



# HEALTH, WELLBEING & SUSTAINABILITY

## CARNOUSTIE GOLF LINKS



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# **SUSTAINABILITY OVERVIEW CARNOUSTIE GOLF LINKS**

The team at Carnoustie are working hard to reach the ambition of becoming a carbon net-zero organisation and a global leader in sustainability for the golf industry. In 2018, Carnoustie Golf Links was awarded Environmental Golf Course of the Year by STRI Ecology and Environment, it is accredited with the GEO Foundation Certificate and was also awarded the very first Climate Action Award at the IAGTO Awards in 2021. As an organisation with a strong link to the local community as well as being a global platform, it understands the importance of leading by example. Carnoustie Golf Links wants to establish sustainability practices that inspire others.

This document, will unveil Carnoustie Golf Links' commitment to sustainability, not just for the environment, but for its communities, teams and business. Explore how Carnoustie Golf Links integrates eco-friendly practices with a vision for long-term success, fostering opportunities for their team and the region they call home. From energy-efficient operations to community benefits, Carnoustie strives for a holistic approach to sustainability.

**Video: Nature of the Links at Carnoustie  
Watch Now**





### Tree Planting – Seagreen

In 2018 Carnoustie Golf Links began working with Seagreen, a joint venture project between SSE Renewables and TotalEnergies, on a development that will provide Scotland, and the wider UK, with critical green infrastructure and will become Scotland's largest and the world's deepest offshore wind farm, helping to meet Scotland's net-zero targets and tackle climate change.

Part of this project required Carnoustie to fell or transplant 200 trees from the route along a path where new cables were laid. In agreement with Angus Council, Carnoustie Golf Links were required to re-plant one tree for every tree that was felled. The Links, however, went one step further, not only committing to replacing all trees felled, but in 2023 planted a total of 1,000 new trees across the estate.

Craig Boath, Head of Sustainability at Carnoustie Golf Links said: "We are dedicated to contributing to the natural

environment of our courses. With an abundance of wildlife calling the Links 'home', we want to make sure that we both protect what we already have and enhance the eco-system for the future. The Seagreen Project felt a very natural opportunity to combine with and deliver our own planting project."

The new trees at the Links will offset approx. 1,610 tonnes of carbon over their lifetime of roughly 40 years, helping the Links on their way to achieving their ambition of becoming a Carbon Net-Zero organisation.

Michael Wells, Chief Executive of Carnoustie Golf Links said: "Carnoustie Golf Links is dedicated to doing the right thing for our local community and the natural habitats that surround us. We took a big step in appointing the brand-new role of Head of Sustainability, a position focused on ensuring that we are doing all that we can to protect and enhance our environment. This tree planting project is one that the whole team have got behind, with many of our staff helping in the planting efforts and leaving a small but significant legacy on the Links."





Wildflowers on the Carnoustie Golf Courses



Carnoustie Golf Links Turf Nursery

### **Turf Nursery Expansion – Seagreen**

Following on from the tree planting and the Seagreen project, there was an abundance of excess organic material (most of which was that of a sand/sandy soil which produces a great growing medium for turf/seed). This material was repurposed to expand the Carnoustie Golf Links Turf Nursery and refill the existing nursery, creating an even more sustainable opportunity for replacing turf on the courses and around the estate.

### **Wildflower Sowing**

Wildflower sowing has taken place on some of the out of play areas affected by the Seagreen works, specifically by the coastal edge. These new wildflowers will encourage bees to pollinate the area as well as providing a place for Small Blue butterfly to lay eggs.



Recycling waste from events

### **Recycling Turf**

Have you ever wondered what happens to all the organic waste matter that is removed from the golf courses during maintenance work? For many years now, Carnoustie Golf Links have relied on an Eco Green Composter to mulch turf, grass clippings and soil. This has proven to be a simple, reliable and economical means of recycling green waste. The mulched material can then be used back on the course in the way of divot mix or for use in areas prior to turfing. Further to the waste directly from the course, other materials such as pallets, gorse, branches, and leaves can also be mulched.



Recycling waste from events

### **Recycling Waste**

Carnoustie Golf Links have partnered with Perth based company, Binn Group, for all waste collection. This includes glass and food waste from The Rookery, packaging from The Professional Shop and metal waste from the Greenkeeping operations. Binn Group recently launched their customer portal which allows Carnoustie to understand the breakdown of its waste, with information on how much waste is recycled and how much is put to landfill. This information is being used to refine processes to limit the waste which is going to landfill. Carnoustie Golf Links is happy to report that 100% of glass, metal, paper/cardboard and DMR waste is recycled/ diverted from landfill.



