parties and must disclose immediately to the IGF Appeals Panel Chairperson any circumstance likely to affect their independence. The IGF Appeals Panel will not include any person who has any actual or perceived conflict of interest or bias regarding the complaint/allegations.

REQUEST FOR APPEAL, ADVANCE ON COSTS

9. An appeal before the IGF Appeals Panel is commenced by filing a valid Request for Appeal with the Head of the IGF Integrity Unit within fourteen (14) days following the day of receipt by the appealing party of the decision being appealed against. Failure to file a timely appeal in accordance with this paragraph is deemed to be a waiver of the right to appeal. The appeal shall be accompanied by a copy of the decision appealed against.
10. To be valid, the Request for Appeal must be in English language and satisfy the formal requirements set out in this policy. Without prejudice thereto, the notice shall be signed by the person bringing the Appeal (who shall be referred to as the "Appellant") or his/her authorised representative, must be accompanied by a copy of the decision that is being appealed and must identify:
 - The name, address and full contact details of the Appellant and/or their authorised representative
 - The part(s) of the Decision that is/are being appealed; and
 - The grounds of the Appeal.
11. The Request for Appeal may be accompanied by an Appeal Brief setting out the arguments in support of the Appeal, and any supporting witness statements, expert reports, or other evidence relied upon, as well as copies of any legal authorities cited in the Notice of Appeal. Where a transcript or recording of the first instance hearing is available, it shall also be filed, either with the Notice of Appeal or as soon thereafter as it becomes available.
12. The Appeal will not proceed until the non-reimbursable handling fee of CHF 2500. - is received.
13. In the event that the Appellant fails to pay the handling fee, no date for a hearing will be fixed or a hearing date already fixed will be cancelled.
14. The Chairperson of the IGF Appeals Panel may fix a final date for the payment of the non-reimbursable handling fee, failing which, the request for Appeal shall be deemed withdrawn.

ADVANCE ON COSTS

15. The IGF Appeals Panel shall fix an advance on costs (and may adjust the same in the course of the proceedings) to be paid in equal shares by both parties (unless decided otherwise by the IGF Appeals Panel Chairperson) into the IGF Bank account; in fixing the amount an advance of costs the IGF Appeals Panel shall take into account inter alia the monetary value of the dispute and the complexity of the case.
16. If a party fails to pay its share, the other party may substitute for it.
17. The IGF Appeals Panel will not proceed with the Hearing until the full amount of the advance on costs is received.
18. The Chairperson of the Appeals Panel may fix a final date for the payment of an advance on costs failing which the Request for Appeal shall be deemed withdrawn.

IGF AS RESPONDENT

19. In all Appeals to the IGF Appeals Panel, the IGF shall be the *Respondent* to the Appeal.

CONVENING A HEARING PANEL TO DETERMINE THE APPEAL

20. The Head of the GF Integrity Unit will forward a copy of the Request for Appeal and accompanying documents to the IGF Appeals Panel Chairperson, with a request that he convenes a Hearing Panel to hear and determine the Appeal.

DECISION TO REMAIN IN EFFECT

21. Unless the IGF Appeals Panel Chairperson orders otherwise, the Decision being appealed shall remain in full force and effect pending determination of the Appeal.

ANSWER

22. Within 20 days of receipt of the Request for Appeal and accompanying documents unless the parties agree to an alternate schedule, the IGF shall file with the IGF Appeals Panel and serve on the Appellant an answer containing its defence to the Appeal (including any claim of lack of jurisdiction). The answer may be accompanied by any supporting witness statements, expert reports, or other evidence relied upon, as well as copies of any legal authorities cited in the answer.
23. Unless the parties agree otherwise or the IGF Appeals Panel Chairperson orders otherwise for good cause shown, the parties shall not be permitted to supplement their written arguments or evidence with further written submissions after submission of the Request for Appeal and accompanying documents (in the case of the Appellant) or the answer and accompanying documents (in the case of the IGF).

HEARING

24. The IGF Appeals Panel Chairperson shall determine when (as soon as practicable), where and how the hearing will be conducted (in person, by telephone, by video conference, or through consultation in a written form) and will inform the Appellant that the hearing will take place. The notice will outline:
- that the person(s) has a right to have its appeal heard in a hearing.
 - the date, time and venue of the Appeal hearing.
 - that a reasonable number of witnesses (as agreed by the Chairperson) may attend the Appeal hearing to support the position of the Appellant.
 - that a reasonable number of witnesses (as agreed by the Chairperson) may attend the Appeal hearing to support the position of the Respondent.
 - Witnesses must, in the discretion of the Chairperson, be capable of supplying probative testimony to relevant facts.
 - Declarations from witnesses not available to attend and from character witnesses may also be provided to the hearing, provided that all such written declarations must be made under oath, signed by the witness, and officially notarized.
 - that the person(s) has the right to be represented by legal counsel and the right to an interpreter.
 - that if the respondent is a minor, he should have a parent or guardian present.
 - that new evidence should not be presented unless there is good cause for why it was not available for the original proceeding.

- that the appealing party shall not communicate directly or take up direct contact with the members of the panel on matters relating to an appeal.

25. The working language of the IGF Appeals Panel shall be English.

26. Save where he orders otherwise, the following procedures shall be followed at the hearing:

- The Appellant shall address the IGF Appeals Panel, summarising his/her case on Appeal.
- The IGF shall address the IGF Appeals Panel, summarising its case.
- Any evidence shall be presented by the Appellant or the IGF. Any documentary or other evidence relied on by a party must be properly authenticated upon presentation to the IGF Appeals Panel.
- The IGF shall make closing statements.
- The Appellant shall make closing statements.

27. If the IGF Appeals Panel considers that at any time during the hearing there is any unreasonable or intimidatory behaviour from anyone, the Appeals Panel Chairperson may deny further involvement of that person in the hearing.

AWARD

28. The IGF Appeals Panel hearing the Appeal shall rule on the Appeal by simple majority. All members must take part in the deliberations of the Appeals Panel and no member of the IGF Appeals Panel may abstain. The award shall be rendered within four (4) weeks following the date of the Hearing.

29. The IGF Appeals Panel shall have the power to:

- Dismiss the appeal;
- Exercise any power that the body against whose Decision the Appeal was made could have exercised, whether the effect is to increase or decrease any award, order or sanction originally imposed;
- Remit the matter for a new hearing;
- Determine whether and to what extent the Appellant is to be reimbursed for the costs advanced by it according to article 15 above, or whether and to what extent the Appellant is to pay an amount of costs in addition to the advance fixed;
- Determine the final amount of the costs of arbitration and which party shall bear those costs and in which proportion. The costs shall include the administrative and other costs of the Appeals Panel and the fees and costs of the judges. In addition, as a general rule, the award shall grant the prevailing party a contribution towards its reasonable legal fees and other expenses incurred in connection with the proceedings and, in particular, the costs of witnesses and interpreters. When deciding on the arbitration costs and on the parties' reasonable legal fees and expenses, the IGF Appeals Panel shall primarily take into account the relief(s) granted compared with the relief(s) sought and, secondarily, the conduct and the financial resources of the parties;
- Make such further or other order as it considers appropriate either generally or for purpose of giving effect to its Decision.

30. The IGF Appeals Panel shall publish a written statement of its Decision on the IGF website which is also provided to the respondent.

FURTHER APPEAL

31. A further appeal against the decision by the IGF Appeals Panel can only be lodged with the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland. The CAS shall act as an arbitration tribunal and there shall be no right to appeal to any other jurisdictional body.

32. The time for filing an appeal to CAS shall be twenty-one days (21) from the date of receipt of the decision by the appealing party.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date: 8 April 2015	
<u>REFERENCES</u>	

Operational Policy		I 6. IGF NATIONALITY POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED16	Last update	April 2015

<p>POLICY OBJECTIVE To establish a process for the determination of the country which a competitor may represent in an <i>International Golf Competition</i></p>																										
<p>POLICY DESCRIPTION <u>I. General</u> Any Athlete in an International Golf Competition (Section II) must be a national of the country which the Athlete is representing or under which the Athlete is eligible for the competition.</p> <p>The IGF publishes this policy (“Nationality Policy”) as it pertains to matters relating to the determination of the country which an Athlete may represent in an <i>International Golf Competition</i> listed below, and from time-to-time will advise sanctioning organizations of <i>International Golf Competitions</i> as to guidelines and standards on making determinations on an Athlete’s nationality.</p> <p>Each sanctioning organization has adopted the Nationality Policy and shares decisions based on nationality with the IGF and other sanctioning organizations. All matters relating to the determination of the country which an Athlete may represent in an <i>International Golf Competition</i> listed below shall be resolved by the sanctioning organization for that event, in its sole discretion.</p> <p><u>II. International Golf Competitions</u> For the purposes of this policy, International Golf Competitions are as follows:</p> <table border="0"> <tr> <td><u>Women’s Competitions</u></td> <td><u>Sanctioning Organization</u></td> </tr> <tr> <td>Espirito Santo Trophy</td> <td>International Golf Federation</td> </tr> <tr> <td>Solheim Cup</td> <td>LPGA & Ladies European Tour</td> </tr> <tr> <td>International Crown</td> <td>LPGA</td> </tr> <tr> <td>Olympic Games</td> <td>International Golf Federation</td> </tr> <tr> <td>Youth Olympic Games</td> <td>International Golf Federation</td> </tr> <tr> <td><u>Men’s Competitions</u></td> <td><u>Sanctioning Organization</u></td> </tr> <tr> <td>Eisenhower Trophy</td> <td>International Golf Federation</td> </tr> <tr> <td>Ryder Cup</td> <td>European Tour & PGA of America</td> </tr> <tr> <td>Presidents Cup</td> <td>PGA TOUR</td> </tr> <tr> <td>Olympic Games</td> <td>International Golf Federation</td> </tr> <tr> <td>Youth Olympic Games</td> <td>International Golf Federation</td> </tr> <tr> <td>World Cup</td> <td>International Federation of PGA Tours</td> </tr> </table> <p><u>III. Nationality</u> An Athlete will be considered a national of a country if the Athlete is a citizen of the country, as defined by the laws of such country.</p>	<u>Women’s Competitions</u>	<u>Sanctioning Organization</u>	Espirito Santo Trophy	International Golf Federation	Solheim Cup	LPGA & Ladies European Tour	International Crown	LPGA	Olympic Games	International Golf Federation	Youth Olympic Games	International Golf Federation	<u>Men’s Competitions</u>	<u>Sanctioning Organization</u>	Eisenhower Trophy	International Golf Federation	Ryder Cup	European Tour & PGA of America	Presidents Cup	PGA TOUR	Olympic Games	International Golf Federation	Youth Olympic Games	International Golf Federation	World Cup	International Federation of PGA Tours
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Olympic Games	International Golf Federation																									
Youth Olympic Games	International Golf Federation																									
World Cup	International Federation of PGA Tours																									

An Athlete who is a national of two or more countries at the same time may represent either one of them, as the Athlete may elect. However, after having represented one country in an International Golf Competition, the Athlete may not represent another country unless first meeting the conditions set forth below that apply to persons who have changed their nationality or acquired a new nationality.

An Athlete who has represented one country in an International Golf Competition, and who has changed nationality or acquired a new nationality, may participate in another International Golf Competition representing the new country provided that, as of the start of the qualification period for such event, at least four years have passed since the Athlete last represented his/her former country. This period may be extended, reduced or even cancelled, with the agreement of the sanctioning organization, which takes into account the circumstances of each case and any applicable guidelines and standards provided by the IGF.

If an associated state, province or overseas department, a country or colony acquires independence, if a country becomes incorporated within another country by reason of a change of border, or if a country merges with another country, an Athlete may continue to represent the country to which the Athlete belongs or belonged. However, if the Athlete prefers, the Athlete may elect to represent the new country. This particular choice may be made only once for any other International Golf Event including future Olympic Games.

Furthermore, in all cases in which an Athlete would be eligible to participate in an International Golf Competition, either by representing another country than his/hers or by having the choice as to the country which such Athlete intends to represent, the sanctioning organization may take all decisions of a general or individual nature with regard to issues resulting from nationality, citizenship, domicile or residence of any Athlete, including the duration of any waiting period, taking into account the circumstances of each case and any applicable guidelines and standards provided by the IGF.

IV. Countries and Continents

For the purposes of defining a country (or territory, if applicable) of which an Athlete is a national, the current list of National Olympic Committees as recognized by the International Olympic Committee will be used. For International Golf Competitions other than the Olympic Games and Youth Olympic Games, England, Scotland and Wales will be considered to be separate countries.

For the purposes of defining the continent of Europe as it relates only to certain International Golf Competitions which either include all countries within Europe as a team or exclude all countries within Europe from a team, the following countries will be considered to be within Europe and not part of regions other than Europe:

Albania	Estonia	Liechtenstein	Russian Federation
Andorra	Finland	Lithuania	San Marino
Armenia	France	Luxembourg	Serbia
Austria	Georgia	North Macedonia	Slovak Republic
Azerbaijan	Germany	Malta	Slovenia
Belarus	Greece	Republic of Moldova	Spain
Belgium	Hungary	Monaco	Sweden
Bosnia and Herzegovina	Iceland	Montenegro	Switzerland
Bulgaria	Ireland	Netherlands	Turkey
Croatia	Israel	Norway	Ukraine
Cyprus	Italy	Poland	United Kingdom
Czech Republic	Kazakhstan	Portugal	
Denmark	Latvia	Romania	

V. Rankings

An Athlete should ensure that his/her nationality is correctly listed on the appropriate world golf ranking system. For women's International Golf Competitions, this shall be the Rolex Women's World Rankings. For men's International Golf Competitions, this shall be the Official World Golf Rankings. For the purposes of applying this policy, the Athlete will be presumed to be a national of the country listed on the appropriate world rankings system, subject to verification in accordance with this policy. Any decisions taken related to an Athlete's nationality in accordance with this policy shall be referred by the IGF to the appropriate ranking system, who shall display the correct nationality of each Athlete within the rankings.

An Athlete eligible to participate in an International Golf Competition by representing another country to the one previously represented (by either changing nationality or acquiring a new nationality) in accordance with this policy will only be eligible for International Golf Competitions for which the qualification period has not yet started, unless otherwise allowed by the sanctioning organization.

An Athlete eligible to participate in an International Golf Competition by having the choice as to the country which such Athlete intends to represent in accordance with this policy will only be eligible for International Golf Competitions for which the qualification period has not yet started, unless otherwise allowed by the sanctioning organization.

