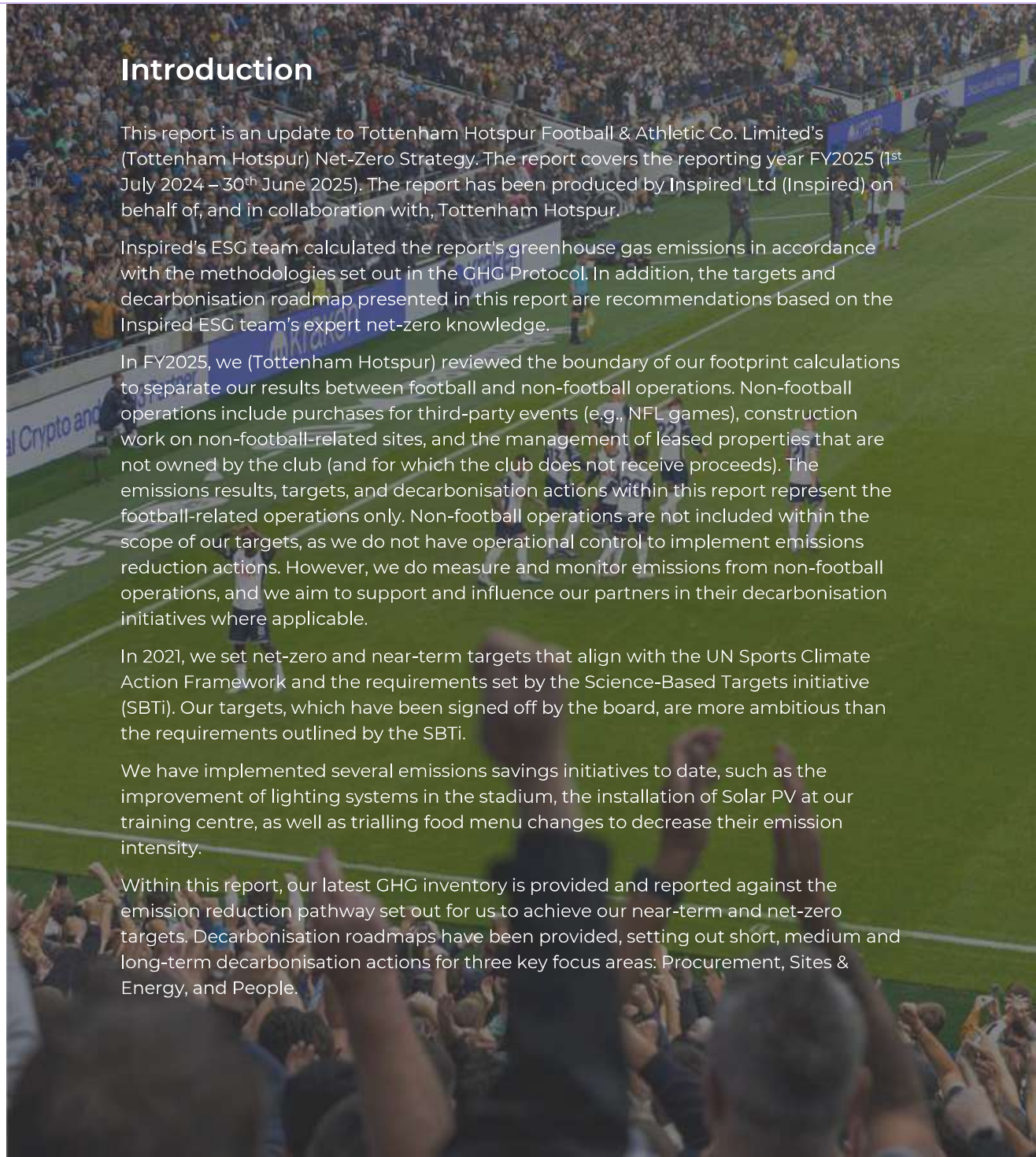
Net-Zero Strategy Report FY2025

Produced for Tottenham Hotspur Football & Athletic Co. Limited
By Inspired
December 2025

Contents



Introduction

This report is an update to Tottenham Hotspur Football & Athletic Co. Limited's (Tottenham Hotspur) Net-Zero Strategy. The report covers the reporting year FY2025 (1st July 2024 – 30th June 2025). The report has been produced by Inspired Ltd (Inspired) on behalf of, and in collaboration with, Tottenham Hotspur.

Inspired's ESG team calculated the report's greenhouse gas emissions in accordance with the methodologies set out in the GHG Protocol. In addition, the targets and decarbonisation roadmap presented in this report are recommendations based on the Inspired ESG team's expert net-zero knowledge.

In FY2025, we (Tottenham Hotspur) reviewed the boundary of our footprint calculations to separate our results between football and non-football operations. Non-football operations include purchases for third-party events (e.g., NFL games), construction work on non-football-related sites, and the management of leased properties that are not owned by the club (and for which the club does not receive proceeds). The emissions results, targets, and decarbonisation actions within this report represent the football-related operations only. Non-football operations are not included within the scope of our targets, as we do not have operational control to implement emissions reduction actions. However, we do measure and monitor emissions from non-football operations, and we aim to support and influence our partners in their decarbonisation initiatives where applicable.