Recycling waste from events

### **Alfred Dunhill Links Championship - Zero Waste Ambition**

Carnoustie Golf Links have worked with a number of local groups and organisations to recycle and repurpose the waste materials from the championship. Left over materials (such as wood, nails, screws, heather/flowers and netting) were provided to local charities including; Our Easthaven, Carnoustie & Monifieth Men Shed Group, and Food is Free Carnoustie. These materials will be reused by the groups, prolonging their life cycle.



### GPS Sprayers

Carnoustie Golf Links are dedicated to taking a sustainable approach to the development and management of golf courses and ensuring that energy, fuel and chemicals are used in the most sustainable and environmentally friendly ways. Therefore, in partnership with John Deere, Carnoustie Golf Links acquired the most advanced GPS sprayer available. This sprayer uses GPS automatic guidance technology – originally developed for John Deere’s agricultural business – providing extremely accurate spraying, with every nozzle controlled automatically ensuring that it only sprays inside a mapped area that hasn’t already been treated.

Carnoustie has three of the first machines to be sold in Europe, which apply inputs more accurately and records spraying operations for environmental purposes.

### Hybrid Machinery

John Deere was the first manufacturer to introduce hybrid electric cutting reel technology and Carnoustie Golf Links, through its partnership with John Deere, are proud to operate a number of these machines, including the 2750E Ride-On Triplex Mower, of which in 2023 there were 12 in the new Carnoustie Golf Links fleet.

Further to that, Carnoustie also operates the 7500A and 8000A E-Cut™ Hybrid Fairway Mowers which can effectively mow at an engine rpm reduced to 2300rpm. This reduces sound levels and can reduce fuel usage by as much as 30%.

### Irrigation and Left Over Sprinkler Heads

In 2023, Carnoustie Golf Links partnered with Rain Bird and John Deere to implement the installation of a brand-new, state-of-the-art irrigation system on The Carnoustie Championship Course. This irrigation system enables for precision watering, allowing the greenkeeping team to water only the areas of the golf course that need it. Leading to a reduction of water usage and energy, this also provides the right conditions to promote more native grass species on the Links.

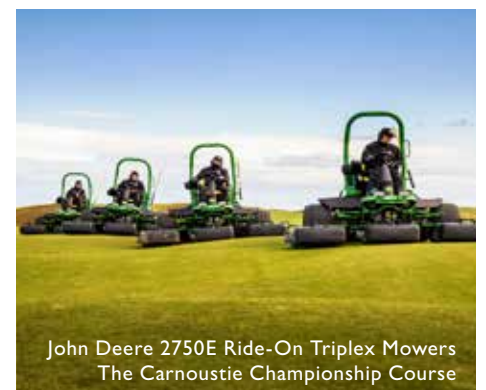
With the installation of the new state-of-the-art irrigation system on The Carnoustie Championship Course, waste material was created in the form of old sprinkler heads. It was agreed that the most efficient way of discarding of these was to repurpose them. That being the case, most were donated to other local courses such as Arbroath, Montrose, and Forfar but others went slightly further to Cawder, Cowglen in Glasgow, and Hesketh in Southport. The preference at Carnoustie is to re-use and reduce before choosing to recycle.

### KEY AWARDS

- STRI Environmental Golf Course of the Year
- Operation Pollinator Winner
- Biodiversity Project Award Winner
- IAGTO Climate Action Award
- GEO Certification



John Deere GPS Sprayers on The Carnoustie Championship Course



John Deere 2750E Ride-On Triplex Mowers The Carnoustie Championship Course



New Rain Bird Irrigation System





Links Superintendent, Kevin Stott, uses new remote technology to manage irrigation

### Carbon Partner

Carnoustie Golf Links has selected ClearVUE.Business, a leading net zero consultancy, to provide expert carbon saving advice. As an organisation whose heritage involves environmental stewardship, Carnoustie Golf Links already prioritised doing its part for the planet. ClearVUE.Business have been tasked with creating a tailored net zero strategy using its emissions data-gathering platform, ClearVUE.Zero. The award-winning technology has been installed across Carnoustie Golf Links, transforming its ability to monitor its environmental impact. This tailored, data-driven, strategy will strengthen Carnoustie Golf Links' position as a sustainability leader in the industry.

Comprehensive emissions data will be collated using built-in UK reporting standards and Carnoustie Golf Links will have the capacity to automatically download professional compliance reports with this data in seconds. Carnoustie Golf Links will now optimise its efficiency, reduce its energy bills and strengthen its sustainability profile through precise data on usage and outputs, pin-pointing exact locations in its operation flow for improvement. This includes flagging equipment that is impacting performance along with unnecessary use. Together, ClearVUE.Business and Carnoustie Golf Links are moving beyond standard corporate compliance to become a collaborative force driving practical transformation towards a sustainable future.