An Athlete who changes his/her nationality for an International Golf Competition prior to the qualifications and eligibility period beginning for such event, yet subsequently fails to qualify for the competition, is subject to the provisions of this policy including the time periods prescribed herein.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2015

REFERENCES:

Operational Policy		17. IGF STAFF TRAVEL ARRANGEMENTS & EXPENSES FOR OLYMPIC GAMES AND YOUTH OLYMPIC GAMES POLICY	
Lead Functional Area		OLYMPIC GAMES	
Policy Number	ED17	Last update	31 May 2021
<u>POLICY OBJECTIVE</u>			
<p>As per the Olympic Charter, the IOC Executive Board sets the maximum number of Staff that may participate in the Olympic Games and Youth Olympic Games, which must be adhered to by the IGF. The IGF selects the required personnel and confirms this selection through an official invitation. Only persons who have received this official invitation from the IGF will be accredited to participate in the event and should adhere to the travel arrangements policy as below.</p>			
<u>POLICY DESCRIPTION</u>			
<p>Mission Dates: IGF staff will be required to stay the full length of the Olympic / Youth Olympic Games prior to the start of the Golf competition until at least one day (i.e. including at least one-night accommodation) after the last day of the Golf competition. Specific mission dates will be provided.</p>			
<p>Flights: IGF staff will be entitled to a business class flight from the nearest airport of their residence directly to the host city airport. The ticket will be paid for by the IGF, booked by the staff member upon confirmation of the airfare by the IGF. Travel details will be provided through the IGF Registration System by the deadline set by the IGF. Change of flight booking is not permitted without permission from the IGF Executive Director and any additional costs will be borne by the staff member unless requested by the IGF for operational reasons.</p>			
<p>Accommodation: The Organising Committee for the Olympic Games (OCOG) or the IOC for the Youth Olympic Games will provide and pay for accommodation in a standard double room, in a hotel located close to the Golf Course, if available. Breakfast is included with the accommodation. Room allocations will be made, through the IGF, according to the IGF staff specific mission dates. Extended private stays may not be permitted and will depend on accommodation availability. Any costs associated with changes to the original mission dates are the responsibility of the IGF staff unless required by the IGF for operational reasons.</p>			
<p>Transport: Ground transportation to/from the airport in the country of residence will be reimbursed by the IGF. Transfer to the IGF hotel will be provided on arrival (and on departure back to the airport) by the OCOG/YOGOC in line with the flight information provided to the IGF. On site, a complimentary transport system will be available to/from the Golf Course/IGF hotel. Private transport around the city during the Games is likely to be challenging. Public transportation will be free of charge for all Olympic Accreditation holders.</p>			
<p>Daily meals: IGF staff will be provided with breakfast at the IGF hotel and lunch at the Athletes/ITO Lounge at the Golf course where meals will be provided during each day of practice and competition. IGF staff may also have access to the IGF/Olympic Family Lounge at the golf course on competition days. All expenses incurred for meals will be reimbursed by the IGF, given the expenses incurred are necessary and within reason and on presentation of valid receipts.</p>			

Daily expenses/per diem:

No per diem will be provided to IGF staff, therefore all reasonable personal expenses (i.e dinner's expenses & laundry) will be reimbursed by the IGF given the expenses incurred are necessary and within reason and on presentation of valid receipts.

Please note that this policy may be adapted, depending on the Olympic Games host city.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2016

ATTACHMENT

NIL

Operational Policy		18. ITOs TRAVEL ARRANGEMENTS & EXPENSES FOR OLYMPIC GAMES AND YOUTH OLYMPIC GAMES POLICY	
Lead Functional Area		OLYMPIC GAMES	
Policy Number	ED18	Last update	March 2021
<p><u>POLICY OBJECTIVE</u></p> <p>As per the Olympic Charter, the IOC Executive Board sets the maximum number of International Technical Officials (ITO) and Staff that may participate in the Olympic Games, which must be adhered to by the IGF. The IGF selects the required personnel and confirms this selection through an official invitation. Only persons who have received this official invitation from the IGF will be accredited to participate in the event and should adhere to the travel arrangements policy as below.</p> <p><u>POLICY DESCRIPTION</u></p> <p>Mission Dates: The general policy for mission dates is in accordance with the IOC policy for ITO's attendance at the Olympic Games.</p> <p>Flights: Flights are to be paid for by the IGF Member Organisation that the ITO belongs to. All flights should be booked directly by the ITO and the IGF notified of flight details through the IGF Registration System at the latest by the deadline communicated by the IGF.</p> <p>Accommodation: The Organising Committee for the Olympic Games (OCOG) or the IOC for the Youth Olympic Games will provide and pay for accommodation in a standard double room, in a hotel located close to the Golf Course, if available. Breakfast is included with the accommodation. All other expenses incurred at the hotel are the responsibility of the ITOs or their Organisations in accordance with their respective Organisation's staff expenses policy. Room allocations will be made, through the IGF, according to the ITO's specific mission dates. Any costs associated with changes to the original mission dates are the responsibility of the ITOs or their Organisations unless required by the IGF for operational reasons.</p> <p>Transport: Ground transportation to/from the airport in the country of residence are the responsibility of the ITO and in accordance with their respective Organisation's policy. Transfer to the ITOs' hotel will be provided on arrival in the host city (and on departure back to the airport) by the OCOG/YOGOC in line with the flight information that has been provided to the IGF. On site, a dedicated transport system will be available to/from the Golf Course/ITO hotel. Private transport around the city during the Games is likely to be challenging. Public transportation will be free of charge for all Olympic Accreditation holders.</p> <p>Daily meals: ITOs will in principle have breakfast at the ITO hotel. ITOs will have access to the Athletes/ITO Lounge where meals will be provided during each day of practice and competition. ITOs may also have access to the IGF/Olympic Family Lounge at the golf course on competition days. All other expenses incurred are the responsibility of the ITOs or their Organisations, in accordance with their respective staff expenses policy.</p> <p>Daily expenses/Per Diem: No per diem will be provided to the ITOs, therefore all ITO personal expenses incurred at the Olympic Games are the responsibility of their Organisations, in accordance with their respective staff expenses policy.</p>			

Please note that this policy may be adapted, depending on the Olympic Games host city.	
Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u> Date: 8 April 2016	
<u>REFERENCE</u> NIL	

Governance Policy		19. IGF EQUAL EMPLOYMENT OPPORTUNITY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED19	Last update	31 May 2021
<p>POLICY DESCRIPTION</p> <p>The IGF recognises that Equal Employment Opportunity is a matter of employment obligation, social justice and legal responsibility. It also recognises that prohibiting discriminatory policies and procedures is sound management practice. This policy has been designed to facilitate the creation of a workplace culture that maximises organisational performance through employment decisions. These decisions will be based on real business needs without regard to non-relevant criteria or distinctions, and will ensure that all decisions relating to employment issues are based on merit.</p> <p>Purpose</p> <p>This policy is designed to ensure that the IGF complies with all of its obligations under the relevant legislation.</p> <p>Definitions</p> <p><i>“Participants”</i> refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p><i>“Tournament Support Personnel”</i> refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p><i>Discrimination</i> occurs if a person treats, or proposes to treat, a person with an attribute unfavourably because of that attribute. It can also occur if a person imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging persons with an attribute; and that is not reasonable.</p> <p><i>Equal Employment Opportunity</i> consists of ensuring that all employees are given equal access to training, promotion, appointment or any other employment related issue without regard to any factor not related to their competency and ability to perform their duties.</p> <p><i>Victimisation</i> means subjecting, or threatening to subject, a person to any detriment because they have:</p> <ul style="list-style-type: none"> • asserted their rights under equal opportunity law; • made a complaint; • helped someone else make a complaint; or • refused to do something because it would be discrimination, sexual harassment or victimisation. <p>Policy</p> <p>The IGF is an equal opportunity employer and will provide equality in employment for all people employed or seeking employment.</p> <p>Every person will be given a fair and equitable chance to compete for appointment, promotion or transfer, and to pursue their career as effectively as others.</p> <p>Employment decisions relating to appointment, promotion and career development will be determined according to individual merit and competence.</p>			

Consistent with this, the IGF does not condone any form of unlawful discrimination or vilification, including that which relates to:

- gender;
- pregnancy;
- potential pregnancy;
- breastfeeding
- marital/domestic status;
- disability;
- race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
- age;
- family responsibilities, family status, status as a parent or carer;
- sexuality;
- HIV/AIDS vilification;
- religious belief or activity;
- political belief or activity;
- industrial activity;
- employer association activity;
- trade union activity;
- physical features;
- LGBTQ
- profession, trade, occupation or calling;
- medical record; and
- criminal record.

In all cases no factors other than performance and competence are to be used as the basis for performance assessment, training and development opportunities and promotions.

PROCEDURES

Responsibilities

It is the responsibility of the IGF Executive Director to ensure that:

- all managers understand and are committed to the principles and legislation relating to equal opportunity and applying it in the workplace;
- employment decisions relating to appointment, promotion and career development are determined according to individual merit and the individual's inherent ability to carry out the job;
- the organisation has a workplace culture that encourages equal employment opportunity; and
- sets an example by their own behaviour.
- all managers, supervisors and staff are aware of and understand their obligations, responsibilities and rights in relation to equal employment opportunity;
- all managers, supervisors and staff are committed to operating in accordance with the equal opportunity laws in the workplace;
- any matter which does not comply with the principles of equal employment opportunity are identified and addressed as promptly and sensitively as possible;
- immediate and appropriate steps are taken to minimise or eliminate unlawful harassment, discrimination, and bullying in the workplace; and
- ongoing support and guidance is provided to all employees in relation to equal employment opportunity principles and practice in the workplace.

It is the responsibility of all Participants to ensure that they:

- comply with this policy and treat all colleagues and customers with respect and professionalism without regard to non-relevant criteria or distinctions;
- refrain from engaging in discriminatory or harassing behaviour; and
- inform their manager if they believe that they (or someone else) have been treated unfairly.

Employees who believe they are being treated unfairly as a result of discrimination should promptly notify the Head of the IGF Integrity Unit. Should a complaint of discrimination or harassment be made, it will be investigated in a confidential and procedurally fair manner. If proven, the person responsible will be disciplined. In serious cases, this may involve dismissal.

Other Functions impacted by policy	ALL
<u>POLICY APPROVED</u>	
Date:	
<u>REFERENCE:</u>	
NIL	

Governance Policy		20. IGF ANTI DISCRIMINATION POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED20	Last update	December 2020

<p>POLICY DESCRIPTION</p> <p>The IGF endorses diversity, supports equal rights, and does not advocate, support or practice discrimination based on race, religion, age, national origin, language, sex, sexual orientation, or mental or physical handicap, whether covered by applicable legislation or not, except where affirmative action may be required to redress individual or social handicaps of people from disadvantaged groups.</p> <p>Purpose</p> <p>This document sets out</p> <ul style="list-style-type: none"> • The IGF’s policy against such discrimination • The governance structures, responsibilities and processes that have been established to give effect to that policy. <p>Policy</p> <p>The IGF does not advocate, support or practice discrimination based on race, religion, age, national origin, language, sex, sexual orientation, or mental or physical handicap or any other personal attribute protected by law, except where affirmative action may be required to redress individual or social handicaps. The IGF will make all reasonable accommodations to allow people who experience difficulties in their dealings with the organisation to benefit equally from its work.</p> <p>Responsibilities</p> <p>1. The IGF Board will:</p> <ul style="list-style-type: none"> • Regularly review the leadership and commitment given to eliminating discrimination through active promotion of the organisation’s Anti-Discrimination Policy. • Monitor performance by way of periodic management reports and assurances. <p>2. The IGF Executive Director will:</p> <ul style="list-style-type: none"> • Ensure that: <ul style="list-style-type: none"> ○ the organisation’s practices and processes incorporate precautions against discrimination in such areas as hiring, client selection, and program delivery; ○ Reasonable accommodations are made to allow diverse groups to access benefits provided by the organisation; ○ Where appropriate, weight is given to the culture and experiences of individuals from disadvantaged groups. • Where appropriate, delegate responsibility for compliance to officers with responsibility for particular sections. • Oversee the performance of subordinate officers in these matters. • Review and report to the Board, as appropriate, on the effectiveness of the management systems established to remove discrimination. • Analyse material breaches and identified compliance system weaknesses for systematic trends and ensure that any adverse trends are addressed. • Promote a culture of effective policy compliance across the organisation and IGF Events and Competitions. 			
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3. The Participants will:

- Ensure that they are aware of the organisation’s policy against discrimination;
- Not act in a manner that would be considered to be discriminatory pursuant to this policy or any applicable legislation;
- Where appropriate, suggest ways in which practices, systems and procedures could be improved so as to reduce the likelihood of discrimination occurring.

“Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.

“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.

Processes

The Executive Director will initially review the organisation’s procedures in all areas to ensure that these are in accordance with the principles expressed in this policy, and will report to the Board on this matter.

The Executive Director will review any changes to the organisation’s procedures in all areas to ensure that these are in accordance with the principles expressed in this policy.

The Participants will follow these procedures.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date:

REFERENCE:

NIL

Governance Policy		21. IGF SEXUAL HARASSMENT POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED21	Last update	September 2020

<p>POLICY DESCRIPTION</p> <p>The IGF recognises the right of every employee and volunteer to be able to attend work and to perform their duties without being subjected to any form of sexual harassment.</p> <p>It is the obligation and responsibility of the Participants to ensure that the IGF workplace and event and competition venues are free from sexual harassment.</p> <p>“Participants” refers to to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p> <p>The IGF is fully committed to its obligation to eliminate sexual harassment.</p> <p><u>Purpose</u></p> <p>The purpose of this document is to outline IGF’s position on sexual harassment and to document the process which is to be followed should any grievances arise.</p> <p><u>Definitions</u></p> <p><i>Sexual harassment</i> means any unwelcome sexual advance, unwelcome request for sexual favours, or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances. Examples of sexual harassment include, but are not limited to,</p> <ul style="list-style-type: none"> • staring or leering • unnecessary familiarity, such as deliberately brushing up against you or unwelcome touching • suggestive comments or jokes • insults or taunts of a sexual nature • intrusive questions or statements about your private life • displaying posters, magazines or screen savers of a sexual nature • sending sexually explicit emails or text messages • inappropriate advances on social networking sites • accessing sexually explicit internet sites • requests for sex or repeated unwanted requests to go out on dates • behaviour that may also be considered to be an offence under criminal law, such as physical assault, indecent exposure, sexual assault, stalking or obscene communications <p>Behaviour that is based on mutual attraction, friendship and respect is not sexual harassment.</p>
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Policy

The IGF will not tolerate sexual harassment under any circumstances. Responsibility lies with the Participants to ensure that sexual harassment does not occur.