In 2021, we set net-zero and near-term targets that align with the UN Sports Climate Action Framework and the requirements set by the Science-Based Targets initiative (SBTi). Our targets, which have been signed off by the board, are more ambitious than the requirements outlined by the SBTi.

We have implemented several emissions savings initiatives to date, such as the improvement of lighting systems in the stadium, the installation of Solar PV at our training centre, as well as trialling food menu changes to decrease their emission intensity.

Within this report, our latest GHG inventory is provided and reported against the emission reduction pathway set out for us to achieve our near-term and net-zero targets. Decarbonisation roadmaps have been provided, setting out short, medium and long-term decarbonisation actions for three key focus areas: Procurement, Sites & Energy, and People.

Overview

Metrics and Targets

We are using FY2022 as the baseline year for our Scope 1 and 2 targets and FY2025 as the baseline for our Scope 3 targets. Since FY2022, we have reduced our Scope 1 and 2 emissions (Market-based) by 32.6%.

In 2021, we became a signatory of the UN Sports Climate Action Framework. As part of this commitment, the below targets have been set.

- 50% absolute reduction in Scope 1 and 2 emissions (Market-based) by 2030 from a FY2022 baseline.
- 50% absolute reduction in Scope 3 emissions by 2030 from a FY2025 baseline.
- Net-zero (at least 90% absolute reduction) Scope 1 and 2 emissions (Market-based) by 2040 from a FY2022 baseline.
- Net-zero (at least 90% absolute reduction) Scope 3 emissions by 2040 from a FY2025 baseline.

We have made the following progress since our baseline years:

Table 1: Baseline and Latest Year GHG Emissions* – Summary

	Baseline Emissions** FY2022	Latest Emissions*** FY2025	Progress
Scope 1	3,523 tCO_2e	2,376 tCO_2e	32.6% reduction
Scope 2 (Location-based)	4,458 tCO_2e	4,065 tCO_2e	8.8% reduction
Scope 2 (Market-based)	0 tCO_2e	0 tCO_2e	-
Scope 3	-	44,227 tCO_2e	-

**Emissions results for football-related operations only.*
***Scope 1 and 2 baseline.*
****Scope 3 baseline. We re-baselined our Scope 3 targets to FY2025 as the data quality has improved and FY2025 was more representative of the club's operations going forward.*

Decarbonisation Roadmap

In 2025, we have improved our data quality, providing additional insights into our football-related emissions. As such, we have identified three key decarbonisation focus areas.

To date, we have completed the following decarbonisation actions:

- Advanced our lighting control system across Levels 2 and 3 of the stadium.
- Installed Solar PV at the training centre.
- Trialled less emissions-intensive food menus at select events.
- Improved our data quality for food and beverage, merchandise, and business travel.

In the short-term, we intend to focus on the following actions:

- Installing Solar PV on the roof of the stadium.
- Engaging with top own-brand suppliers for select products and aim to collect Life Cycle Assessments (LCAs).
- Developing a sustainable procurement policy.
- Expanding the sustainable travel policy.

In the long-term, we intend to focus on the following actions:

- Continuing to procure 100% renewable electricity.
- Fully transitioning away from gas boilers at all sites.
- Requiring all suppliers (new and existing) to have emissions reduction targets.
- Purchasing low emission products and services.

GOVERNANCE

INSPIRED

Overview of Net-Zero Governance

At Tottenham Hotspur, we have established a structured governance framework to identify, address, and manage climate-related risks matters. Climate oversight is embedded into the existing corporate governance arrangements and is subject to regular review by the Board.

Board Oversight

The Board of Directors holds ultimate accountability for climate-related matters. Oversight is exercised through:

- Quarterly dedicated climate agenda items within full Board meetings, ensuring systematic review of progress against climate-related targets, risk assessments, and strategic opportunities.
- Annual strategy sessions focused on climate resilience, reviewing progress toward net-zero and assessing alignment with the club's long-term business model.
- Formal approval of climate-related targets, risk mitigation plans, and capital expenditure relating to decarbonisation initiatives.

The Chair is responsible for ensuring climate matters receive adequate discussion time, while the Audit & Risk Committee supports the Board by reviewing the integration of climate-related risks into the club's broader risk management processes.

Management Roles

Climate strategy implementation is led by the Sustainability Manager, who coordinates across all operational functions. Responsibilities include:

- Conducting climate risk and opportunity assessments.
- Monitoring progress against climate-related targets and KPIs.
- Preparing quarterly reports for the Board and annual external disclosures.

The Sustainability Manager chairs the Sustainability Working Group, comprising senior representatives from Operations, Finance, Commercial, and Facilities. This group meets quarterly to:

- Review operational progress and identify emerging risks and opportunities.
- Recommend mitigation actions and investment priorities.
- Align departmental plans with the company's net-zero transition pathway.