ClearVue Energy Dashboard



Birds Eye View of The Carnoustie Golf Links Estate



## **GEO Certification**

Following on from verification in 2013, 2016, and 2019, Carnoustie Golf Links is well on the road for re-certification in 2024. This prestigious accolade is a symbol of a great golfing environmental stewardship, by way of fostering nature, conserving resources, and supporting communities. In 2013 Carnoustie Golf Links became just the second Open Championship venue to be certified by the Golf Environment Organisation (GEO).

The GEO certification was awarded after Carnoustie Golf Links proved it had met a wide range of stringent standards in areas such as nature conservation, water conservation, energy usage and pollution control.

The award also recognises that Carnoustie Golf Links is committed to continual improvement in a wide range of sustainable practises moving forwards.

Since 2007 the maintenance programmes for all three Carnoustie courses have adhered to practices set out in a comprehensive Ecological Management Plan prepared for the CGLMC by the Sports Turf Research Institute (STRI)/Royal and Ancient (R&A). GEO applauds CGLMC for its adherence to sustainable practices.

It recognises its recent OnCourse Survey “provides evidence of solid and growing commitment by the CGLMC to wider sustainability issues. Progress to date, implemented through a dedicated environmental sub-group, is considered to form a very sound basis for continued improvement.”

Within the GEO's OnCourse Report Carnoustie Golf Links received particular praise for a number of key achievements including:

- Long term restoration of a true links landscape through the removal of introduced tree plantations of non-indigenous species.
- Continued high standards of low-input maintenance of turfgrass swards contributing to the re-establishment as an Open Venue and current pre-eminence as a Championship venue.
- The new development project on The Buddon Course implemented to the highest environmental standards.
- A highly efficient irrigation system sourced from natural groundwater.
- A recent energy audit providing the basis for a significant reduction in consumption.
- Intelligent conservation and re-use of on-site soil resources providing substantial savings in resource consumption.
- The pivotal role of the Links in the Angus economy as one of its key tourism assets.
- Its direct partnership with the community through the Links Management Committee and Angus Council and creation of a strong awareness in the community of the Links as good environmental stewards.

A comprehensive Executive Summary of the GEO's report on Carnoustie Golf Links can be found on the organisation's website at [www.golfenvironment.org](http://www.golfenvironment.org).



Guests enjoying The Rookery, Restaurant and Bar

### The Rookery, Restaurant and Bar

As part of Carnoustie Golf Links commitment to becoming a more sustainable organisation, the team at The Rookery make positive efforts to ensure that the majority of its suppliers are either local or from Scotland.

Currently, c. 90% of the produce on the menu is Scottish and seasonal. The Rookery is fortunate to be located in a wonderful environment from which the highest quality of produce is available on its doorstep.

The Rookery team at Carnoustie Golf Links work with various local producers in the search for the best quality ingredients from sustainably maintained farms throughout Angus, Fife, and the central belt, all under the world-leading quality assurance standards QMS.

Specialised local bakers provide the best baked items in Angus and Tayside, where everything is freshly hand crafted daily, and for those that enjoy a tippie, Carnoustie Golf Links enjoys collaborations with a number of local producers of the finest spirits, cocktails and beers, in many cases working with wonderfully home-grown ingredients.

More tangibly, in 2022, The Rookery replaced compostable straws with paper straws and have removed single-use plastic bottles from the menu (there is still a requirement to provide plastic bottles to take-away customers for health and safety reasons, however, and alternative product is currently being researched). Recycling stations are provided through the estate to encourage guests to recycle their single-use plastics.

The kitchen team have also reduced the use of gas hobs by replacing all but one in favour of induction hobs.



Head Chef, Jonathan Greer



Steamed Shetland Mussels



Roast Breast and Ballotine of Quail, using the whole bird





Just some of the wildlife found on the Carnoustie Golf Courses

### **Wildlife and nature on the courses**

Through the use of wildlife cameras the team at Carnoustie were able to observe an Otter family who have made a home at the main lake on The Carnoustie Buddon Course, and a family of deer who appeared to have two young. An amphibian study conducted in connection with The R&A confirmed that the Links is also home to smooth newts in the wetland areas.

By partnering up with local bird groups to undertake The R&A Biodiversity Study, Carnoustie Golf Links were able to identify 46 species of birds that call the Links home. The Biodiversity Study also noted 56 protected or notable species on the estate. Bat roost boxes are being installed on Scots pine trees to support the groups of Common Pipistrelle and Soprano Pipistrelle bats living on and around the courses.