This policy applies to conduct that takes place in any IGF Event or Competition and work-related context, including conferences, work functions, social events and business trips.

No employee or volunteer at any level should subject any other employee, volunteer, fan or spectator to any form of sexual harassment.

A breach of this policy will result in disciplinary action, up to and including termination of employment. The IGF strongly encourages any employee who feels they have been sexually harassed to take immediate action. If an employee or volunteer feels comfortable in doing so, it is preferable to raise the issue with the person directly with a view to resolving the issue by discussion. The employee or volunteer should identify the harassing behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

Alternatively, or in addition, they may report the behaviour in accordance with the relevant procedure outlined below. Once a report is made the organisation has the right to determine how the report should be dealt with in accordance with its obligations and this policy.

Any reports of sexual harassment will be treated seriously and promptly with sensitivity. Such reports will be treated as completely confidential up to the point where a formal or informal complaint is lodged against a particular person, at which point that person must be notified under the rules of natural justice.

Complainants have the right to determine how to have a complaint treated, to have support or representation throughout the process, and the option to discontinue a complaint at any stage of the process.

The alleged harasser also has the right to have support or representation during any investigation, as well as the right to respond fully to any formal allegations made. There will be no presumptions of guilt and no determination made until a full investigation has been completed.

No employee or volunteer will be treated unfairly as a result of rejecting unwanted advances. Disciplinary action may be taken against anyone who victimises or retaliates against a person who has complained of sexual harassment, or against any employee or volunteer who has been alleged to be a harasser.

All employees and volunteers have the right to seek the assistance of the relevant tribunal or legislative body to assist them in the resolution of any concerns.

Managers or Supervisors who fail to take appropriate corrective action when aware of harassment of a person will be subject to disciplinary action.

Procedures

- Complaint Process

Sexual harassment can occur at any level of the organisation, can be experienced by both men and women and may involve a co-worker, volunteer, supervisor, manager, service provider, client or customer. Lack of intent is no defence in sexual harassment cases.

Any person covered by this policy who believe he/she is the subject of sexual harassment should take firm, positive and prompt action.

Where possible, he/she should make the perceived harasser(s) aware that he/she find their behaviour offensive, unwelcome, unacceptable, and that it needs to stop immediately.

If the behaviour continues, or if he/she feels unable to speak to the perceived harasser(s) directly, he/she should contact their Supervisor, Manager, the Head of the IGF Integrity Unit via the IGF Whistleblowing Channel (Integrity@igfmail.org). Alternatively, he/she may contact the Executive Director or another Manager he/she feels comfortable with.

The Manager will provide support and ascertain the nature of the complaint and the wishes of the complainant.

- Informal Intervention

The Manager will explain the person's rights and responsibilities under organisation's policy.

Informal intervention may be undertaken through a process of mediation or conciliation. During informal intervention, the alleged harasser will be made aware of the allegations being made against them and given the right to respond.

This procedure will be complete when the complainant and the respondent come to an agreement on the procedure to be followed. If this occurs, no record will be made of the proceedings, and any subsequent proceedings will begin *de novo*. If this does not occur, the formal procedure should be followed.

- Formal Complaints Procedure

The Manager may be obliged to carry out a formal investigation in relation to a complaint of sexual harassment.

The formal procedure will be co-ordinated by the Manager, who will be guided by the Head of the IGF Integrity Unit.

Formal investigations may be conducted internally (by a manager or officer) or by the IGF Integrity Unit.

An investigation involves collecting information about the complaint and then making a finding based on the available information as to whether or not the alleged behaviour occurred. Once a finding is made, the Head of the IGF Integrity Unit will make recommendations about resolving the complaint.

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the Head of the IGF Integrity Unit considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation in which case they will be paid their normal pay during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

Records are to be kept and filed in a confidential and secure place. These records should be kept for a period of seven years. Under no circumstances will records be placed on the complainant's personnel file.

The findings as to whether sexual harassment has occurred will be determined on the basis of the evidence, and on the balance of probabilities.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

- Counselling;
- Disciplinary action against the harasser (e.g. demotion, transfer, suspension, probation or dismissal);
- Official warnings that are noted in the respondent's personnel file;
- Disciplinary action against the person who complained if there is strong evidence that the complaint was vexatious or malicious;
- Formal apologies and undertaking that the behaviour will cease;
- Conciliation/mediation conducted by an impartial third party where the parties to the complaint agree to a mutually acceptable resolution;
- Reimbursing any costs associated with the harassment;
- Re-crediting any leave taken as a result of the harassment.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation.

Following an investigation concerning a sexual harassment complaint (irrespective of the findings), the Manager will:

- consult with the parties involved to monitor the situation and their wellbeing; and
- educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from bullying

Outcomes will depend upon factors such as:

- The severity and frequency of the harassment;
- The weight of the evidence;
- The wishes of the person who was harassed;
- Whether the harasser could have been expected to know that such behaviour was a breach of policy;
- The level of contrition;
- Whether there have been any prior incidents or warnings.

If the investigation determines that sexual harassment has occurred, the Head of the IGF Integrity Unit must forward a summary of the complaint and the action taken to the Executive Director. A copy may be placed in the respondent's personnel file by the Executive Director.

The Manager will monitor the outcome to ensure that the offensive behaviour has ceased, and that neither party has been victimised. This may involve follow-up interviews.

If there has been any substantiated victimisation, the Head of the IGF Integrity Unit will refer the case to the IGF Tribunal.

- Procedures for Dealing with Criminal Conduct

Some forms of severe sexual harassment (e.g. sexual assault, stalking, indecent exposure, physical molestation, obscene phone calls) may constitute criminal conduct.

While the IGF is committed to treat most sexual harassment complaints at a company level as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system.

In relation to alleged criminal offences such as rape or sexual assault, the matter must be immediately referred to the Head of the IGF Integrity Unit. The complainant should be advised of the option of police support or intervention. It is not the obligation or duty of the company to report such matters to the police on behalf of the complainant

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: December 2018

REFERENCE:

Governance Policy		22. WHISTLE BLOWER POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED22	Last update	September 2020

<p><u>INTRODUCTION</u></p> <p>The International Golf Federation (IGF) is committed to operating legally (in accordance with applicable legislation and regulation), properly (in accordance with organisational policies and procedures), and ethically (in accordance with IGF Code of Ethics and recognised ethical principles). The Participants are expected to cooperate with the organisation in maintaining legal, proper, and ethical operations, if necessary, by reporting non-compliant actions by other people. Correspondingly, Participants who do assist in maintaining legal, proper, and ethical operations should not be penalised in any way.</p> <p><u>DEFINITIONS</u></p> <p>“Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p>
<p><u>POLICY OBJECTIVES</u></p> <p>The objectives of this policy are to:</p> <ol style="list-style-type: none"> encourage the reporting of matters that may cause harm to individuals or financial or non-financial loss to the IGF for damage to its reputation; enable the IGF to deal with reports from whistleblowers in a way that will protect the identity of the whistleblower and provide for the secure storage of the information provided; establish the policies for protecting whistleblowers against reprisal by any person internal or external to the entity; provide for the appropriate infrastructure; help to ensure the IGF maintains the highest standards of ethical behaviour and integrity.
<p><u>POLICY DESCRIPTION</u></p> <p>Concerns regarding illegal or corrupt behaviour</p> <p>Where a Participant believes in good faith on reasonable grounds that any other Participant has breached any provision of the general law that Participant must report his/her concern to</p> <ul style="list-style-type: none"> the organisation’s nominated Head of the IGF Integrity Unit or, the IGF Whistleblowing Channel (integrity@igfmail.org) or, the duly constituted authorities responsible for the enforcement of the law in the relevant area. <p>The person making their concern known shall not suffer any sanctions from the organisation on account of their actions in this regard provided that their actions</p> <ul style="list-style-type: none"> are in good faith, and

- are based on reasonable grounds, and
- conform to the designated procedures.

The Head of the IGF Integrity Unit to whom such a disclosure is made shall

- if he/she believes the behaviour complained of to be unquestionably trivial or fanciful, dismiss the allegation and notify the person making the allegation of their decision;
- if he/she believes the behaviour complained of to be neither trivial nor fanciful, ensure that the allegation is investigated, a finding is made, and the person making the allegation is informed of the finding.

Any such investigation shall observe the rules of natural justice and the provisions of procedural fairness.

Disclosures may be made anonymously using the IGF Whistleblowing Channel, and this anonymity shall be preserved by the organization unless it becomes necessary for a whistle blower to disclose its identity and such whistleblower agrees to do so.

Concerns regarding improper or unethical behaviour

Where a Participant believes in good faith on reasonable grounds that any other Participant has breached any provision of the IGF's constitution, or its bylaws, or its Code of Ethics, or its policies, or its codes of conduct, that Participant may report his/her concern to the Head of the IGF Integrity Unit directly or using the IGF Whistleblowing Channel. The person making his/her concern known shall not suffer any sanctions from the IGF on account of his/her actions in this regard provided that his/her actions

- are in good faith, and
- are based on reasonable grounds, and
- conform to the designated procedures.

The Head of the IGF Integrity Unit to whom such a disclosure is made shall

- if he/she believes the behaviour complained of to be unquestionably trivial or fanciful, dismiss the allegation and notify the person making the allegation of his/her decision;
- if he/she believes the behaviour complained of to be neither trivial nor fanciful, ensure that the allegation is investigated, a finding is made, and the person making the allegation is informed of the finding.

Any such investigation shall observe the rules of natural justice and the provisions of procedural fairness.

Disclosures may be made anonymously using the IGF Whistleblowing Channel, and this anonymity shall as far as possible be preserved by the organisation.

Anti-doping-related reports will be done using the International Testing Agency (ITA) reporting platform "REVEAL".

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2015

REFERENCE:

MEASURES OF PROTECTION AND THE PROCESS THE IGF WILL UNDERTAKE FOLLOWING AN INTEGRITY REPORT

Operational Policy		23. GDPR & WEBSITE PRIVACY POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED23	Last update	28 July 2022

<p>POLICY OBJECTIVE</p> <p>The International Golf Federation (IGF) is fully committed to protecting everyone’s right to privacy. IGF officials in collecting information will comply with all aspects of the Swiss Federal Act on Data Protection (FADP) and the Ordinance to the Federal Act on Data Protection</p> <p>It is the IGF’s responsibility to ensure that relevant staff and officials are familiar with their obligations under the Acts and that the handling of both personal and health information is done so in accordance with the law.</p>
<p>POLICY DESCRIPTION</p> <p>Your privacy is very important to us and we believe that you should always keep the control over your personal information. This Privacy Policy, as updated from time to time, explains what information about you is collected and how it is processed when you use digital services such as websites, newsletters, registration systems, or online resources offered on the www.igfgolf.org website and other digital properties operated by the International Golf Federation (the “IGF”) (collectively the “Services”).</p> <p>When you use the Services, information about you will be collected and processed in accordance with this Privacy Policy by the IGF. When we refer to “we”, “our” or “us”, we are referring to the IGF. When we refer to “you” or “your” we refer to you as a user of the Services</p> <p>Specific rules and additional terms may apply due to the nature and purpose of certain of our Services. This is for instance the case of certain systems for event registration or reporting mechanisms managed by the IGF. In such cases, these specific terms will be brought to your attention before you use the relevant Services and will prevail over the terms of this Privacy Policy in case of any inconsistency.</p> <p>Please read the IGF Website Terms and Conditions of Use and this Privacy Policy carefully. By accessing or using the Site, you agree to be bound by the terms and conditions described herein and by all terms, policies and guidelines incorporated by reference. If you do not accept all these conditions, please do not use the Site.</p> <p>WHAT INFORMATION DO WE COLLECT?</p> <p>1. Information that you provide to us</p> <p>You may provide us with information, including personally identifiable information, such as email address, last name, first name, country of residence, date of birth, gender, password, address, etc, when you register on the Services, create a user account, communicate with us, complete certain transactions or subscribe to Services such as event registration, professional online resources, or media alerts.</p> <p>a) Account data</p> <p>If you create a user account, we may ask you to provide us with your first name, last name, email address, age information, login information, and password. To access certain business resources, we may ask you to provide additional information such as your business organisation, job title, physical address, phone number and nationality.</p>

b) Data necessary to provide certain Services

Certain Services may allow you to apply for registration or accreditation to the Olympic Games, Youth Olympic Games, World Amateur Team Championships, or other events organised by the IGF, or book travel and accommodation related to these events. Other Services may give you access to specific business resources made available by the IGF to other Olympic Movement stakeholders. In such cases, we will inform you of any additional information needed to provide to you the Services that you have requested and of the other conditions applicable to the processing of your personal information for the provisions of such Services.

c) Communications data

If you communicate with us and/or request any Service from us, we will use your account information and any other information you may provide us to answer your queries.

2. Information that is collected automatically when you use the Services:

- Device attributes, including operating system, hardware and software versions, browser type, language
- Unique device identifier (UID)
- Network connections (information such as your Internet Service Provider, language, time zone, IP address)
- General location (country, city).

Our website and digital properties use cookies to distinguish you as a user, either for the duration of your visit (“session cookie”) or when you return (“persistent cookie”). Cookies are small files stored on your browser or the hard drive of your computer that are used to gather information regarding interactions with our website and other digital properties such as browser type, operating systems, IP address, device type, location, date and time of access. These cookies are placed on your device by us (“first party cookies”) or by third parties providing certain services to us such as analytics and advertising (“third party cookies”).

We use different types of cookies, including:

- Strictly necessary cookies that enable you to navigate on our website and other digital properties or provide certain basic features such as storing usernames and passwords so that you don’t have to log in at each session;
- Functionality cookies that enhance the functionality of our website and other digital properties by storing your preferences;
- Performance cookies that improve the performance of our website and other digital properties and provide you with a better user experience; and
- Behavioural advertising cookies that tailor advertising served to you on our website and other digital properties based on your browsing activity and the location from which you access our website and other digital properties.

We use first party cookies to enable users to remain signed in.

These are examples of third party cookies we use:

- Google Analytics, to be able to measure traffic and performance of the service;

– Google (Double Click for Publishers), to be able to provide advertising of products or services that reflect your use of the service;

– Add this social sharing widget, to enable you to share content with a range of networking and sharing platforms and for us to be able to see how often content has been shared;

– Facebook – to be able to provide advertising of products or services that reflect your use of the service;

By using the Services, you accept the use of these cookies. You may turn off cookies or change your preferences by changing your browser settings. More information is available here:

– Internet Explorer users: <http://windows.microsoft.com/en-GB/internet-explorer/delete-manage-cookies>

– Mozilla Firefox users: <https://support.mozilla.org/en-US/kb/enable-and-disable-cookies-website-preferences> and <https://support.mozilla.org/en-US/kb/delete-cookies-remove-info-websites-stored>

– Google Chrome users: <https://support.google.com/chrome/answer/95647?hl=en>

– Safari users: <http://help.apple.com/safari/mac/8.0/#/sfri11471>

3. Information that you have made publicly available

The Services are provided for information and entertainment purposes and the content offered on our website and digital properties may include publicly available information about IGF members, athletes and other persons who are newsworthy and whose stories contribute to the mission of the IGF.