Heads of Departments are responsible for integrating climate considerations into day-to-day operations and reporting data and insights upward through the Sustainability Working Group.

There were several workshops held throughout FY2025, and this will continue into FY2026. For example, we held two net-zero workshops to review our targets and emissions reduction strategy, we communicate our overall sustainability strategy to new staff as part of their induction, and we have run education sessions for our Visitor Attractions team and have presented at several local schools.


TOTTENHAM HOTSPUR
INSPIRED
METRICS

N.B. Our emissions are reported on a consolidation, operational control approach, as defined by the GHG Protocol. All emissions have been calculated following the GHG Protocol's Corporate Accounting and Reporting Standard. All seven greenhouse gases defined by the Kyoto Protocol have been accounted for and reported on a tonnes of carbon dioxide equivalent (tCO_2e) basis.

Greenhouse Gas Emissions Inventory

We are using the financial year FY2022 as our Scope 1 and 2 baseline, as this is the earliest year for which data has been calculated. Scope 2 emissions are baselined using the market-based approach, and targets will be tracked accordingly.

We are using the financial year FY2025 as our Scope 3 baseline. Although we calculated Scope 3 emissions in previous years, significant data quality improvements in FY2025, along with the FY2025 business activity being more representative of the future, have led us to re-baseline Scope 3 to FY2025.

Table 2: Baseline and Latest Year GHG Emissions* – Full Inventory

	Baseline Emissions** FY2022 (tCO_2e)	FY2024 (tCO_2e)	Latest Emissions*** FY2025 (tCO_2e)
Scope 1	**3,523**	**2,203**	**2,376**
Scope 2 – Location-based	**4,458**	**4,734**	**4,065**
Scope 2 – Market-based	**0**	**0**	**0**
Scope 3	**-**	**-**	**44,227**
1. Purchased Goods and Services	-	-	28,514
2. Capital Goods	-	-	5,574
3. Fuel- and Energy-related Activities	-	-	1,965
4. Upstream Transportation and Distribution	-	-	692
5. Waste Generated in Operations	-	-	10
6. Business Travel	-	-	4,890
7. Employee Commuting	-	-	1,851
8. Upstream Leased Assets	-	-	n/a
9. Downstream Transportation and Distribution	-	-	n/a
10. Processing of Sold Products	-	-	n/a
11. Use of Sold Products	-	-	6
12. End-of-life Treatment of Sold Products	-	-	74
13. Downstream Leased Assets	-	-	651
14. Franchises	-	-	n/a
15. Investments	-	-	n/a
*Additional Scope 3 Emissions (Fan Travel)****	-	-	*47,297*

**Emissions results for football-related operations only.*
***Scope 1 and 2 baseline.*
****Scope 3 baseline*
*****Following UEFA guidance, emissions from supporters making their way to home games have been removed from Scope 3 Category 9. UEFA guidelines advise that "spectator mobility" is out of the scope of a football club's Scope 3 emissions but should still be reported.*


TOTTENHAM HOTSPUR
TARGETS
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Summary of Tottenham Hotspur's targets

In 2021, we committed to the UN's Sports for Climate Action Framework and set science-based near-term and net-zero targets. In 2025, we reviewed* our targets to evaluate if our baseline years and target types were still relevant. Our targets, which have been signed off by the board, are more ambitious than the requirements outlined by the Science-Based Targets initiative.

Near-term Scope 1 and 2 emissions reduction target:

50% absolute reduction in Scope 1 and 2 emissions (Market-based) by FY2030 from a FY2022 baseline.

Near-term Scope 3 emissions reduction target:

50% absolute reduction in Scope 3 emissions by FY2030 from a FY2025 baseline.

Net-Zero** Targets:

Net-zero (at least 90% absolute reduction) Scope 1 and 2 emissions (Market-based) by FY2040 from a FY2022 baseline.

Net-zero (at least 90% absolute reduction) Scope 3 emissions by FY2040 from a FY2025 baseline.

**As part of the target review process, we rebaselined our Scope 3 targets to FY2025, as the data quality has improved and FY2025 was more representative of the club's operations going forward. We also considered setting intensity targets based on the number of football events held, but ultimately opted to set our targets using an absolute contraction approach. All targets are set using the tCO_2e emission figures outlined in Table 2.*

***Net Zero definition: Scope 1, 2 and 3 emissions must be reduced on an absolute basis by at least 90%, with no more than 10% of baseline emissions being neutralised through carbon removals.*