The resident swan family welcomed seven cygnets on the 9th May 2023, all cygnets reached adulthood and flew the nest by the end of the year.

Carnoustie Golf Links is not new to contributing to the nature on the courses, over the years, the Links have carried out a wealth of environmental projects with some highlights including Operation Pollinator – where wildflower seeds were sown throughout the courses (on areas out with play) and kidney vetch planting – to help encourage more Small Blue Butterflies to the coastal area. Both projects were carried out with help from the local primary schools. A kidney vetch planting project has also encouraged the endangered small blue butterfly back to the area having not being sighted for 40 years prior. Sea Pea planting has also taken place in conjunction with Dundee Botanic Gardens. Managed turf areas have been cut down to increase habitat corridors and an Environmental Guide has also published with the support of The R&A.



Just some of the wildlife found on the Carnoustie Golf Courses

### **The R&A Golf Course Biodiversity Project**

The R&A Golf Course Biodiversity Project is an exciting five-year project which has the aim of demonstrating the biodiversity value of golf courses. The R&A Sustainable Championship Agronomy Team have selected a series of exemplar championship venues for this project to be undertaken, one of which is Carnoustie Golf Links.

The project will consist of a series of surveys including wildlife audits and habitat condition assessments. The information gathered will be used to inform the management of habitats to further enhance the golf course, and to develop a monitoring plan to be delivered over four years focussing on five target taxa across mammals, plants, invertebrates, herpetofauna (amphibians and reptiles) and birds. It is hoped that the end of the project will truly quantify the ecological value of golf.



Blackberries found on the Carnoustie Golf Links Estate



Bird Boxes on the courses

### **Bioblitz**

Mid 2024 will see Carnoustie Golf Links in conjunction with The R&A host their first BioBlitz.

Definitions

- Bio; [bahy-oh] meaning 'life'
- Blitz; [blits] meaning 'to do something quickly and intensively'

This 'BioBlitz' is a collaborative race against the clock to discover as many species of plants, animals, and fungi as possible, within a set location, over a 24-hour period.

Carnoustie's BioBlitz will bring together groups of scientists, students, naturalists, and other members of the public to work together - this mixture of wildlife experts and the wider public is key to the BioBlitz concept. It is an informal and fun way to create a snapshot of the variety of life that can be found around the estate at Carnoustie Golf Links and provides an opportunity for participants to learn together and share their expertise and enthusiasm for nature. This will be another great way of breaking down barriers to engagement with science and raising awareness of the role of biological recording. It also gives the public an opportunity to contribute to a genuine scientific survey, whilst learning and understanding that golf courses are great for biodiversity. Planned events for the 24-hour period include bird walks – both dusk and dawn - bat surveys, moth trapping, beetle hunts to name but a few...



Lakes on The Carnoustie Buddon Course



The Professional Shop at Carnoustie Golf Links



### The Professional Shop

Sustainability plays a big part within the whole organisation, and The Professional Shop is no different, stocking items such as Adidas Primegreen and Primeblue products which are made from recycled Parley Ocean Plastic and Tidal Links products which are also made from recycled ocean plastic and handmade in Scotland. Furthermore, the team are looking to introduce a sustainability clause within supplier contracts, providing guidance and time-framed goals to become more sustainable – this includes sourcing materials more sustainably and reducing fuel consumption. With an ambition to become a Net Zero organisation and the knowledge that guests are becoming ever-more environmentally conscious, The Professional Shop looks to meet and exceed guests sustainability expectations.

### Eco Cleaning Products

Carnoustie Golf Links have partnered with a local cleaning manufacturer which provides effective cleaning properties without any nasty chemicals.

These new cleaning products are entirely plant based and only use certified essential oils, combined with quality plant derived ingredients.

The products are hand made locally and are free from synthetic perfumes, palm oil, chlorine, parabens whilst containing natural antibacterial properties such as rosemary oil.

These products don't harm the user or the planet.



# WATER, WATER EVERYWHERE ... AND PLENTY TO DRINK

## Reusable water bottles for the whole team

All Carnoustie Golf Links staff were provided reusable drinks vessels in November 2023. This will not only reduce the amount of single use plastics consumed, but will also encourage safe working practises by having hot drinks in a safe container.

## Water bottle refilling stations on the courses

One of two new water bottle refilling stations was installed near the first tee of The Carnoustie Championship Course in 2023. Carnoustie Golf Links aim to install an additional four water bottle refilling stations throughout the course in 2024 and beyond, further reducing the requirement for single use plastics being taken onto the golf courses.