HOW DO WE USE THE INFORMATION WE COLLECT?

We use the information we collect about you and your use of the Services to:

- a) facilitate your use of the Services, enable your registration and authentication, and manage your user account;
- b) maintain and develop the Services;
- c) gather statistics to help diagnose problems, enhance your experience of the Services and improve the quality of the Services;
- d) ensure the security of the Services and that the Services are used in compliance with the Terms of Service of the igfgolf.org website and any additional terms applicable to our different Services (together, the “Terms of Service”) and applicable laws;
- e) offer you a personalized experience of the Services, for instance by suggesting to you content based on preferences you have indicated and previous choice of content, and deliver relevant advertising to you;
- f) provide to you Services, information and content that you have requested;
- g) communicate with you, including by answering your requests, sending you communications related to your user account and our Terms of Service and, if you have opted-in to this service or qualify for it according to the law, send you marketing communications (including by email and other electronic channels) about the Services, our activities and the activities of the Olympic Movement and its partners, while offering you the possibility to opt-out from such marketing communications at any time; and

h) show and measure advertisements, on the Services and, on third party services like Google, Facebook, You Tube and Twitter. If you own an account both on the Service and on these third-party services, we may, by sharing information with these companies, identify you as user of these third-party services and serve you our advertisements on such services.

Uses contained in paragraphs (a) to (h) above reflect processing grounds necessary for the performance of our contractual relationship with you. Uses contained in paragraphs (g) and (h) reflect processing grounds necessary for the purposes of the legitimate interests pursued by the controllers or by certain third parties, except where such interests are overridden by the interests or fundamental rights and freedoms of the data subject which require protection of personal data, in particular where the data subject is a child. Paragraphs (a) and (g) may also reflect processing grounds necessary for compliance with a legal obligation to which the controller is subject. See below the section on Legal Basis for Processing to find additional information, in particular regarding consent.

WHO DO WE SHARE YOUR INFORMATION WITH?

1. Information you decide to make public

Through functionalities of the Services, we may allow you to make certain information available to other users of the Services. You decide what information you want to make public.

2. The IGF and our membership

We are also assisted by our membership who provide services to the IGF and help us deliver the Services to you. We sometimes share your personal information among us and with our affiliates, where necessary for the purposes and legal basis for processing highlighted in this Privacy Policy.

3. Our vendors and service providers

We rely on a network of professional vendors and service providers who are working on our behalf and help us operate, develop, secure, promote and measure the Services and our advertisements. Services provided by these partners include:

- a) infrastructure and general IT services
- b) platform development services
- c) cloud-based services for customer identity and access management
- d) hosting services
- e) customer relationship management and other communication services
- f) analytics and measurement services
- g) email communications and push notification services
- h) third party web and social media services on which we serve our advertisements.
- i) services to manage user access requests, cookie consents.

We may share information you provide through the Services with these companies where necessary for them to provide to us their services and for the purposes and legal basis for processing highlighted in this Privacy Policy. These service providers are bound to strict confidentiality obligations under our agreements, ensuring the respect of this Privacy Policy. The service providers will retain and use such personal data as long as they are working for us and until you decide to delete your account or unsubscribe from our service.

4. Events-related services and other services

If you use the Services to request certain services from us, for instance to apply for registration or accreditation to attend the Olympic Games, Youth Olympic Games, the World Amateur Team Championships or other events organised by the IGF, or for booking travel and accommodation in relation to these events, the provision of the services requested by you may require us to share your personal information with third parties (e.g. travel or accommodation providers, organising committees, or governmental agencies). Other services that you may request from us may also require that we share your information with third parties assisting us in the delivery of such services, such as IGF members, Olympic Movement entities (such as International Olympic Committee, international federations, national Olympic committees or organising committees), academic institutions, or other delivery partners. We will specify in the relevant Terms of Service the categories of third parties with whom your personal information may have to be shared and other conditions applicable to such sharing of information in relation to the Services requested.

5. Offers from our partners

From time to time, we may offer you the possibility to receive communications (including communications related to products and services) from selected third parties, such as IGF members, our commercial partners and members of the Olympic Movement. In case you opt-in or can lawfully receive such communications, we may share your information with the relevant third parties, while giving you the possibility to opt-out at any time.

6. Legal disclosure

We reserve the right to disclose personal information we hold about you if we are required to do so under applicable laws or pursuant to any judicial or administrative process, and to the extent necessary to investigate, prevent, or take action regarding unlawful activities, or violation of our Terms of Service under the legal basis described in this Privacy Policy.

HOW DO WE PROTECT YOUR PERSONAL INFORMATION?

1. Data security

We use technical and organisational measures to protect your personal information against the risks of damage, destruction, loss or unauthorised access, in accordance with applicable laws.

2. International transfer

While the information we collect will usually be processed in the European Union or in Switzerland, we may also transfer your information for the purposes and legal basis for processing highlighted in this Privacy Policy to the above-mentioned recipients (see above “WHO DO WE SHARE YOUR INFORMATION WITH?”), some of which may be based in countries that, like the United States of America, do not provide in their laws for a level of protection of your privacy equivalent to the one applied within the European Union and Switzerland. This will happen when some the companies helping us operate the Services (see above “Our service providers”) access your information from countries located outside Europe. Before transferring data from Switzerland or the European Union to the United States and other countries, we implement safeguard mechanisms recognized by Swiss and European regulators such as standard contractual clauses, or seek your express consent.

3. Age limitation

The Services are intended for users who are 13 years old (or older) and we will not knowingly collect personal information about users below that age. If you are aged 13 to 15 years old, you can only use the Services with the prior authorisation from a parent or guardian.

If we become aware that a child has provided us with personal information without parental or guardian consent, we will take steps to delete this information and close the child's account. If you become aware that your child has provided us with personal information without your consent, please contact us at privacy@igfmail.org.

4. Data retention

We will retain your information only for the duration necessary for the purposes identified in this Privacy Policy or as required to meet our legal requirements.

LEGAL BASIS FOR PROCESSING YOUR DATA AND YOUR RIGHTS

We mainly process your information to perform our obligations under our Terms of Service but in certain cases, we also rely on other justifications.

1. Contractual necessity

Contractual necessity applies for all users who are of age to enter into a contract by accepting our Terms of Service and justifies the following uses of user personal information:

- a) Providing the Services and personalizing your experience of the Services by customizing certain features based on your interests
- b) Managing registration and user account
- c) Securing and developing the Services
- d) Communicating with you in relation to the Services
- e) Sharing data with our partners who may offer you their services
- f) Transferring, storing or process your data outside Switzerland or the European Union, including within the United States and other countries
- g) Providing you services or information which you have requested

In these cases, you have the right to port your data.

2. Consent

We may also process certain data based on your explicit consent, which you can withdraw at any time, for the following activities:

- a) Send you certain marketing communications

In these cases, you have the right to port your data and to withdraw your consent.

3. Legitimate interests

We also rely on our legitimate interests, especially for our users who may not be of age to enter into a contract, to provide a secure and efficient Services that are consistent with our Terms of Service so that our visitors, partners and fans may receive high quality Services and may enjoy golf and Olympic-related content corresponding to their interests. Legitimate interests constitute a basis for the following activities:

- a) Making available through the Services publicly available information related to golf, the World Amateur Team Championships, Olympic Games, Youth Olympic Games, Olympians and other athletes, sports and news stories
- b) Providing the Services and personalizing your experience of the Services by customizing certain features based on your interests
- c) Managing registration and user accounts
- d) Securing and developing the Services
- e) Communicating with you in relation to the Services
- f) Transferring, storing or processing your data outside Switzerland or the European Union, including to or within the United States and other countries
- g) Sending you marketing communications, including via emails, if you have opted-in or can lawfully receive such communications
- h) Sharing data with our partners who may offer you their services
- i) Sharing your information with third parties including law enforcement authorities where we suspect an unlawful activity.

In these cases, you have the right to object to the processing of your information or ask us to restrict such processing.

4. Compliance with our legal obligations

We may also invoke our legal obligations as a valid ground for sharing your information with judiciary or law enforcement authorities, if we are ever obliged to do so.

In such case, you have the right to object to the processing of your information or ask us to restrict such processing.

HOW TO EXERCISE YOUR RIGHTS

You have the following rights under the DPA and GDPR, which this Privacy Policy and Our use of Your information have been designed to uphold:

- a) the right to be informed about Our collection and use of information;
- b) the right of access to the information We hold about You;
- c) the right to rectification if any information We hold about You is inaccurate or incomplete;
- d) the right to be forgotten – i.e. the right to ask Us to delete any personal data We hold about You (We only hold Your personal data for a limited time, but if You would like Us to delete it sooner, please contact Us);
- e) the right to restrict (i.e. prevent) the processing of Your information;
- f) the right to data portability (obtaining a copy of Your information to re-use with another service or organisation);
- g) the right to object to Us using Your information for particular purposes; and
- h) rights with respect to automated decision-making and profiling.

If You have any cause for complaint about Our use of Your information, please contact Us using the contact form at privacy@igfmail.org. We may require You to provide verification of Your identity. If We are unable to help, You also have the right to lodge a complaint with the Swiss Federal Data Protection and Information Commissioner (“FDPIC”) or the competent Information Commissioner in the EU (where applicable). Please note that in certain circumstances We may withhold access to Your information where We have the right to do so under current data protection legislation.

Contact us

To object to the processing of your information or the information of your child, or request a restriction of such processing, to withdraw your consent or to request access, deletion or correction of any erroneous or incomplete data, to exercise your data portability right or for any question related to this Privacy Policy, you can contact us at the following address: privacy@igfmail.org.

Data Protection Officer

You can contact our privacy officer at the following address

Data Protection Officer
International Golf Federation
Avenue de Rhodanie, 54
1007 Lausanne
Switzerland
privacy@igfmail.org

Withdrawal of Consent

In the event consent was given, you have the right to withdraw such consent given at any time by sending a written notice privacy@igfmail.org.

CHANGES TO THIS PRIVACY POLICY

When we make changes to this Privacy Policy, we will do our best to inform you in advance of such change, for example by posting a notice on the Services, so you can review our revised policy and decide whether to continue to use the Services or not. Your continued use of the Services after the entry into force of the revised Privacy Policy will constitute your confirmation of your reading and understanding of such changes. We encourage you to review our Privacy Policy regularly.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 8 April 2015

REFERENCE:

NIL

Governance Policy		24. SAFEGUARDING PARTICIPANTS FROM HARASSMENT AND ABUSE POLICY	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED 24	Last update	December 2020

<p><u>POLICY OBJECTIVES</u></p> <p>This Policy is intended to help safeguard all Participants from harassment and abuse in sport during any IGF Event or Competition.</p> <p>“Participants” refers to the IGF and its members or representatives, the IGF officials and any persons or organisation belonging in any capacity whatsoever to the IGF or to one of its affiliated members, the Organising Committee of the IGF Events and Competitions, Tournament Support Personnel, IGF employees and volunteers, Athletes and Athletes Support Personnel at the IGF Events and Competitions, and members of the IGF Board.</p> <p>“Tournament Support Personnel” refers to any tournament director, owner, operator, employee, volunteer, referee, technical official, IGF employee, and any of their respective agents, delegates, commissioners, or contractors, and any similarly situated person at an IGF Event or Competition and any other person who receives accreditation for an IGF Event or Competition at the request of Tournament Support Personnel.</p>
<p><u>POLICY DESCRIPTION</u></p> <p>SCOPE OF APPLICATION</p> <p>a) This Framework applies:</p> <ol style="list-style-type: none"> i. During any IGF Event or Competition; ii. To all Participants of any IGF Event or Competition; iii. To alleged incidents of harassment and abuse. <p>b) For the purposes of this Policy:</p> <p>“Harassment” or “harassment and abuse” includes psychological abuse, physical abuse, sexual harassment and neglect. These forms of harassment and abuse may occur in combination or in isolation.</p> <p>“Psychological abuse” means any unwelcome act including confinement, isolation, verbal assault, humiliation, intimidation, infantilisation, or any other treatment which may diminish the sense of identity, dignity and self-worth.</p> <p>“Physical abuse” means any deliberate and unwelcome act - such as for example punching, beating, kicking, biting and burning - that causes physical trauma or injury. Such act can also consist of forced or inappropriate physical activity (e.g., age-, or physique- inappropriate training loads; when injured or in pain), forced alcohol consumption, or forced doping practices.</p> <p>“Sexual harassment” means any verbal or physical conduct of a sexual nature, which is unwelcome, or where consent is coerced, manipulated or cannot be given. Sexual harassment can take the form of sexual abuse.</p> <p>“Neglect” within the meaning of these Guidelines means the failure of a coach or another person with a duty of care towards the athlete to provide a minimum level of care to the athlete, which is causing harm, allowing harm to be caused, or creating an imminent danger of harm.</p> <p>“Child / adolescent” or collectively “Minor” shall mean any Participant under the legal age of majority of the country in which the IGF Event or Competition is taking place at the time of the start of the IGF Event or Competition.</p> <p>Harassment and abuse can be based on any grounds including race, religion, colour, creed, ethnic origin, physical attributes, gender, sexual orientation, age, disability, socioeconomic status and athletic ability. It can include a one-off incident or a series of incidents. It may be in person or online. Harassment may be deliberate, unsolicited and coercive. Harassment and abuse</p>

often result from an abuse of authority, meaning the improper use of a position of influence, power or authority by an individual against another person. Further details and examples of what can constitute harassment and abuse can be found in the IOC Consensus Statement: Harassment and Abuse in Sport (2016).

1. PREVENTIVE MEASURES

Educational materials and other information regarding harassment and abuse in sport will be available to Athletes and other Participants including their respective entourages prior to, during and after any IGF Event and Competition, in particular explaining what may constitute harassment and abuse, and where Athletes and other Participants and their respective entourages may seek further information, advice and support.