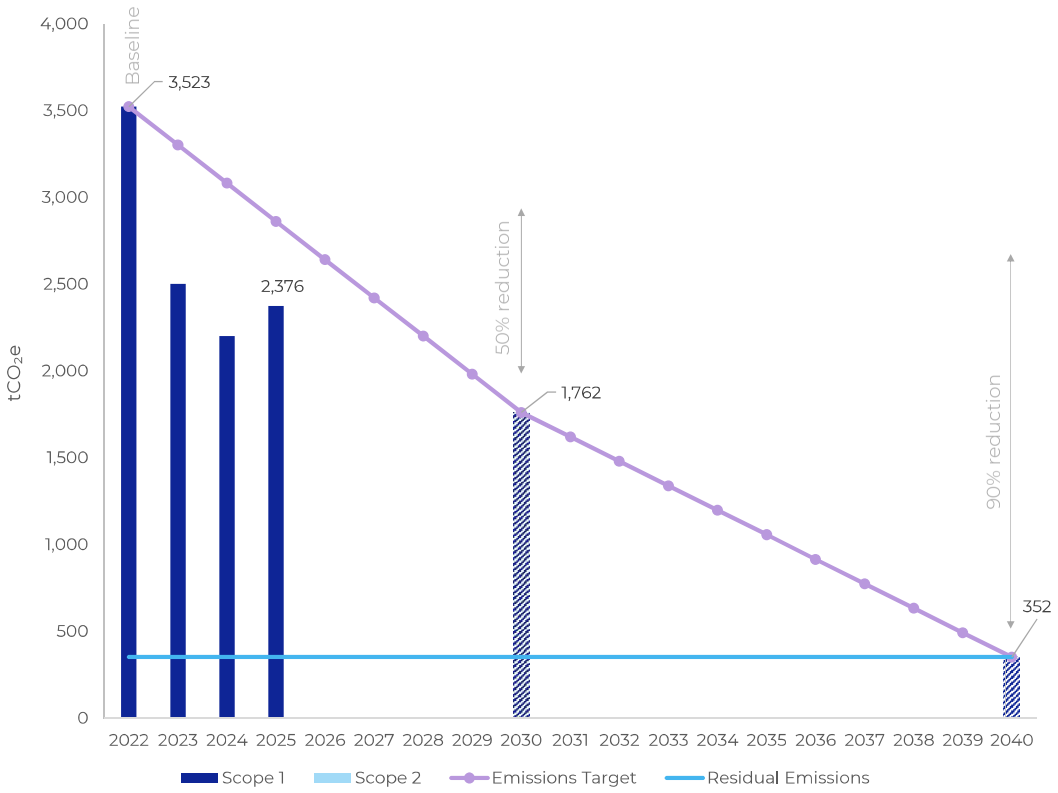
N.B. We are not currently captured by the SBTi's Forest, Land and Agriculture (FLAG) science-based target setting guidance. However, we are monitoring this closely as we may be captured in the future.

Progress against targets

Scope 1 and 2

To hit the near-term reduction target, we will need to reduce absolute Scope 1 and 2 emissions (Market-based) by 50% compared to the FY2022 baseline. Since the baseline year, we have reduced our emissions by 32.6% and are on track to hit our near-term target. To hit our near-term target, we need to reduce our FY2025 emissions by 5.2% per year between FY2025 and FY2030. To hit our net-zero target, we will need to reduce our FY2025 emissions by 5.7% per year between FY2025 and FY2040.

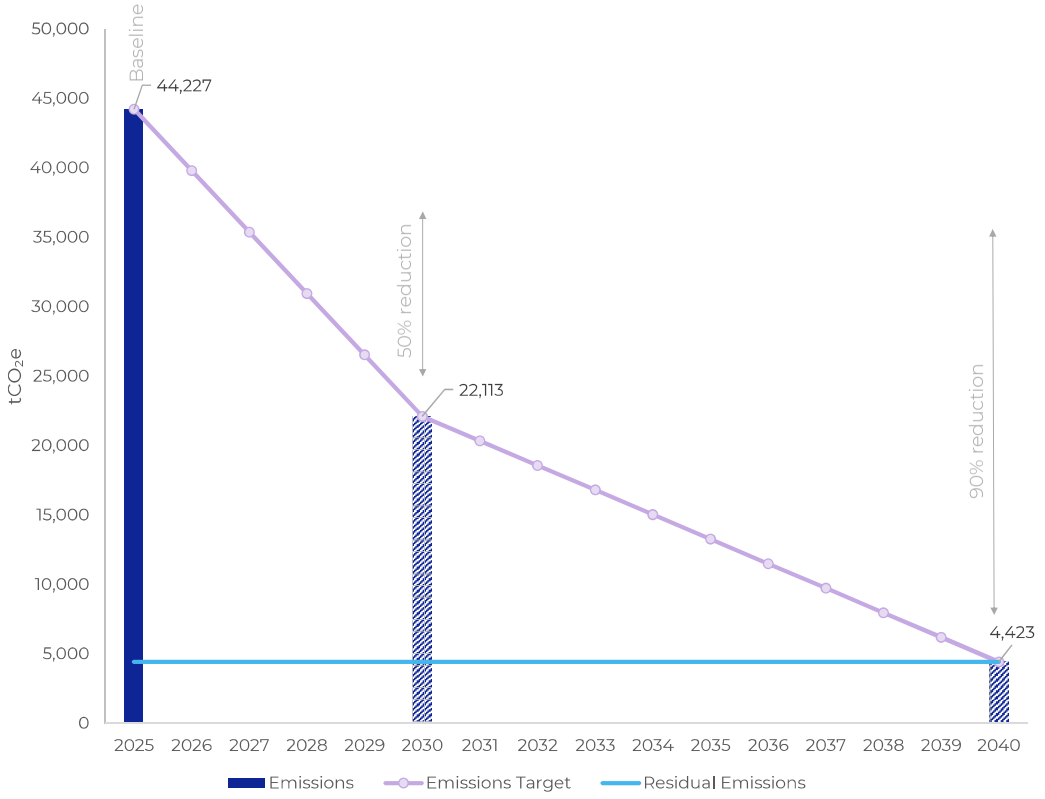
Figure 1: Progress against Scope 1 and 2 Targets