Although there will be six water bottle refilling stations around the courses at Carnoustie, further measures were put in place during the winter of 2023 for additional services on The Championship Course - a brand new fresh water system was installed on all holes of The Carnoustie Championship Course meaning that during all major tournaments on the course, additional refilling stations can be plumbed into the new pipework system - allowing spectators and players to refill and rehydrate on the move.



Reusable Water Bottles



Water Bottle Filling Station



# AT THE HEART OF THE COMMUNITY

## Community Benefits

In October 2023, Carnoustie Golf Links Community Benefits Programme committed to donate £112,000 to local groups, individuals and organisations in the Carnoustie and District Ward. By 2023, Carnoustie Golf Links total Community Benefits donations approached £400,000 since this programme began.

This programme is aimed at encouraging public participation in the sport of golf, promoting the development of recreational facilities in the Carnoustie area, promoting the advancement of the arts, heritage, and culture, promoting the advancement of community development and to promote the advancement of environmental protection or improvement.

## Golf Memories Carnoustie

Through the community benefits programme Carnoustie Golf Links fund the Golf Memories Carnoustie Group, who use the facilities in Links House free of charge to host meetings to support people living with dementia and Alzheimer's. They meet at least twice each month. The Links have supported with arranging sessions for the group to meet with Professional Golfers including Adam Scott and Paul Lawrie. The group also utilise The Indoor Performance Centre which provides a safe and comfortable environment for group members to enjoy the sport that they love.



The Carnoustie Golf Links Community Benefits Programme Recipients 2023

## SOME OF OUR ACHIEVEMENTS

- Community Café soup provided every Tuesday over winter months.
- Committed to fund over £120k in 2023 to local groups and services.
- Close partnership with Golf Memories group.



The Carnoustie Golf Memories group enjoying some festive music in Links House

## DID YOU KNOW?

- The Carnoustie Golf Links estate is also for public use – meaning the local community can walk the paths and enjoy the surroundings, even if they are not golfing.
- Carnoustie has Season Ticket Holders ranging from 6 years old to 92 years old - Carnoustie is really proud that golf here is inclusive to all ages.
- The NCN1 (National Cycle Network) runs alongside Carnoustie's courses and Carnoustie have proudly helped to support recent upgrade works to make it even more accessible.
- Carnoustie Golf Links has funded other local sports groups including: Pétanque, Outdoor Bowling, Athletics, Football, Swimming and Rugby.
- Carnoustie Golf Links has funded physical activity projects and community initiatives such as: Care Home Activities, Military Experiences, Walkway Restoration, Music & Movement Classes and Community Cafés (to support those struggling with isolation).



# SUSTAINING THE SPORT FOR THE FUTURE

## Carnoustie Crows Golf Development and Free Junior Coaching

Golf Development plays a big role at Carnoustie and part of that is 'The Carnoustie Crows' junior coaching programmes. These programmes offer free group coaching to local children in the Carnoustie and District Ward aged 5 to 18 years old. Currently welcoming c. 400 junior golfers every week, the Links also fully fund local golf club membership and Carnoustie Golf Links Season Tickets for Junior golfers.

## Carnoustie Crows High Performance Programme

This fully funded programme aims to nurture and develop the next generation of Scottish junior international players and aspiring professional golfers at no cost to the participants. For a junior golfer to reach the standard of performance that will allow them to compete at national events and succeed at the highest level takes passion, commitment, patience and above all else, determination. The Carnoustie Crows High Performance Programme, supports each player to achieve their individual goals, diving deeper into the technical, tactical, physical and psychological attributes required to be a leading junior golfer. The programme provides the framework to allow each player an accelerated pathway to reach their potential.

## Free Coaching for Golfers with Disabilities

Weekly sessions take place in The Carnoustie Golf Links Indoor Performance Centre throughout the winter, and on the 5-Hole Nestie Course in the summer. Carnoustie Golf Links work with Ninewells Hospital and Dundee Dragons to promote this to people with disabilities who have an interest in golf. The attendees range from amputees, stroke victims, people with learning difficulties and wheelchair users. Some attendees have never played golf before, but come to the sessions to strive to 'prove wrong' sports that were outlined as 'not possible' due to their condition.

## Support for High Performing Adult Golfers

2023 saw the Links launch a brand-new funding support programme for high-performing adult amateur golfers. Applications were opened to all Season Ticket Holders and Carnoustie's Golf Development Team selected five elite amateur golfers to assemble Team Carnoustie. Carnoustie Golf Links recognises that achieving high performance in any sport requires funding and providing financial assistance can be the biggest help to players trying to achieve national recognition.