2. THE IGF SAFEGUARDING OFFICER

An IGF Safeguarding Officer, who will be present at the competition venue throughout any IGF Event or Competition, shall be responsible for:

- i. Documenting all reports of harassment and abuse during any IGF Event or Competition;
- ii. Investigating all reports of harassment and abuse and determining whether a follow-up is warranted, and if so, following-up accordingly;
- iii. Recommending whether a case should be:
 - a. Submitted to the Head of the IGF Integrity Unit; and
 - b. Notified to local authorities, as appropriate and necessary pursuant to local law. For clarity, the local authorities are responsible for determining whether to conduct a criminal investigation in relation to an alleged incident; and
- iv. Providing support to any concerned persons.

3. REPORTING AND PROCEDURE FOR ADDRESSING INCIDENTS OF HARASSMENT AND ABUSE

Reporting

- Anyone may report an incident of harassment and abuse.
- In the specific case of a Minor:
 - In the case of a report involving a Minor as the alleged perpetrator of Harassment and Abuse, the parents or legal guardian of such Minor must be informed.
 - In the case of a report involving a Minor as the alleged victim or third-party witness of Harassment and Abuse, the parents or legal guardian of the Minor, should be informed, providing that doing so is not considered to represent a risk for such Minor's safety or welfare.
 - In the case that informing the parents or legal guardian is considered to represent a risk for the Minor's safety or welfare, another person attending the IGF Event or Competition within the same delegation as the Minor in an official capacity, preferably in a medical or legal capacity, must be informed, providing that doing so is not considered to represent a risk for the Minor's safety or welfare.
- IGF Whistleblowing Channel may be used to report an alleged incident of harassment and abuse and will be communicated prior to any IGF Event and Competition.
- Designated persons to whom an alleged incident of harassment and abuse may be reported to shall be identified and communicated prior to any IGF Event and Competition. Such parties may include, in particular:
 - i. The IGF Safeguarding Officer
 - ii. The IGF Chief Medical Officer
 - iii. The Head of the IGF Integrity Unit

- All reports through any reporting channel will be referred to the IGF Safeguarding Officer.
- Reports of harassment and abuse may be made in writing or verbally. The IGF Safeguarding Officer shall ensure that such reports are documented. This documentation should include the name, title, address, contact information and signature of the reporting person. The documentation should also include information pertaining to the reasons and basis for the report, including any evidence which might suggest that harassment and abuse has occurred. Based on the particular facts as detailed in the reports, the IGF Safeguarding Officer will determine how to proceed with each case.

Procedure

- If an alleged incident of harassment or abuse has occurred between persons belonging to the same Organisation, the incident shall be resolved by such Organisation provided that it has an appropriate procedure for safeguarding Participants including for safeguarding of Minors, as relevant.
- In all other cases, including in the event that: (i) an alleged incident of harassment or abuse has occurred between persons belonging to other organisations or to different organisations, (ii) an Organisation which has an appropriate procedure for safeguarding Participants, does not, in the opinion of the IGF, safeguard such Participant (e.g. by taking any disciplinary action) or (iii) does not have an appropriate procedure for safeguarding /Participants, the IGF shall take action within its own competence to safeguard the concerned Participant, including taking any disciplinary action, if necessary.

4. DISCIPLINARY PROCEDURE

Any alleged incident of harassment and abuse during any IGF Event or Competition which may constitute a breach of the IGF Code of Ethics, may give rise to the IGF initiating disciplinary proceedings.

5. CONFIDENTIALITY

- All matters pertaining to an alleged incident of harassment and abuse, in particular reports of harassment and abuse, personal information of the concerned persons, other information gathered during investigations and results of investigations (“Confidential Information”) shall be regarded as confidential.
- The IGF may disclose Confidential Information to appropriate persons or authorities if: (i) a failure to disclose such information may cause harm to someone, or (ii) such information relates to a potential criminal act that comes to the attention of the IGF.
- Decisions pursuant to the disciplinary procedure shall, in principle, include Confidential Information and shall be publicly disclosed by the IGF. When disclosing such decisions, the IGF shall: (i) not include any personal information of the victim without obtaining the victim’s consent, and (ii) anonymise personal information of other concerned persons in certain cases, taking into consideration the privacy interests of such concerned persons.
- Notwithstanding the above, Confidential Information related to Minors will not be publicly disclosed.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: 10 December 2019

REFERENCE:

MEASURES OF PROTECTION AND THE PROCESS THE IGF WILL UNDERTAKE FOLLOWING AN INTEGRITY REPORT

Operational Policy		25.IGF SUPPLIER CODE	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED 25	Last update	December 2020

<p><u>POLICY OBJECTIVES</u></p> <p>This Supplier Code outlines the IGF’s minimal requirements from its suppliers – defined as any third party providing or intending to provide goods and services to the IGF.</p> <p>Compliance with the Supplier Code is required as part of procurement or licensing contracts between the IGF and its suppliers of goods and services, for contracts signed after the entry into force of the present Code. The IGF also expects its suppliers to ensure these requirements are being applied by their own suppliers and subcontractors. As the business relationship develops, the IGF expects suppliers to continuously improve their environmental and social performance.</p> <p>The following sections set out the standards the IGF expects its suppliers to comply with and the processes it expects them to implement. The IGF’s requirements reflect its commitment to promoting adherence to internationally agreed standards, including the UN Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights. The IGF has also drawn from a number of multi-stakeholder standards, including the UN Global Compact and Global Social Compliance Programme Reference Tools. In doing so, the IGF aims to align its requirements with international standards and to promote comparability between the standards of different buying organisations.</p> <p>For certain categories of goods and services, more specific sustainability requirements and recommendations have been defined by the IGF and may apply in addition to those outlined in this Supplier Code. Such additional requirements and recommendations will be communicated to the supplier separately and will be reflected in specific contractual clauses, where appropriate.</p>
<p><u>POLICY DESCRIPTION</u></p> <p>HUMAN RIGHTS</p> <p>Suppliers shall respect internationally proclaimed human rights¹ and ensure that they are not complicit in human rights abuses. They shall ensure that any violation of human rights is remedied in a manner consistent with international agreements, applicable laws and regulations, including the UN Guiding Principles on Business and Human Rights.</p> <p>LABOUR STANDARDS</p> <p>FORCED LABOUR</p> <ul style="list-style-type: none"> • All work must be conducted on a voluntary basis, and not under threat of any penalty of sanctions. • The use of forced or compulsory labour in all its forms, including prison labour when not in accordance with ILO Convention 29 (Forced Labour), is prohibited. • Suppliers shall not require workers to make deposits/ financial guarantees and shall not retain identity documents (such as passports, identity cards, etc.), nor withhold wages. • Bonded labour is prohibited. Suppliers shall not use any form of bonded labour nor permit or encourage workers to incur debt through recruitment fees, fines or other means.

- Indentured labour is prohibited. Suppliers shall respect the right of workers to terminate their employment after reasonable notice. Suppliers shall respect the right of workers to leave the workplace after their shift.
- In the case of agency/indirectly employed workers, suppliers shall ensure that such workers do not pay any form of recruitment fees to any agents to gain employment.

CHILD LABOUR

Suppliers shall comply with:

- The national minimum age for employment; or
- The age of completion of compulsory education; or Any otherwise specified exceptions on child labour; and
- Shall not employ any person under the age of 15, whichever of these above options is higher. If, however, local minimum age law is set at 14 years of age in accordance with developing country exceptions under ILO Convention 138, this lower age may apply.
- Suppliers shall not recruit child labour nor exploit children in any way. If children are found to be working directly or indirectly for the supplier, the latter shall seek a sensitive and satisfactory solution that puts the best interests of the child first.
- Suppliers shall not employ young workers under 18 years of age at night, or in conditions that might compromise their health, safety or moral integrity, and/ or that harm their physical, mental, spiritual, moral or social development.

FREEDOM OF ASSOCIATION AND EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING

- Workers have the right to join or form trade unions of their own choosing and to bargain collectively, without prior authorisation from suppliers' management. Suppliers shall not interfere with, obstruct or prevent such legitimate activities.
- Where the right to freedom of association and collective bargaining is restricted or prohibited under law, suppliers shall not hinder alternative forms of independent and free workers' representation and negotiation.
- Suppliers shall not discriminate against or otherwise penalise worker representatives or trade union members because of their membership in or affiliation to a trade union, or their legitimate trade union activity.
- Suppliers shall give worker representatives access to the workplace in order to carry out their representative functions.

DISCRIMINATION, HARASSMENT AND ABUSE

- Suppliers shall take appropriate steps to create a culture and adopt practices that recognise, respect, value and embrace differences for everyone's benefit.
- Suppliers shall respect equal opportunities in terms of recruitment, compensation, access to training, promotion, termination or retirement.
- Suppliers shall not engage in, support or tolerate discrimination in employment, including recruitment, hiring, training, working conditions, job assignments, pay, benefits, promotions, discipline, termination or retirement on the basis of gender, age, religion, marital status, race, caste, social background, diseases, disability, pregnancy, ethnic and national origin, nationality, membership in worker organisations including unions, political affiliation, sexual orientation or any other personal characteristics.
- Suppliers shall treat all workers with respect and dignity, and base all terms and conditions of employment on an individual's ability to do the job, not on personal characteristics or beliefs.
- Suppliers shall not engage in or tolerate bullying, harassment or abuse of any kind or other forms of intimidation.
- Suppliers shall establish written disciplinary procedures and shall explain them in clear and understandable terms to their workers. All disciplinary actions shall be recorded.

HEALTH AND SAFETY

- Suppliers shall provide safe and clean conditions in all work and residential facilities (where provided) and shall establish and follow a clear set of procedures regulating occupational health and safety.

- Suppliers must take adequate steps to prevent accidents and injury to health arising out of, associated with, or occurring in the course of work, by minimising, so far as is reasonably practicable, the causes of hazards inherent to the working environment.
- Appropriate and effective personal protective equipment shall be provided as needed, and workers shall be trained on the proper use and maintenance of such equipment.
- Suppliers shall provide access to adequate medical assistance and facilities.
- Suppliers shall provide all workers with access to clean toilet facilities and drinkable water and, if applicable, sanitary facilities for food preparation and storage.
- Suppliers shall assign the responsibility for health and safety to a senior management representative.
- Suppliers shall provide regular and recorded health and safety training to workers and management, and such training shall be repeated for all new or reassigned workers and management.
- Suppliers shall provide adequate safeguards against fire, including providing an adequate number of unblocked escape routes and exits, and shall ensure the strength, stability and safety of buildings and equipment, including residential facilities where provided.
- Where provided, accommodation must be segregated from production facilities, located only in buildings designed for the purpose of worker accommodation, and provide individual privacy and secure storage for personal belongings.

WAGES, BENEFITS AND TERMS OF EMPLOYMENT

- Work performed must be on the basis of a recognised employment relationship established in compliance with national legislation and practice and international labour standards, whichever affords the greater protection.
- Labour-only contracting, sub-contracting or home- working arrangements, apprenticeship schemes where there is no real intent to impart skills or provide regular employment, excessive use of fixed-term contracts of employment, or any comparable arrangements shall not be used to avoid obligations to workers under labour or social security laws and regulations arising from the regular employment relationship.
- Suppliers must compensate their workers by providing wages, overtime pay, benefits and paid leave that respectively meet or exceed legal minimum and/or industry benchmark standards and/or collective agreements, whichever is higher. Wages and compensation for regular working hours shall meet basic needs and provide some discretionary income for workers and their families.
- Suppliers shall provide all workers with written and understandable information about their employment conditions, including wages, before they enter into employment; and about details of their wages for the pay period concerned each time that they are paid.
- Suppliers shall not make any deductions from wages that are unauthorised or not provided for by national law. Suppliers shall not make any deduction from wages as a disciplinary measure.
- Suppliers shall provide all legally required benefits, including paid leave, to all workers, as well as maternity leave provision and support for child care where appropriate.
- Suppliers shall always compensate all workers for all overtime at a premium rate, as required by law and, where applicable, by contractual agreement.

WORKING HOURS

- Suppliers shall set working hours that comply with national laws or benchmark industry standards or relevant international standards, whichever affords greater protection to ensure the health, safety and welfare of workers.²
- Workers shall be provided with at least one day off in every seven-day period or, where allowed by national law, two days off in every 14-day period, as well as public and annual holidays.

ENVIRONMENTAL STANDARDS

- Suppliers shall implement business practices that minimise the impact of their operations, products and services on the environment, covering impacts such as the use of natural resources and energy, the production of waste, the emission of hazardous substances, carbon emissions, damage to biodiversity and other forms of nuisance.

- Suppliers should follow a precautionary approach to environmental matters and should strive to prevent and rectify pollution at source.

WASTE MINIMISATION

The IGF places a high priority on the prevention of waste. Suppliers are expected to demonstrate a proactive approach in this area by:

- Proposing products and services that generate minimal amounts of waste during their life-cycle, including packaging waste, and avoiding single-use plastics;
- Maximising the life duration of their products, through appropriate design, ease to repair, etc.;
- Ensuring the products supplied and their packaging can be easily reused or recycled;
- Proposing solutions to take back products and ensure their reuse or recycling, if requested by the IGF;
- Proposing products incorporating some reused or recycled materials.

OPTIMISATION OF TRAVEL AND FREIGHT

- For the delivery of their goods or services, suppliers should aim to minimise transport distances and optimise transport efficiency. Low- or zero-emission transport modes should be favoured.
- If vehicles are used, preference should be given to electric or hybrid vehicles or low fuel-consumption vehicles (e.g. label A or B under the EU labelling scheme) that meet the EURO 6 emission standards.
- For long-distance freight, transport by train and boat should be given preference over air transport.

ANTI-BRIBERY AND CORRUPTION

- This section covers the IGF's general principles and standards on anti-bribery and corruption (ABAC) and the maintenance of business documentation and financial records. It reinforces the IGF's commitment to obliging suppliers to comply with all applicable laws on ABAC and to maintaining accurate records of business dealings with the IGF.
- Suppliers will at all times comply with all applicable laws and regulations related to their activities and to the provision of the services, including (without limitation) all applicable anti-bribery and anti-corruption laws (some of which may have an extra-territorial reach) and respect the principles contained in the UN Guiding Principles on Business and Human Rights.
- Suppliers shall not, directly or through a third party, promise, offer, make, authorise, solicit or accept any financial or other advantage, to or from anyone to obtain or retain business, or secure an improper advantage in the conduct of business. This rule applies regardless of whether such third parties are government officials or work in a private sector entity.
- Financial or other advantage covers anything of value, including cash, gifts, services, job offers, loans, travel expenses, entertainment or hospitality.
- All facilitation payments are prohibited as they are bribes. These payments are unofficial, improper, small payments or gifts offered or made to secure or expedite a routine or necessary action to which the IGF is legally entitled. The IGF's ABAC programme includes the following elements:
 - The IGF's leadership and managers lead by example, ensuring its staff and relevant third parties are aware of the ethical significance and critical role of its ABAC principles and standards.
 - The IGF performs a comprehensive risk assessment to determine the supplier's exposure to bribery and corruption. The risk assessment is reviewed and updated regularly to reflect changes in the IGF's risk profile.
 - The IGF performs risk-based due diligence prior to engaging any third party or undertaking a business development transaction and ensures appropriate contractual clauses and monitoring controls are put in place as described in the relevant written standards.
 - All the IGF's financial books and records accurately reflect and disclose the business rationale, purpose, substance and legality of all of its local and cross-border transactions, payments and expenses.
 - The IGF does not induce third parties to make incomplete or misleading entries in their records.