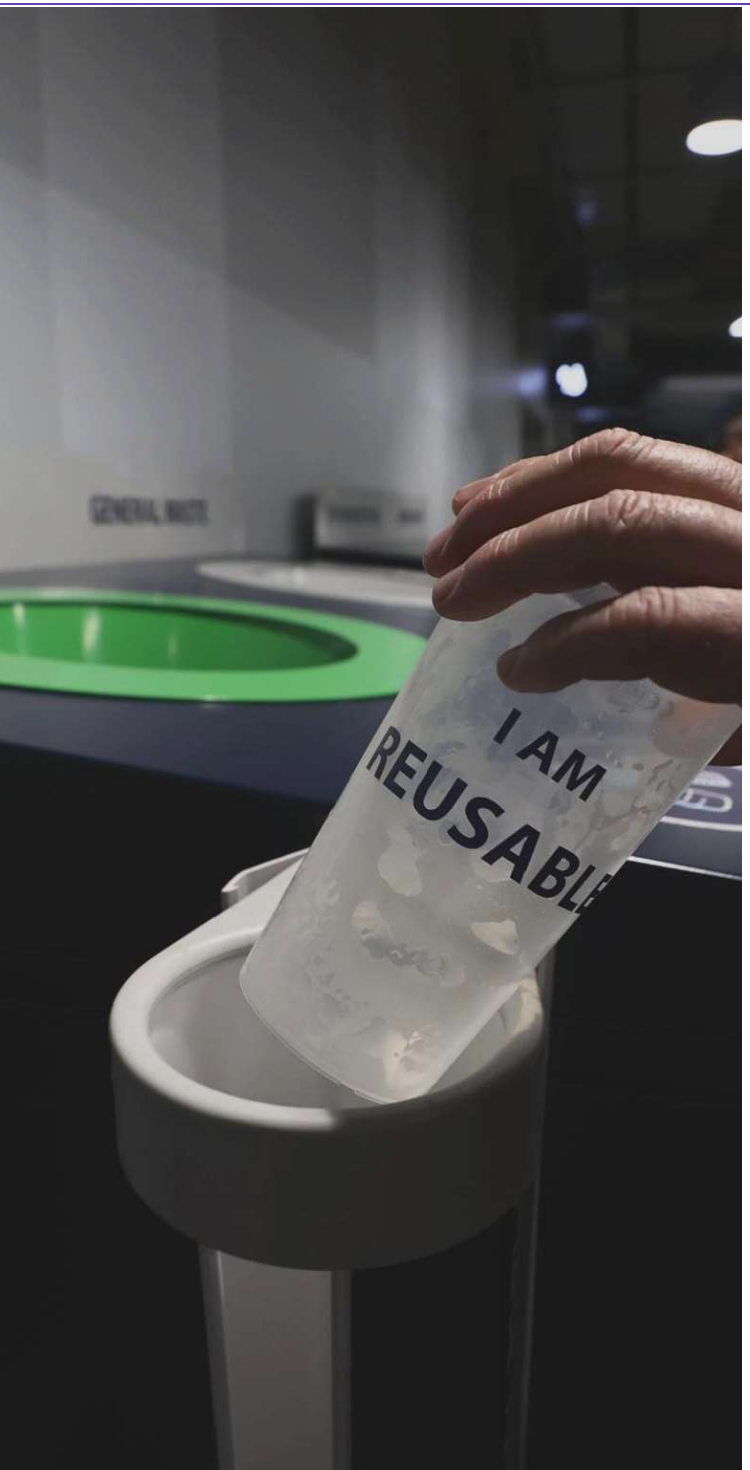
Scope 3

To hit the near-term reduction target, we will need to reduce absolute Scope 3 emissions by 50% compared to the FY2025 baseline. To hit our near-term target, we need to reduce our FY2025 emissions by 10.0% per year between FY2025 and FY2030. To hit our net-zero target, we will need to reduce our FY2025 emissions by 6.0% per year between FY2025 and FY2040.