The Carnoustie Crows with Sergio Garcia and Rory McIlroy at The Open in 2018 at Carnoustie



Some of The Carnoustie Crows High Performance Team



Golfers with disabilities coaching



'Team Carnoustie'  
High Performing Adult Golfers



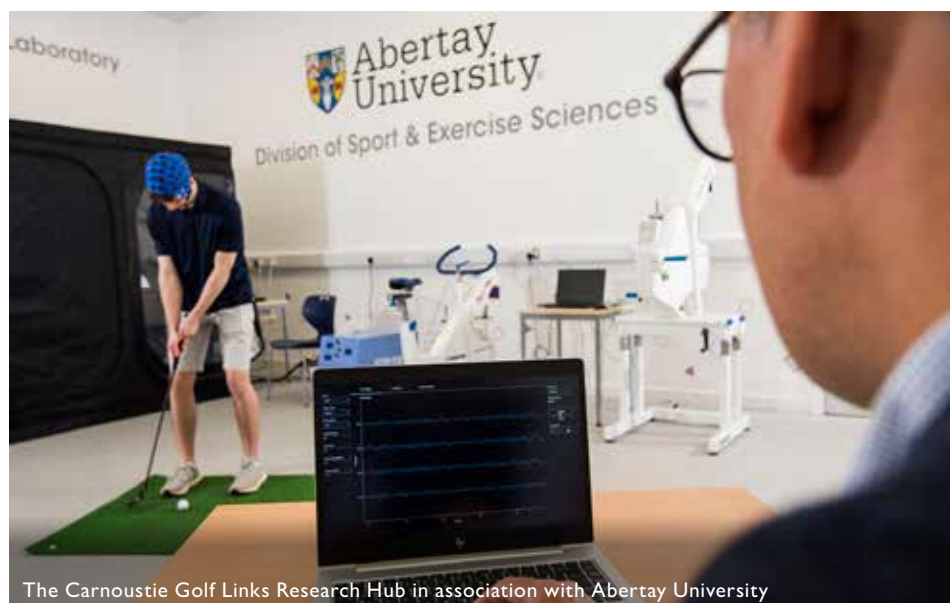
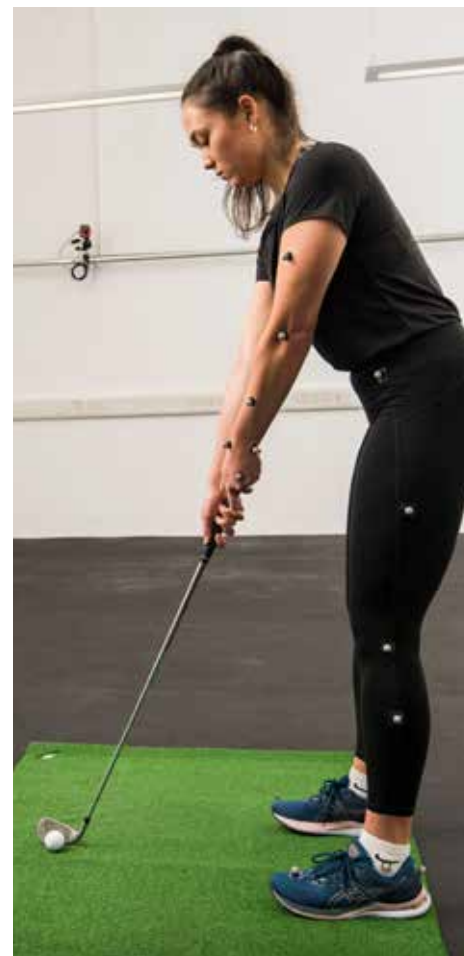
### **The Carnoustie Research Hub in association with Abertay University**

Carnoustie Golf Links has recently partnered with Abertay University, which has in turn produced a number of studies and led to the inception of the Carnoustie Research Hub in association with Abertay University. Based at Links House it is intended to make golf more accessible to everyone who wants to participate. It is the next step in Carnoustie's mission to help turn the dial on the sport in a meaningful, data-driven way. As an organisation who strives to lead the way in golf development and growing the game, Carnoustie Golf Links believe it will be even better placed to take informed decisions and actions through the data that is provided by its very own research hub. Furthermore, Carnoustie look forward to making this information available to the whole industry in order that the learnings can be applied to the wider game on a global level.

So far, the research partnership has explored studies with the Carnoustie Caddies, the High Performance Junior Programme, it has produced an impact study based around the AIG Women's Open held at Carnoustie in 2021 and a Global Golf Census. This project aims to generate data that can help grow the game and have meaningful impact on people involved in golf, both now and in the future.