PRINCIPLES OF IMPLEMENTATION**COMPLYING WITH THE SUPPLIER CODE**

- The requirements set out in this Code constitute minimum and not maximum standards. Suppliers are expected to comply with applicable laws and regulations related to anti-bribery and corruption, and environmental and social responsibility. Where regulatory provisions are more stringent, suppliers shall apply the more stringent provisions.

INTEGRATING SUSTAINABILITY INTO BUSINESS PRACTICES

- Suppliers should take appropriate steps to integrate the relevant requirements of this Code into their business management practices. It is the supplier's responsibility to meet the IGF's standards and to communicate, monitor and enforce these standards within their own supply chain.

TRANSPARENCY

- Suppliers shall agree with the IGF in advance on the organisations and the production site(s) to be used.
- Sub-contracting of any kind (e.g. organisations, sites or units) is not permitted without pre-authorized permission in writing from the IGF.
- In today's increasingly transparent world, the IGF is committed to working with its suppliers in an open, constructive and transparent manner, and requests its suppliers to do the same. In this spirit, suppliers must be willing to provide information about a product's or service's social, environmental and ethical credentials, including full details of all sites used (e.g. factories). The IGF also reserves the right to disclose such information as part of its sustainability reporting.

CLAIMS AND DECLARATIONS

- Suppliers must ensure that any claims and declarations made about products and services (e.g. recyclability, recycled content or "carbon neutral" labels) are legal, honest, transparent and verifiable. When using third-party logos (e.g. FSC®, Fairtrade or Rainforest Alliance), the necessary licenses and permissions must be obtained from the corresponding certification or licensing body prior to use.

WORKPLACE COMPLAINTS MECHANISM

- Suppliers shall provide a mechanism for their employees and workers in their supply chain to raise workplace issues and concerns without fear of retribution. This mechanism should involve an appropriate level of management and seek to address concerns promptly and transparently. Arrangements must allow for issues and concerns to be raised and addressed anonymously and be clearly communicated to all workers and their representatives.

MONITORING AND EVALUATION

- The IGF will monitor its suppliers' adherence to its requirements through various methods, including reviewing documented evidence or independent specialist audits if deemed relevant. Any violations of the IGF Supplier Code may jeopardise the supplier's business relationship with the IGF and may lead to the termination of the contract or cooperation. The IGF reserves the right to take any further legal action at its discretion.

1 Including those contained in the International Bill of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work

2 International standards recommend the progressive reduction of normal hours of work, when appropriate, to 40 hours per week, without any reduction in workers' wages as hours are reduced

Other Functions impacted by policy	All
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POLICY APPROVED

Date: December 2020

REFERENCES:

IGF SUPPLIER / CONTRACTOR SERVICE AGREEMENT

IGF PURCHASE ORDER

Governance Policy		26. IGF GROWTH GRANTS	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED26	Last update	December 2020

<p><u>POLICY OBJECTIVES</u></p> <p>This policy sets out the requirements for the awarding of any IGF Growth Grants or funding initiatives that the IGF wishes to implement</p>
<p><u>POLICY DESCRIPTION</u></p> <p>I. Eligibility</p> <p>Only National Federation members of the IGF are eligible for funding from the IGF.</p> <p>The IGF Growth and Development Committee will determine the specific additional eligibility criteria for the grant.</p> <p>Each applicant must meet the specific eligibility criteria for the grant to be considered for any funding.</p> <p>II. Selection Criteria</p> <p>The IGF Growth and Development Committee will determine the selection criteria and the mandatory information, documentation and attachments for the grant and the mode of submitting the application.</p> <p>III. Application Assessment</p> <p>All applications will initially be assessed against the eligibility criteria. All eligible applications will then proceed to the selection criteria assessment stage and will be assessed consistently using the same selection criteria.</p> <p>Eligible applications that are assessed by the IGF Growth and Development Committee as meeting or exceeding the selection criteria will proceed to Executive Director for final approval.</p> <p>IV. Notification</p> <p>All applicants will be notified in writing of the outcome of their grant application.</p> <p>The Executive Director's decision is final in all matters, including the:</p> <ul style="list-style-type: none"> • grant amount to be awarded; and • terms and conditions of funding. <p>There is no review or appeals process after the Program Delegate's final decision.</p> <p>V. Funding Agreement</p> <p>Successful applicants must enter into a funding agreement with the IGF which must be executed within 30 days of a written offer. The offer may lapse if both parties do not execute the grant agreement within this time.</p> <p>Approval of grant funding is based on information provided in the application. Any changes to details will be reviewed to consider any potential impact on approval by the Executive Director.</p> <p>Grant payment will not be made until an executed funding agreement is in place, and IGF will not be responsible for any project expenditure until this time.</p>

Funding approval may have specific conditions that have been determined through the assessment process. Any such details will be specified in a written offer as well as the funding agreement.

The timeline for completion of the project will be specified in the funding agreement.

VI. Payment

The funding agreement will state the:

- maximum funding amount payable to the organisation; and
- any co-contributions applicable to the project.

IGF will not exceed the maximum funding amount under any circumstances. Any extra costs incurred will be the responsibility of the grantee or organisation responsible for the project. IGF will transfer grant funding electronically into a nominated Australian bank account. Specific requirements for the bank account will be set out in the funding agreement. IGF will issue payment based on:

- agreed progress against milestones; and
- acceptance of satisfactory progress reports.

VII Monitoring and Compliance

Grantees are required to submit Progress and Financial reports in line with the funding agreement.

Required details for reports include:

- progress against agreed project milestones;
- contributions of participants directly related to the project;
- expenditure of grant funds against deliverables; and
- evaluation of increased participation levels.

Milestones and the amount of detail provided in reports will be proportionate to the project size, complexity and grant amount.

IGF will monitor project progress by assessing submitted reports, and may conduct site visits to confirm details as necessary. In some cases, IGF may need to re-examine claims, seek further information or request an independent audit of claims and payments.

If applicant becomes aware of a breach of terms and conditions under the funding agreement, IGF must be contacted immediately.

VII Progress report

Grant payments are made on receipt of satisfactory progress reports.

Any delays of project reporting should be discussed with IGF as soon as possible after they have been identified.

VIII End of project report

End of project report requirements will be outlined in the funding agreement. These requirements may include:

- providing evidence as specified in the grant agreement;
- detailing total eligible expenditure incurred for the project;

- an evaluation of the completed project, including the outcomes achieved, particularly in relation to increased participation;
- acquittal of IGF grant amount and expenditure against deliverables;
- submission within four weeks of completing the project; and/or
- reporting in a format provided in the grant agreement.

IX Ad hoc report

Ad hoc reports may be required for the project. This may include reports to confirm progress, or to explain any significant delays or difficulties in completing the project.

X Financial and audit report

Where total project cost is greater than \$250,000, or we consider your project to be high risk, the applicant will need to provide an independently audited financial and audit report. A financial and audit report will verify that expenditure of the grant as specified in the grant agreement.

XI Compliance visits

IGF may visit the site during the project period to review compliance with the funding agreement, and to inspect relevant records that must be kept under the funding agreement. IGF will provide reasonable notice of any compliance visit.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: December 2019

REFERENCE

NIL

Governance Policy		27 ATHLETES' RIGHTS AND RESPONSIBILITIES DECLARATION	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Policy Number	ED27	Last update	December 2020

<p><u>POLICY OBJECTIVES</u></p> <p>Athletes and their interests are integral to the Olympic Movement. This Declaration outlines a common set of aspirational rights and responsibilities for athletes within the Olympic Movement and within the jurisdiction of its members. It is inspired by the Universal Declaration of Human Rights and other internationally recognised human rights standards, principles and treaties. Its objective is to guide the Olympic Movement's actions.</p> <p>The IGF Board adopted this Declaration during its December 2019 meeting and will strive to promote respect for these rights and responsibilities. The IGF has developed and will further develop mechanisms for effective remedies related to these rights and responsibilities, and athletes are encouraged to make use of these mechanisms.</p>
<p><u>POLICY DESCRIPTION</u></p> <p>I. Athletes' Rights</p> <p>This Declaration aspires to promote the ability and opportunity of athletes to:</p> <ol style="list-style-type: none"> 1. Practise sport and compete without being subject to discrimination on the basis of race, colour, religion, age, sex, sexual orientation, disability, language, political or other opinion, national or social origin, property, birth or other immutable status. 2. Be part of a transparent, fair and clean sporting environment, particularly one that fights against doping and competition manipulation, and provides for transparent judging/refereeing, selection and qualification processes, and appropriate competition schedules, including training schedules at such competitions. 3. Access general information on athlete and competition-related matters in a timely and clear manner. 4. Access education on sports-related matters as well as to work or study while actively training and competing, should the athlete choose to do so and where practicable. 5. Leverage opportunities to generate income in relation to their sporting career, name and likeness, while recognising the intellectual property or other rights, rules of the event and of sports organisations as well as the Olympic Charter. 6. Fair and equal gender representation. 7. The protection of mental and physical health, including a safe competition and training environment and protection from abuse and harassment. 8. Elected athlete representation within sporting organisations of the Olympic Movement. 9. Report unethical behaviour without fear of retaliation. 10. Privacy, including protection of personal information. 11. Freedom of expression. 12. Due process, including the right to a fair hearing within a reasonable time by an independent and impartial panel, the right to request a public hearing and the right to an effective remedy. <p>II. Athletes' Responsibilities</p> <p>This Declaration encourages athletes to:</p>

1. Uphold the Olympic values and adhere to the Fundamental Principles of Olympism.
2. Respect the integrity of sport and compete as a clean athlete, in particular by not doping and not manipulating competitions.
3. Act in accordance with the IOC Code of Ethics and be encouraged to report unethical behaviour, including instances of doping, competition manipulation, prohibited discrimination and abuse and harassment.
4. Comply with applicable national laws, and the rules of the qualification processes and competitions, of golf, and of the IGF, as well as the Olympic Charter.
5. Respect the rights and well-being of, and not discriminate against, other athletes, their entourage, volunteers and all others within the sporting environment, and refrain from political demonstration in competitions, competition venues and ceremonies.
6. Respect the solidarity principle of the Olympic Movement, which allows assistance and support to be provided among athletes and members of the Olympic Movement.
7. Act as a role model, including by promoting clean sport.
8. Inform themselves and be aware of their responsibilities.
9. Participate in hearings when requested to do so and provide truthful testimony in such proceedings.
10. Participate and vote in athlete representatives' elections.

Other Functions impacted by policy	ALL
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POLICY APPROVED

Date: December 2019

REFERENCE

NIL

3. IGF CHARTERS

		I. ANTI-DOPING COMMITTEE CHARTER	
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC01	Last update	8 July 2022

<p><u>CHARTER DESCRIPTION</u></p> <p>1. Role and Key Responsibilities</p> <p>The IGF Anti-Doping Committee is an advisory body that has been established to oversee and advise on all anti-doping aspects related to the sport of Golf. The duties of the IGF Anti-Doping Committee fall into the broad areas of:</p> <ul style="list-style-type: none"> • Planning and implementing anti-doping practices in line with the WADA Code and International Standards • Reviewing and approving anti-doping policies for implementation • Devising an anti-doping testing strategy for golf <p>Key areas of responsibility include:</p> <ul style="list-style-type: none"> • Overseeing development of IGF Registered Testing Pool, Test Distribution Planning, collation of Athlete Whereabouts and other aspects related to the implementation of the IGF Anti-Doping Programme, in conjunction with the International Testing Agency (ITA). • Developing an education programme for all athletes participating in the International Events listed in IGF Anti-Doping Policy, in conjunction with the ITA. <p>Collaborating with ITA, WADA, IOC, National Anti-Doping Organisations (NADOs) and IGF national members to deliver a uniform Anti-Doping Programme for golf athletes.</p> <p>2. Composition and meetings</p> <p>The Anti-Doping Committee is an advisory body appointed by the Board who appoints its chair. The Committee shall comprise of:</p> <ul style="list-style-type: none"> i) IGF Medical Committee representative ii) PGA TOUR representative iii) European PGA Tour representative iv) Ladies PGA Tour representative v) Ladies European Tour representative vi) R&A Representative vii) USGA Representative
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viii) Two (2) Appointed members: Being members appointed by the IGF Board.

Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being three members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

3. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

4. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

5. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

6. Inconsistency with IGF Constitution

Whilst this Charter does not form part of the IGF Constitution, this Charter (as in force from time to time) is nevertheless binding on the Committee and each of the Committee members.

To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

7. Access to Charter

This Charter will be made available to all members of the Board, senior management and staff. It shall be posted on the IGF website www.igfgolf.org

CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

2. AUDIT & RISK COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC02	Last update	30 September 2018

<p><u>CHARTER DESCRIPTION</u></p> <p>1. Role and Key Responsibilities</p> <p>The primary role of the Audit & Risk Committee (Committee) is to assist the Board to fulfil its corporate governance and overseeing responsibilities relating to:</p> <ul style="list-style-type: none"> • The financial reporting processes. • The system of internal control and management of financial and other risk. • The audit processes. • assisting the Board to discharge its responsibility to manage the budgetary processes and strategic financial management of the IGF; <p>The IGF's process for monitoring compliance with: -</p> <ul style="list-style-type: none"> • laws, regulations, and contracts; • the IGF Code of Ethics. <p>Specifically, the Committee's role is to report to the Board and provide appropriate advice and recommendations on matters relevant to this Charter in order to facilitate decision making by the Board.</p> <p>The role of the Committee is not a Board role. Specifically, it is the duty of Management to plan and conduct audits and, in conjunction with the auditors, ensure that the IGF's financial statements are complete and accurate and are in accordance with generally accepted accounting principles, applicable rules and regulations.</p> <p>1. Responsibilities</p> <p>The Committee shall:</p> <ol style="list-style-type: none"> (1) monitor the establishment and maintenance of an appropriate governance, risk and internal control framework including integrity of IGF policies and consider enhancements; (2) review external audit reports to ensure that any major breakdown in controls has been identified and that appropriate and prompt remedial action has been taken by management; (3) monitor compliance with laws, regulations and codes of conduct and ethics; (4) review the risk and control frameworks for the IGF;
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- (5) review financial information presented to the Board and to the members through the Annual Report;
- (6) oversee and appraise the coverage and quality of audits conducted by external auditors;
- (7) maintain open lines of communication between the Committee and the auditors to exchange views and information as well as confirm the auditor's authority, responsibilities and independence; and
- (8) examine any other matters referred to it by the Board.