Figure 2: Progress against Scope 3 Targets



DECARBONISATION ROADMAP

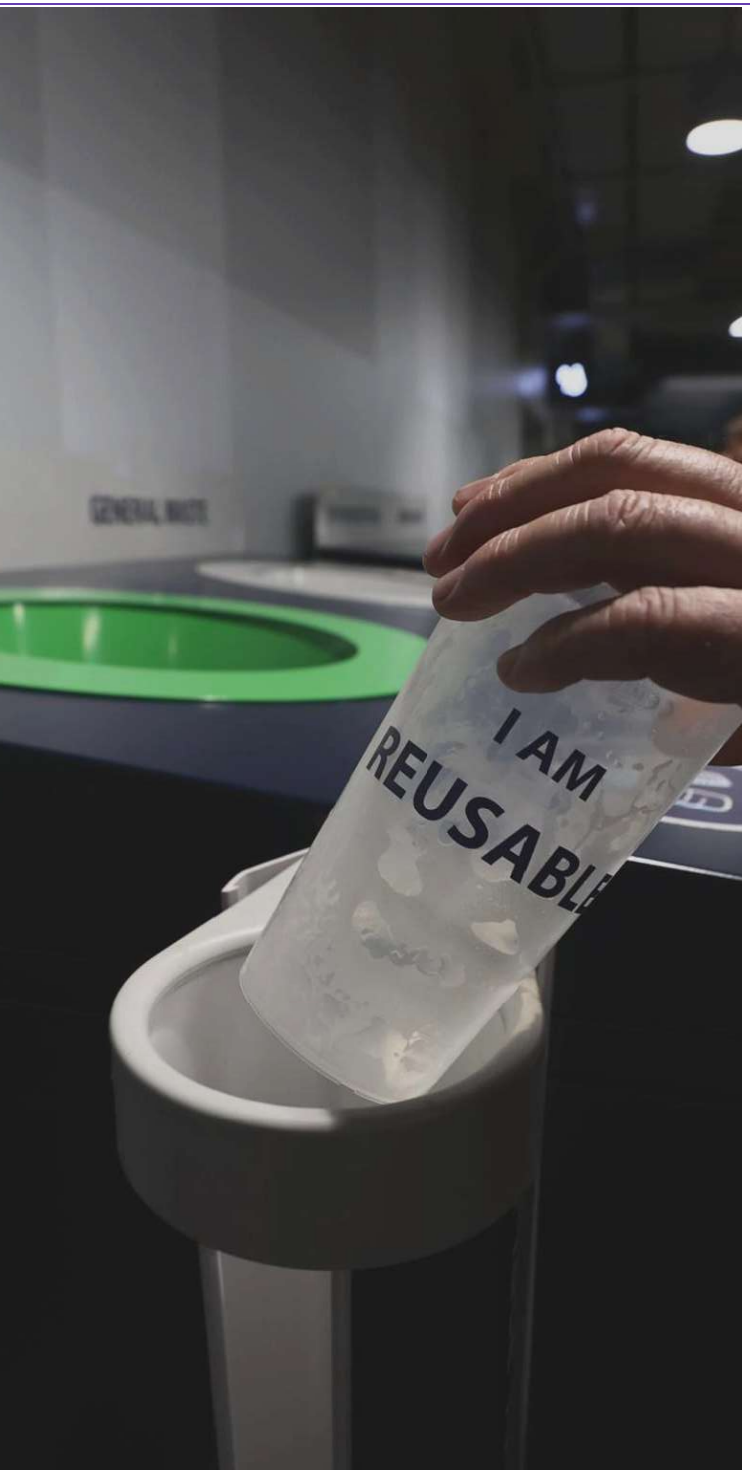


Summary of Decarbonisation Roadmap

In 2025 we have improved our data quality, providing additional insights into our football-related emissions. As such, we have identified three key decarbonisation focus areas. Short, medium and long-term actions for each focus area have been set out, building on our existing decarbonsiation strategy and initiatives.

Table 3: Summary of Decarbonisation Roadmap

	Completed actions	Short-term actions 2026	Medium-term actions 2027 – 2029	Long-term actions 2030+
Procurement	• Trialled less emissions-intensive food menus at select events. • Collected detailed data on food types and quantities. • Collected detailed merchandise data with item types and weights. • Added sustainability questions to new vendor forms.	• Expand use of our new sustainability dashboard. • Review setting additional reduction targets and KPIs for Food and Beverage specifically. • Conduct a trial period of removing red meat from the menus of select vendors at football matches. • Identify top apparel products from Nike and aim to collect LCAs. • Engage with top own-brand suppliers for select products and aim to collect LCAs. • Collect itemised data for IT purchases. • Develop a sustainable procurement policy.	• Identify top products to engage with suppliers to conduct LCAs. • Conduct customer outreach. • Continue to alter menus to transition to lower-emission protein sources. • Request the completion of LCAs by a certain date. • Develop KPIs for % of merchandise products that will have LCAs completed. • Roll out vendor assessment forms to all suppliers (new and existing). • Require new suppliers to have emissions reduction targets. • Expand the number of suppliers that we are requesting LCAs from. • Begin transitioning away from suppliers who are not supporting our decarbonistation strategy.	• Require all suppliers (new and existing) to have emissions reduction targets. • Purchase low-emission products and services.
Sites & Energy	• Advancement of the lighting control system across Levels 2 and 3 of the stadium. • Optimisation of pitch heating systems. • Electrification of HVAC systems. • Increasing the AC set-point in the server room. • Solar PV installation at the training centre.	• Switch to heat pumps. • Continue developing the lighting control system. • Install Solar PV on the roof of the stadium. • Embed the transition of company vehicles to EVs into the sustainable travel policy.	• Continue to implement energy savings opportunities identified in our ESOS site surveys. • Review our waste policies and ways we can promote appropriate waste disposal. • Continue to replace gas boilers and remove away from the use of natural gas. • Monitor changing guidance and regulations relating to the purchasing of renewable electricity.	• Continue to procure 100% renewable electricity. • Replace fossil fuel-powered gardening and landscaping tools. • Fully transition owned fleet to battery electric vehicles. • Fully transition away from gas boilers at all sites.