### **Staggered Pricing of Season Tickets up to Age 28 to Reduce Drop-Out**

The team at Carnoustie identified that the biggest proportion of 'drop-out' golfers came between the ages of 18-28. This was due to a number of reasons, such as: studying, family, work, etc. Since introducing the staggered pricing model, Carnoustie Golf Links have seen a reduction in young golfers surrendering their Season Ticket - one other way in which Carnoustie Golf Links is striving to make golf as accessible as possible.



The Carnoustie Golf Links Research Hub in association with Abertay University



# WOMEN AND GIRLS

## Girls.Lead.Golf® Academy

This new initiative was launched in 2023, designed exclusively by Carnoustie Golf Links. It has a two-fold purpose; to address and combat the drop off rates of girls participation within golf, and; to empower and equip girls with skills for life and work. The Girls.Lead.Golf® Academy at Carnoustie produces a virtuous cycle of girls inspiring girls within the game. Girls are not only taught how to play golf, but also about the wealth of other career and social opportunities available within the sport and beyond. In doing so, it's hoped that Carnoustie can inspire a new generation into the game, those who are creative thinkers and strong leaders who shape the future of girls golf in Carnoustie and beyond.



Some of the girls from the Girls.Lead.Golf Academy by Carnoustie Golf Links

## Women in Golf Programmes

Carnoustie Golf Links' women-only coaching sessions run throughout the year - designed to make the introduction to the sport as easy as possible, removing some real and perceived barriers into the game. Since the sessions started in 2019, Carnoustie have seen c. 250 local women take up the game of golf after attending these sessions. Carnoustie is also very fortunate to have the Carnoustie Ladies Golf Club (the oldest Ladies club in the world) on its doorstep and work hard to maintain this legacy.

## The R&A Women in Golf Leadership Programme

Carnoustie Golf Links are very proud to have had three female leaders graduate from this programme so far.



Head of Customer Experience, Leanne Mirrey, completing the R&A Women in Golf Leadership Programme



Women Get Into Golf Coaching at Carnoustie Golf Links







# A MULTI-FUNCTIONING VENUE

## Expert Talks

Carnoustie Golf Links host several talks throughout the year from experts in various fields. These events are open to the local community to attend. Carnoustie Golf Links utilise The Rookery Restaurant, within Links House, to host these events. More recent talks have featured Ecology and Nutrition.

## Public Access Walking Routes

The paths around the Carnoustie Golf Links estate are open for the public to enjoy (with a requirement to abide by the Scottish Outdoor Access Code). Using Carnoustie's new nature trail map there is an abundance of wildlife to spot across the courses and the estate, making the Links a wonderful place for golfers and non-golfers alike.

## NCN1 – Improved Cycle Track

The upgrade of the cycle track from Barry Station to Links Parade was started at the end of 2023. The upgrades to National Cycle Network Route 1 in Carnoustie improves access for walking, wheeling, cycling and equestrians. The environmental aspects have been carefully considered and the aim is to recycle all materials on site, with all excavated materials existing fences, surfaces and even sign poles being repurposed either in these works or by the Links. Furthermore, native wildflowers are sown on exposed ground, with the assistance of local school children.

## Indoor Coaching and Fitness Session

Carnoustie have flexible use indoor space which is often used for junior coaching fitness sessions as well as gym classes and Pilates.

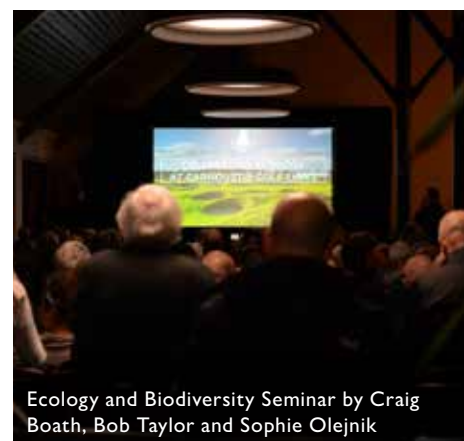
## Facilitating Golf Memories Carnoustie Sessions

(See page 9)

## Wellbeing Open Day

The promotion of mental-health and wellbeing is something that Carnoustie Golf Links encourage within the organisation. It was recognised that although there are many local services available for those looking for support, they can be difficult to find. That being the case, in 2023 Carnoustie launched its first Wellbeing Open Day, designed to showcase 30+ amazing local groups that provide mental-health and wellbeing services. These groups were all brought under one roof and the entire local community, as well as all Carnoustie Golf Links employees, were invited to attend. Carnoustie are proud to present these services with the aim of ensuring that everyone is able to obtain the support they need.