The specific duties of the Committee shall be:

Finance

- (1) reviewing and recommending annual and event budgets to the Board and approving any variations thereto within the approved budget framework;
- (2) determining finance policies;
- (3) approving capital expenditure proposals;
- (4) approving / or recommending financing proposals; and
- (5) monitoring:
 - i. financial performance against all budgets;
 - ii. cash flow projections;
 - iii. debtors;
 - iv. foreign exchange requirements and exposure;
 - v. compliance with the financial policies in the "IGF Policies and Charters Manual" approved by the Board;
 - vi. monthly management accounting; and
 - vii. finance reporting generally.

Internal Control

- (1) Ensure that an appropriate "control culture" has been embedded in the IGF by communication of the importance of internal control and the management of risk and ensuring that all employees have an understanding of their roles and responsibilities.
- (2) Assess the internal processes for determining and managing key risk areas, particularly:
 - compliance with laws, regulations, standards and best practice guidelines
 - important judgements and accounting estimates
 - litigations and claims
 - fraud and theft

- relevant business risks
- security of computer systems and applications.

- (3) Evaluate the effectiveness of control systems and processes;
- (4) Regularly review and monitor compliance with the “IGF Policies and Charters Manual”;
- (5) Ensure that it receives from management reports on all actual and suspected breaches of laws, including fraud and theft;
- (6) assisting the Board to discharge its responsibility to manage the budgetary processes and strategic financial management of the IGF;
- (7) providing a formal forum for communication between the Board and the Executive Director;
- (8) improving the quality of internal and external reporting of financial and related information; and
- (9) developing and maintaining a financial management culture within the IGF that ensures integrity and credibility in financial reporting and ensures rigorous review of the financial implications and outcomes of all IGF programs proposed or adopted by the Board.

Risk Management

- (1) Review for currency and appropriateness, the risk management process, crisis management plan, and associated procedures for effective identification and management of the IGF’s financial and business risks and those of each of the IGF’s Teams including fraud, corruption and the security of Team members.
- (2) Understand the IT strategy and the information technology security arrangements.
- (3) Review the impact of the IGF’s risk management process on its control environment and insurance arrangements.
- (4) Review whether a sound and effective approach has been followed in establishing the IGF’s business continuity and security planning arrangements, and those of each of the IGF’s Teams, including whether disaster recovery and crisis management plans have been tested periodically.
- (5) Review the IGF’s fraud control plan and satisfy itself that the IGF has appropriate processes and systems in place to capture and effectively investigate fraud related information.
- (6) At each meeting review the business risks summary which has been developed by management to safeguard the IGF’s activities and which is to be a standard agenda item.
- (7) Consider any other business risks that are not dealt with by another committee.
- (8) Review significant cases of employee conflict of interest, misconduct or fraud.

Financial Accounting Compliance

- (1) Evaluate the adequacy and effectiveness of the IGF’s administrative, operating and accounting policies through active communication with management and the auditors.
- (2) Request and review reports from management and the auditors on any significant regulatory, accounting or reporting announcements and assess the potential impact upon the IGF’s financial reporting process.

- (3) Monitor the standard of corporate conduct in areas such as arms-length dealings and potential conflicts of interest.

External Reporting

- (1) Review all financial reports and any correspondence regarding the IGF's financial reporting or related matters prior to their release to members (through the Annual Report).
- (2) Review any significant transactions outside the IGF's normal activities.
- (3) Review the annual financial statements with the Chairman, Executive Director, the IGF Accountant and the auditors, prior to submission to the Board, with particular reference to:
- i) the nature and impact of any changes to accounting policies and practices.
 - ii) major judgmental areas, including any significant accounting estimates.
 - iii) outstanding contingent liabilities, including existing and potential legal actions and claims against the IGF or its Board.
 - iv) significant adjustments resulting from the audit.
 - v) compliance with accounting standards and other relevant legislative and reporting requirements.
 - vi) the disclosure of the IGF's main corporate governance practices.
- (4) Review the other sections of the Annual Report before its release and consider whether the information is understandable and consistent with members' knowledge about the IGF and its activities.

Audit

- (1) Recommend to the Board annually the appointment of auditors and the level of their fees.
- (2) Discuss and agree with the auditor before the audit/review commences the nature and scope of the audit/review procedures.
- (3) Review reports prepared by the auditors and management's response. Review all representation letters signed by management and be satisfied that the information provided is complete and appropriate. Discuss problems and reservations arising and any other matters the auditor may wish to discuss.
- (4) Monitor and critique managements responsiveness to the auditors findings and recommendations
- (5) The Committee will meet at least once annually with the auditors, in the absence of management, and on any occasion during the year as requested by either the Committee or the auditors.
- (6) Periodically assess the auditor's independence by considering the relationships and services provided by the auditors and others that may lead to actual or perceived lack of
- (7) The Committee will require the auditors to confirm, in writing, that they have complied with all professional and regulatory requirements relating to auditor independence prior to expressing an opinion on the Financial Statements for each year.
- (8) Review the relationship with the auditors and evaluate the overall effectiveness of their audit.

Other responsibilities

- (1) Perform other oversight functions as requested by the Board.
- (2) Identify and direct any special projects or investigations deemed necessary.
- (3) Review policies to avoid conflicts of interest and review any past or proposed transactions between the IGF and members of the Board, contractors and other employees to ensure compliance with the "IGF Policies and Charters Manual" in this regard.

2. Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any requests made by the Committee.

The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the assistance of outsiders with relevant experience and expertise if it considers this necessary.

The Committee shall have unrestricted access to the auditors, contractors and employees of the IGF.

3. Composition and meetings

The Committee is a committee of the Board who appoint the committee and its chair. The Committee shall comprise no less than two members of the Board. It shall meet at least two times per year and report to the Board. The quorum for meetings is two members.

Membership of the Committee is to be confirmed annually by the Board. Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

Meetings would normally be held to review the:

- plan for the audits; and
- annual financial statements prior to the Board approving the annual report.

The Committee may call such additional meetings as the Chair of the Committee decides are necessary for the Committee to fulfil its duties. In addition, the Chairperson of the Committee is required to call a meeting of the Committee when requested to do so by a Committee member, the Chairman, Executive Director (ED) or the auditors.

It is expected that the Chairman, ED and the IGF Accountant will usually attend each meeting – in order that, inter alia, the Committee may be made directly aware of the views of the IGF's management. Representatives of the auditors will also attend at the discretion of the Committee.

The Committee may invite any such other persons to attend as it sees fit and consult with other persons or seek any information it considers necessary to fulfil its responsibilities.

4. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting. In

preparing the agenda, the Committee Chair and ED shall consult with the auditors where appropriate. The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

5. Reporting

To the Board

- the Committee Chair will communicate the activities and findings of the Committee to the Board after each Committee meeting and make appropriate recommendations. The Committee will ensure the Board is aware of matters which may significantly impact the financial condition or affairs of the IGF. To the extent practicable, copies of the minutes of each Committee meeting will be included in the papers for the next Board meeting after each meeting of the Committee;

To the membership (through the Annual Report)

- the Committee will disclose the fees received by the auditor, including an analysis of any non-audit services

6. Committee Review of Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter

7. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

8. Inconsistency with IGF Constitution

Whilst this Charter does not form part of the IGF Constitution, this Charter (as in force from time to time) is nevertheless binding on the Committee and each of the Committee members.

To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

9. Access to Charter

This Charter will be made available to all members of the Board, senior management and staff. It shall be posted on the IGF website www.igfgolf.org

CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

				3. COACHING & GROWTH COMMITTEE CHARTER	
Lead Functional Area			EXECUTIVE DIRECTORS OFFICE		
Charter Number	IC03	Last update	31 May 2021		

1. Role and Key Responsibilities

The Coaching and Growth Committee is an advisory body that has been established to oversee and advise on the IGF Coaching and Growth programmes, leveraging the educational resources and golf professional expertise of leading PGAs and the International Golf Federation (IGF) membership, to deliver a unified global golf coach training platform in collaboration with the International Golf Federation (IGF) and its National Federation members (NFs) that can drive global golf participation and growth.

The duties of the IGF Coaching and Growth Committee fall into the broad areas of:

- Coach development framework
- Assessment of country/market needs
- Development and delivery of technical course for coaches

Key areas of responsibility include:

- ensuring strategic alignment through the represented governing bodies and contributing to the development and delivery of content
- providing the National Golf Federations with the opportunity to request education for their coaches
- assessing coach education requests with the aim of identifying the correct course of action for the request.
- Making recommendations to the Executive Director for the allocation of any financial support or growth grants to IGF Membership and the development and implementation of the process to determine these.

3. Composition and meetings

The Coaching and Growth Committee is an advisory body appointed by the Board who appoints its chair. The Committee shall comprise of:

- i) R&A representative
- ii) USGA representative
- iii) PGA of America representative
- iv) PGA of GB&I representative
- v) Confederation of Professional Golf representative

vi) Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being three members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

4. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

5. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

6. Confidentiality

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7. Inconsistency with IGF Constitution

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8. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

4. GOLFERS WITH DISABILITIES COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC04	Last update	30 September 2018

1. Role and Key Responsibilities

The IGF Golfers With Disabilities Committee is an advisory body appointed by the Board that has been established to advise on all matters related to disabled golf

Key areas of responsibility include:

- Promote and encourage participation and accessibility of disabled golf
- Encourage the international development of disabled golf
- Create a pathway across all disabled golf classifications for elite disabled golf competitions from club level through to establishment of international events
- Support and encourage National Federations to actively affiliate existing disabled golf organisations and promote integration of disabled golfers into their membership
- Establishment of an international classification system for disabled golf
- Develop the bid for golf's inclusion as a sport on the 2024 Paralympic Games programme

2. Composition and meetings

The Golfers With Disabilities is an advisory body appointed by the Board who appoint its chair. The IGF Impaired Golf shall comprise of.

- i) R&A representative
- ii) USGA representative
- iii) European Tour representative
- iv) IGF Administrative Committee representative
- v) PGA of America representative
- vi) Three (3) Appointed members: Being members appointed by the Executive Director.
- vii) Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being four members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

3. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

4. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

5. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

6. Inconsistency with IGF Constitution

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7. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

				5. MEDICAL COMMITTEE CHARTER	
Lead Functional Area				EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC05	Last update	30 September 2018		

1. Mission

The IGF Medical Committee is an advisory body that has been established to oversee and advise on all medical aspects related to the sport of Golf. The duties of the IGF Medical Committee fall into the broad areas of healthcare, education and research. The committee has responsibility for athlete's health in accordance with IGF's obligations to the Olympic Movement Medical Code

2. Role and Key Responsibilities

The IGF Medical Committee encourages measures to ensure that the sport of golf is practised without danger to the health of the athletes and with respect for fair play and sports ethics. To that end, it fosters those measures necessary to protect the health of participants and to minimise the risks of physical injury and psychological harm. It also promotes measures that will protect athletes in their relationships with physicians and other health care providers.

Key areas of responsibility include:

Healthcare

- * To provide advice on the healthcare of athletes at elite and recreational level
- * To provide advice on health benefits to the general population through the use of golf
- * To identify golf-specific medical issues
- * To monitor medical and safety services at IGF events

Education

- * To promote golf as a safe sport
- * To promote golf as an enjoyable healthy physical activity
- * To contribute educational material for IGF publications
- * To assist in the basic medical education of coaches, captains and athletes
- * To support the continuing education of physicians, scientists and other health care providers in golf sports medicine
- * To provide advice and recommendations on request to the Council, Captains and national golf federations.
- * To formulate and publish guidelines for medical services.
- * To document literature related to exercise physiology, sports medicine and biomechanics.
- * To provide information by way of published material. research

- * To investigate and promote the prevention of sports injuries
- * To investigate healthy attitudes that foster best performance
- * To study, monitor and publicize biological (biomechanical) aspects of training.
- * To facilitate golf sports medicine congresses, seminars and clinics
- * To make investigations into aspects of golf which have or may have an effect upon the physical or mental health of golfer

Guidelines and research activities on topics such as:

- * Injury surveillance during championships of IGF events
- * Exercise based programmes
- * Fair play (not necessary in golf- is not a contact sport!!)
- * Regulation for equipment/venues guidelines
- * Preparticipation medical examination
- * Return to play after injury
- * First aid
- * Nutrition/hydration

3. Composition and meetings

The Medical Committee is an advisory body appointed by the Board who appoint its chair. The Committee shall comprise of:

- i) IGF Chief Medical Officer
- ii) PGA TOUR Chief Medical Officer
- iii) European PGA Tour Chief Medical Officer
- iv) Ladies PGA Tour Chief Medical Officer
- v) Ladies European Tour Chief Medical Officer
- vi) Two (2) Appointed members: Being members appointed by the IGF Board.
- vii) Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being three members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

4. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

5. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

6. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

7. Inconsistency with IGF Constitution

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8. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

6. OLYMPIC GAMES COMPETITIONS COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC06	Last update	30 September 2018

1. Role and Key Responsibilities

The IGF Olympic Games Competitions Committee is an advisory body appointed by the Board that has been established to advise on all matters related to the running of the competition for the Olympic Games.

Key areas of responsibility include:

- Overseeing the management and presentation of the Olympic Golf Competition.
- Approval of Rules and Regulations for the Olympic Golf Competition and Qualification system for the Olympic Golf Competition.
- Ensuring that all athletes nominated to compete in the Olympic Golf Competition are eligible to participate and the determination of whether an athlete has qualified.
- Approval of IGF Nationality Policy and adjudication over an athlete's nationality as it pertains to IGF events
- Recommending Referees/Officials for the Olympic Golf Competition.
- Undertaking such other duties as may be laid down in the Olympic Golf Regulations and IGF Delivery Plan.

2. Composition and meetings

The Olympic Games Competitions Committee is an advisory body appointed by the Board who appoint its chair. The Committee shall comprise of.