Summary of Decarbonisation Roadmap

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Table 3: Summary of Decarbonisation Roadmap continued

	Completed actions	Short-term actions 2026	Medium-term actions 2027 – 2029	Long-term actions 2030+
People	• Improved data quality to use distance-based data for emissions calculations. • Issued an employee commuting survey. • Charging stations for electric vehicles at club sites.	• Issue an updated employee commuting survey. • Expand the sustainable travel policy. • Review the travel booking system. • Review internal policies relating to team travel to away games.	• Review and implement additional green commuting schemes. • Increase the response rate on the employee commuting survey. • Engage with other clubs and the FA to explore league-wide travel mandates. • Monitor EV charging infrastructure at sites.	• Review and update the sustainable travel policy.

Procurement

Overview

The Procurement focus area includes emissions from our purchased goods and services (Scope 3 – Category 1) and our capital goods (Scope 3 – Category 2). As they have different decarbonisation actions and strategies, we have divided procurement into three groups: Food and Beverage, Merchandise, and General Procurement. Our focus will be engaging with our top suppliers and collecting supplier-specific data for our purchases. Collecting supplier-specific data will increase the accuracy of our emissions results, as well as allow for insight into potential emissions reduction opportunities through the supply chain.

Relevant action teams

Several departments across the club, including the Sustainability Working Group, the procurement teams, supplier relations teams, and the IT department.

Key challenges

Encouraging suppliers to provide low-emitting products and services and/or finding suppliers with lower-emissions products.

External enablers

As LCAs and emissions reporting becomes more common, it will become easier to identify low-carbon procurement options.

Specific targets/KPIs

- 50% absolute reduction in Scope 3 emissions by 2030 from a FY2025 baseline.
- Net-zero (at least 90% absolute reduction) Scope 3 emissions by 2040 from a FY2025 baseline.

Figure 3: Share of Total Emissions (Market-based) from Procurement

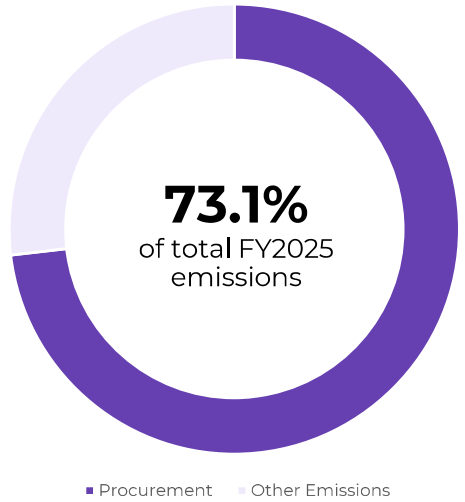

Table 4: Breakdown of Procurement FY2025 Emissions

	FY2025 Emissions (tCO_2e)
Scope 3 - Category 1: Purchased Goods and Services	28,514
Scope 3 - Category 2: Capital Goods	5,574

Table 5: Procurement Decarbonisation Roadmap

	Action year	Group	Action
Completed actions	-	Food and Beverage	Trialled less emissions-intensive food menus at select events.
			Collected detailed data on food types and quantities.
		Merchandise	Collected detailed merchandise data with item types and weights.
		General Procurement	Added sustainability questions to new vendor forms.
Short-term	2026	Food and Beverage	Expand use of our new sustainability dashboard.
			Review setting additional reduction targets and KPIs for Food and Beverage specifically.
			Conduct a trial period of removing red meat from menus of select vendors at football matches.
		Merchandise	Identify top apparel products from Nike and aim to collect LCAs.
			Engage with top own-brand suppliers for select products and aim to collect LCAs.
		General Procurement	Collect itemised data for IT purchases.
			Develop a sustainable procurement policy.
Medium-term	2027	Food and Beverage	Identify top products to engage with suppliers to conduct LCAs.
			Conduct customer outreach
			Continue to alter menus to transition to lower-emission protein sources.
		Merchandise	Request the completion of LCAs by a certain date.
			Develop KPIs for % of merchandise products that will have LCAs completed.
		General Procurement	Roll out vendor assessment forms to all suppliers (new and existing).
			Require new suppliers to have emissions reduction targets.
	2028	Merchandise	Expand the number of suppliers that we are requesting LCAs from.
	2029	General Procurement	Begin transitioning away from suppliers who are not supporting our decarbonistation strategy.
Long-term	2030+	All	Require all suppliers (new and existing) to have emissions reduction targets.
	2035+		Purchase low-emission products and services.