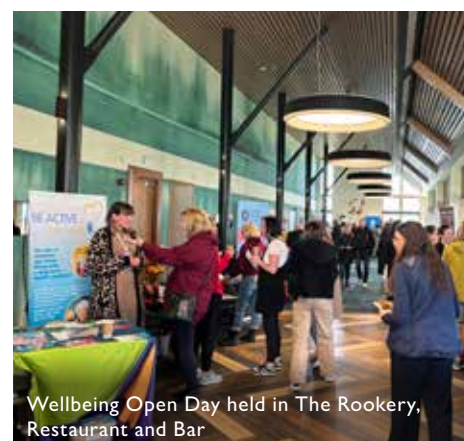
**Carnoustie Golf Links is a venue that is open to everyone. It is dedicated to providing indoor and outdoor space for everyone to enjoy and learn from.**



Ecology and Biodiversity Seminar by Craig Boath, Bob Taylor and Sophie Olejnik



NCN1 - Improved Cycle Track



Wellbeing Open Day held in The Rookery, Restaurant and Bar



# HERE FOR OUR PEOPLE

## Promoting Inclusivity within the organisation

Carnoustie Golf Links is a human focused organisation that values each employee.

It is important to the team at Carnoustie Golf Links to encourage a healthy working life. The days of 'leave your problems at the door' are long outdated here. Carnoustie Golf Links have a robust mental health and wellbeing policy as well as 10 mental-health first aiders.

The Human Resources Team regularly promote and discuss topics such as: suicide, prostate cancer, breast cancer, menopause, LGBT+, men's health and women's health - in order to reduce any stigma or fear around the subjects within the workplace.

## Health and Wellbeing sessions provided to employees in 2023/24

- Stress and burnout prevention
- Men's health
- Women's health
- Drug and alcohol awareness
- Prostate cancer awareness
- Menopause awareness
- Mental-health and suicide prevention
- Anxiety information
- Panic attack information
- Occupational Health
- Employee Assistance Programme
- Financial advisor and pension expert
- LGBT+ Information
- Health and nutrition information (supported by our chefs)
- Liver Awareness
- Wellbeing Open Day

## SOME OF CARNOUSTIE GOLF LINKS' ACHIEVEMENTS

- Mental health and wellbeing policy
- Menopause policy
- 10 mental health first aiders
- Two trauma skilled level two employees
- Agile and flexible working policies
- Active initiatives throughout the year (such as: step count challenge, putting competition and pitch & putt competitions)
- Monthly interdepartmental catch-ups with Chief Executive
- Social committee (who organise events throughout the year)
- Work with local schools (such as: career opportunity talks, coaching sessions and career fairs)
- Currently have nine apprentices across the business (five greenkeepers, two chefs, one stonemason and one trainee PGA professional)
- Work closely with Developing Young Workforce



The Carnoustie Golf Links HR Team



# SERIOUS ABOUT SAFETY

- Mandatory health and safety training annually for all employees and for all new starts
- Assigned first aiders, fire wardens and mental-health first aiders
- Six defibrillators, three of which are publicly accessible

# CARNOUSTIE GOLF LINKS PROVIDE

- Free 3-Course Season Ticket for employees - encouraging outdoor activities
- Free soup for all employees throughout winter - combating cost of living concerns.
- Crisis grants made available
- Sunscreen: Offered to every employee free of charge
- Water and Healthy Snacks: Available from a number of outlets within the organisation
- Warm Up Facilities: Indoor Performance Centre, large putting green, chipping area, The Carnoustie Nestie Course (five-hole development course)

# HELP GETTING AROUND

- All courses at Carnoustie are traditional walking courses, golf carts are however provided to blue badge holders (subject to availability, caddie required)
- Caddies are available to carry golfers bags should they require
- Nature trail map of all three courses and estate

## 2023/24 KEY AWARDS

- Scottish Golf Tourism Awards 'Best Pro Shop' Winner 2024
- Scottish Golf Tourism Awards 'Best Clubhouse' Highly Commended 2024
- Courier Business Awards 'Business of the Year' Winner 2023
- Courier Business Awards 'Leisure, Tourism and Hospitality' Winner 2023
- Angus Active Schools Award 'School to Club Link of the Year' Winner 2023
- Scottish Golf Tourism Awards 'Best Pro Shop' Winner 2023
- Scottish Golf Tourism Awards 'Best Course over £150' Winner 2023
- National HR cHeRries Award 'Wellbeing in the Workplace' Winner 2023
- National HR cHeRries Award 'Rising Star' Winner 2023



Best Pro Shop and Best Course over £250  
(The Carnoustie Championship Course)



The team at Carnoustie Golf Links collecting 'Business of the Year' Award



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