- i) PGA TOUR representative
- ii) European PGA Tour representative
- iii) Ladies PGA Tour representative
- iv) Ladies European Tour representative
- v) R&A representative
- vi) USGA representative
- vii) PGA of America representative
- viii) Host IGF National Member representative
- ix) Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being four members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

3. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

4. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

5. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

6. Inconsistency with IGF Constitution

Whilst this Charter does not form part of the IGF Constitution, this Charter (as in force from time to time) is nevertheless binding on the Committee and each of the Committee members.

To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

7. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

				7. REMUNERATION COMMITTEE CHARTER	
Lead Functional Area				EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC7	Last update	30 September 2018		

1 Role and Key Responsibilities

The role of the Remuneration and Nominations Committee (Committee) is to: -

- (a) review and determine, on behalf of the Board, the remuneration of the Executive Director (ED);
- (b) review the EDs recommendations regarding remuneration of the IGF's staff and any senior consultants reporting to the ED;
- (c) review any employee grievance or staff complaints about remuneration;
- (d) ensure that the IGF's remuneration policies, practices and performance indicators are aligned to the IGF's mission, values and overall business and sporting objectives and are appropriately designed to:
 - i. motivate the IGF staff and the ED to pursue the long-term objectives and success of the IGF; and
 - ii. demonstrate a clear relationship between the IGF's objectives and the ED's and staff performance and remuneration.

The Committee may obtain independent advice.

2 Succession planning, education and culture

The Committee shall review:

- (a) and advise the Board on the succession plans prepared by the ED for the ED, senior management and staff;
- (b) and authorise the education plans proposed by the ED for the ED, senior management and staff;
- (c) the IGF's corporate culture and report to the Board.

3 Composition and meetings

The Committee is a committee of the Board who appoint the committee and its chair. The Committee shall comprise no less than three members of the Board none of whom will be receiving any salary or consulting fees from the IGF. It shall meet at least two times per year and report to the Board. The quorum for meetings is two members.

The Chairman, if not a member of the Committee, and the ED shall be invited to meetings to discuss management performance and remuneration for all management, any consultants and staff other than for themselves. Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

The Committee may invite any such other persons to attend as it sees fit and consult with other persons or seek any information it considers necessary to fulfil its responsibilities.

4 Secretariat Duties

The Committee Chair or a delegated Committee member will minute the matters arising from all meetings. The minutes will be ratified by members in attendance and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

5 Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

6 Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

7 Inconsistency with IGF Constitution

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To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

8 Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

8. WATC COMPETITIONS COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC08	Last update	30 September 2018

1. Role and Key Responsibilities

The IGF WATC Competitions Committee is an advisory body appointed by the Board that has been established to advise on all matters related to the running of the competition for the World Amateur Team Championships

2. Composition and meetings

The WATC Competitions Committee is an advisory body appointed by the Board who appoint its chair. The Committee shall comprise of.

- i) R&A Technical Delegate
- ii) USGA Technical Delegate
- iii) R&A representative
- iv) USGA representative
- v) Host IGF National Member representative
- vi) Ex Officio member: IGF Executive Director (ED)

It shall meet at least once per year with the quorum for meetings being three members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

3. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

4. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

5. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

6. Inconsistency with IGF Constitution

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To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

7. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

9. YOUTH OLYMPIC GAMES COMPETITIONS COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC09	Last update	30 September 2018

<p>1. Role and Key Responsibilities</p> <p>The IGF Youth Olympic Games Competitions Committee is an advisory body appointed by the Board that has been established to advise on all matters related to the running of the competition for the Youth Olympic Games.</p> <p>Key areas of responsibility include:</p> <ul style="list-style-type: none"> • overseeing the management and presentation of the Youth Olympic Golf Competition. • Ensuring that all athletes nominated to compete in the Youth Olympic Golf Competition are eligible to participate. • Recommending Referees/Officials for the Youth Olympic Golf Competition. • Undertaking such other duties as may be laid down in the Olympic Golf Regulations and IGF Delivery Plan. <p>2. Composition and meetings</p> <p>The Youth Olympic Competitions Committee is an advisory body appointed by the Board who appoint its chair. The Committee shall comprise of:</p> <ol style="list-style-type: none"> i) Administrative Committee representative ii) R&A representative iii) USGA representative iv) Host IGF National Member representative v) Ex Officio member: IGF Executive Director (ED) <p>Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.</p> <p>The notice and agenda of meetings will include relevant supporting papers, as appropriate.</p> <p>3. Secretariat Duties</p> <p>The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.</p> <p>The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.</p>

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

4. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

5. Confidentiality

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6. Inconsistency with IGF Constitution

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To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

7. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

10. ATHLETE'S COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC10	Last update	December 2021

Preamble

The IGF Board adopted the IOC's Athletes' Rights and Responsibilities Declaration in December 2018 further affirming its commitment to involve athletes in the decision-making process and ensuring their interests are protected.

The role of the IGF Athletes' Committee is to advise the IGF Executive on all matters relating to the Olympic Games and the Olympic Movement from an athlete's perspective. Members of the Committee should commit to attend and participate in the meetings, and be open to offer their advice, counsel, opinion or recommendations.

Members of the Athletes' Committee are representatives from the IGF Professional Member Tours who are elected by their peers to their respective Player Advisory Councils or equivalents who have competed at an Olympic Games or are likely to compete in the current edition of the Olympic Games.

1. Role and Responsibilities

The Athletes' Committee shall advise the IGF Executive on all matters relating to the Olympic Movement and the Olympic Games particularly with respect of athletes, including, but without limiting the generality thereof, the IOC, the International Federations, the National Olympic Committees, Olympic Solidarity, anti-doping, eligibility, Olympic Village facilities, Olympic competition venue facilities and athletes' services, Olympic ceremonies, sport and politics.

The Committee shall work with and support the IGF in its mission to develop and promote golf and to protect and support clean athletes and the integrity of the sport against doping and the manipulation of competition.

The Committee will also liaise with the IOC Athletes Commission.

During the Olympic Games, the relationship between athletes and the IOC, Organising Committee for the Olympic Games, National Olympic Committees and the IGF is one founded on contract, being a combination of the Olympic Charter and By-Laws, entries and qualifications, International Federation Rules, NOC Constitutions and By-Laws and their Team Membership Agreement. Accordingly, the IGF Athletes' Committee has no role during the Games. It also has no role in any nationality, qualification, or eligibility disputes or any anti-doping or other disciplinary hearings or tribunals involving athletes.

2. Composition

The IGF Athletes' Committee is a consultative body whose Professional Athlete representatives have been elected by their peers to their respective professional tours councils and nominated to represent athletes on the IGF Athletes' Committee. The Committee shall comprise of:

- a) At least six (6) Professional Athlete representatives (3 women & 3 men, who are active athletes, have competed at or are likely to be competing at the Olympic Games)
- b) IGF Athlete Advisory Committee Chair or representative
- c) Ex Officio member: IGF Executive Director (ED)

Committee members must never have received any sanction in relation to the World Anti-Doping Code.

Additional members can be appointed to the Committee to ensure a fair balance in terms of gender and geography.

Committee members shall elect their Chair from its membership.

Committee Chair and members may serve in this role for up to four years, after which the term of office may be renewed.

3. Meetings

It shall meet at least once per year with the quorum for meetings being three members.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

4. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

A report on the outcome of deliberations will be tabled at the next Board meeting.

5. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

6. Confidentiality

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8. Access to Charter

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CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

II. NOMINATIONS COMMITTEE CHARTER			
Lead Functional Area		EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC11	Last update	30 September 2018

1. Role and Key Responsibilities

The Nominations Committee (Committee) is appointed by, and has delegated responsibility from the Board for:

- a. The Committee's responsibilities are to determine that an appropriate and transparent process is in place for the effective succession planning and renewal for the IGF Board and IGF Women's Chairman.
- b. The principal responsibilities and functions of the Nominations Committee are as follows:
 - i. Present to the Board a list of individuals recommended for nomination for election to the Board and for appointment to the Committees of the Board (including this Committee);
 - ii. Before recommending an incumbent, replacement or additional director, reviewing his or her qualifications and experience, including capability, availability to serve, independence and other relevant factors (including appropriate background checks);
 - iii. Assist in identifying, interviewing and recruiting candidates for the Board with a view to achieving an appropriate balance of skills, knowledge, experience, independence and diversity to discharge the Board's duties and responsibilities, and maintaining a board skills matrix to assist the Committee with this purpose;
 - iv. Annually review the composition of each Board Committee and present recommendations for Board Committee memberships to the Board as needed;
 - v. Develop and periodically review and recommend to the Board appropriate revisions to the IGF's corporate governance framework as applicable to the Committee's objectives and responsibilities, including the IGF's Constitution, By-Laws and corporate governance policies;
 - vi. Monitor compliance with the IGF's corporate governance policies to the extent such policies are applicable to the Committee's objectives and responsibilities; and
 - vii. Make recommendations about changes to the charters of other Board committees which arise during the course of matters considered by the Committee from time to time and after consultation with the respective Board committee chairs.
- c. The Committee also examines any other matters referred to it by the Board. The Committee will act in accordance with any Protocol approved by the Board from time to time as being applicable to the Committee's objectives, responsibilities, composition or administration.

2. Purpose of the Committee

A nominations committee that nominates directors for vacancies upon which the members vote.

It is important that the IGF board are comprised of members with a variety of skills and experience, and who act in the best interests of the organisation as a whole.

To achieve this, a nominations committee should be formed with at least three people, which may be a combination of directors and external appointments. Any external appointees should be independent and have significant business and governance expertise.

The committee should only comprise persons who are not directly involved in the management of the organisation; however, the Executive Director and human resources manager (or equivalent) should have standing invitations to provide clarification where necessary.

3 Composition and meetings

The Committee is a committee of the Board who appoint the Committee and its chair. The Committee shall comprise no less than three members of the Board. It shall meet when required and report to the Board. The quorum for meetings is two members.

The Chairperson, if not a member of the Committee, and the Chief Executive Officer shall be invited to meetings to provide clarification where necessary and for any other matters determined by the Committee.

Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion.

The notice and agenda of meetings will include relevant supporting papers, as appropriate.

The Committee may invite any such other persons to attend as it sees fit and consult with other persons or seek any information it considers necessary to fulfil its responsibilities.

4 Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it, supported by explanatory documentation, to Committee members prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

The Committee Chair will table or report on the outcome of deliberations at the next Board meeting.

5 Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

6 Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

7 Inconsistency with IGF Constitution

Whilst this Charter does not form part of the IGF Constitution, this Charter (as in force from time to time) is nevertheless binding on the Committee and each of the Committee members.

To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

8 Access to Charter

This Charter will be made available to all members of the Board, senior management and staff. It shall be posted on the IGF website www.igfgolf.org

CHARTER APPROVED

Date: December 2018

REFERENCE:

NIL

				12. ATHLETE ADVISORY COMMITTEE CHARTER	
Lead Functional Area				EXECUTIVE DIRECTORS OFFICE	
Charter Number	IC12	Last update	December 2021		

Preamble:

The IGF Athlete Advisory Committee is a consultative body that liaises between the IGF and athletes and their agents playing on the major professional golf tours that will be or are eligible to qualify for the Olympic Games.

Representation on this Committee is from the Professional Membership of the IGF that are professional golf tours.

This Committee is to be differentiated from the IGF Athlete's Committee which is the body representing the athletes to advise the IGF Executive on all matters relating to the Olympic Games and the Olympic Movement from an athlete's perspective.

1. Mission

The mission of the IGF Athlete Advisory Committee is to:

1. Liaise and share information with the athletes that are or will be eligible to qualify for the Olympic Games;
2. Provide support and education to the athletes and their entourage in the lead-up to as well as during the Olympic Games;
3. Provide advice and feedback to the IGF about athlete services and best practices.

2. Role and Key Responsibilities

The IGF Athlete Advisory Committee is an operational body comprising of representatives from the major golf professional tours (i.e. the IGF's Delivery Partners) which was established to create a dynamic link between the IGF and the athletes in the lead up to and during the Olympic Games.

Overall, the IGF Athlete Advisory Committee will:

- Dispatch all the required Olympic Games-related information to the athletes and their entourage and act as a one-stop shop for any questions or need for support (e.g. IGF Athlete Registration and Regulations process, IGF Anti-Doping Programme, etc.);
- Provide advice and feedback to the IGF based on the tours' best practices regarding the planning and delivery of athlete services at the Olympic Games to ensure they are getting the expected level of service to be able to perform at their best;
- Gauge athlete expectations for the Olympic golf competition and overall Games experience through their unique relationships with the athletes;
- Maintain close contact with the IGF Athletes' Committee through a permanent representation on that Committee.

3. Composition

The IGF Athlete Advisory Committee is an operational body composed of major golf professional tours' representatives in charge of athletes relations in their respective organisations and liaising with the athletes daily. These representatives are nominated by their respective organisations in their role as an IGF Delivery Partner. The Committee shall comprise of:

1. PGA TOUR representative(s)
2. European PGA Tour representative(s)
3. Ladies PGA Tour representative(s)
4. Ladies European Tour representative(s)
5. Ex Officio member: IGF Executive Director (ED)

Conditions to be an IGF Athlete Advisory Committee member:

- The Committee should be composed of senior managers from each of the above listed golf professional tours overseeing athlete relations/services on their respective tours;
- Committee members should elect their Chair from its membership and the Chair may serve in this role for up to four years, after which the term of office may be renewed;
- The term of office of Committee members can be for up to four years, or less in the case of filling a casual vacancy;
- The Chair and members may be re-nominated if they meet the conditions listed above.

4. Meetings

- It shall meet quarterly with the quorum for meetings being three members;
- In Olympic years, it will meet from once-a-month to once-a-week, as the Olympic Games approach;
- Meetings of the Committee may be held face-to-face or through any technological means by which members can participate in a discussion;
- The notice and agenda of meetings will include relevant supporting papers, as appropriate.

5. Secretariat Duties

The ED shall be the secretary to the Committee and be responsible, in conjunction with the Committee Chair, for drawing up the agenda and circulating it as well as any other supporting documents that may be required, prior to each meeting.

The ED will also be responsible for keeping and circulating minutes. The minutes of meetings will be distributed to all Committee members, after the preliminary approval of the Committee Chair. They are to be approved by the Committee and signed by the Committee Chair.

6. Committee Review of the Charter

The Committee will review this Charter from time to time to provide assurance that it remains consistent with the IGF's objectives and responsibilities.

The Board approves the Charter.

7. Confidentiality

Unless otherwise required by law or the IGF Constitution, the members of the Committee are required to keep Committee discussions, Committee papers and deliberations confidential.

8. Inconsistency with IGF Constitution

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To the extent there is any inconsistency between this Charter and the IGF Constitution, the IGF Constitution will prevail.

9. Access to Charter

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CHARTER APPROVED: December 2021

REFERENCE: NIL



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