Table 6: Procurement Decarbonisation Roadmap – Detail

Horizon	Action year	Group	Action	Considerations	Next Steps
Short-term	2026	Food and Beverage	Expand use of our new sustainability dashboard	In 2025, we collaborated with one of our partners to develop a sustainability dashboard that will enable us to quantify the emissions impacts of switching food items to lower-emissions alternatives. These quantified potential savings will be used to drive decisions around menu items.	Expand the use of the dashboard
			Review setting additional reduction targets and KPIs for Food and Beverage specifically	While our Food and Beverage emissions contribute to our Scope 3 emissions targets, we will be setting additional targets and KPIs that relate specifically to Food and Beverage. These KPIs will likely relate to the emissions intensity of our menus and the reduction of red meat across the menus.	Develop and approve KPIs
			Conduct a trial period of removing red meat from menus of select vendors at football matches	We have previously trialed red-meat-free menus at select vendors during some of the summer events held at the stadium. We aim to extend these trials to football matches to assess how these menu changes perform across different demographics.	Plan and conduct trials
		Merchandise	Identify top apparel products from Nike and aim to collect LCAs	As we continue to improve our data on sold merchandise, we will engage with our product suppliers to collect product-specific emissions information. In these initial stages, we will reach out to our top handful of suppliers to inquire about the research that has already been completed and to communicate the types of information we will be seeking from them going forward.	Develop a list of initial suppliers that we will be engaging with
			Engage with top own-brand suppliers for select products and aim to collect LCAs		
		General Procurement	Collect itemised data for I.T. purchases	As part of our FY2026 emissions calculations, we aim to collect an itemised list of IT equipment purchases. This will enable us to better understand the source of our IT emissions and identify potential emissions savings if we were to purchase less emissions-intensive or refurbished equipment.	Review how data is held internally
			Develop a sustainable procurement policy	Building off our recent work to include sustainability questions in our new vendor forms, we are looking to develop a sustainable procurement policy that will outline criteria we want our suppliers to meet. Part of the policy will be to develop a supplier grading system that we can use to make sure our suppliers are supporting us in our emissions reduction journey.	Develop and approve the policy

Table 6: Procurement Decarbonisation Roadmap – Detail continued

Horizon	Action year	Group	Action	Considerations	Next Steps
Medium-term	2027	Food and Beverage	Identify top products to engage with suppliers to conduct LCAs	We have a handful of LCAs available for our Food and Beverage products. We will be looking to identify our top Food and Beverage suppliers and encourage them to provide product-specific emissions data for the items they supply us. These emissions intensities will be fed into our dashboard and be used as part of our ongoing analysis to understand the emissions savings of potential menu changes.	Develop a list of initial suppliers that we will be engaging with
			Conduct customer outreach	As we continue to trial menu changes at matches, we will be looking for feedback from attendees. It is essential for us to consider attendee preferences as we reduce the emissions intensity of our menus.	Create a feedback mechanism and circulate
			Continue to alter menus to transition to lower emission protein sources	As more data becomes available following trial periods and customer feedback, we will continue to adjust our menus and provide more low-emission food and protein options.	Make changes to menus based on trials
		Merchandise	Request the completion of LCAs by a certain date	As our supplier engagement continues to expand and progress, we will communicate our expectation to have LCAs by a specific date in the future. Providing this date will provide our suppliers time to conduct the necessary studies, while also ensuring that action is being taken.	Communicate expectations with our suppliers
			Develop KPIs for % of merchandise products that will have LCAs completed	We will be setting internal KPIs relating to the percentage of our merchandise for which we will receive LCAs. Having a large database of LCAs for our merchandise will enable us to make low-emissions purchasing choices as well as to collaborate with suppliers to address emissions hotspots within the product's life cycle.	Develop and approve KPIs
		General Procurement	Roll out vendor assessment forms to all suppliers (new and existing)	Currently, our vendor assessment forms go to new suppliers. However, we will roll these out to all our suppliers to ensure that we collect similar information across our entire supply chain.	Embed vendor forms into our procurement process
			Require new suppliers to have emissions reduction targets	As we aim to establish within our sustainable procurement policy, we will require new suppliers to have their own emissions reduction targets in place. To ensure that their emissions reduction pathway supports our decarbonisation goals, we will encourage our new suppliers' targets to be a similar ambition to our own.	Communicate expectations to potential suppliers
	2028	Merchandise	Expand the number of suppliers that we are requesting LCAs from	We will continue to expand the number of merchandise suppliers that we are engaging with and requesting LCAs from.	Identify additional suppliers to engage with
	2029	General Procurement	Begin transitioning away from suppliers who are not supporting our decarbonistation strategy	As we begin to receive supplier-specific emissions data, we will evaluate emissions across similar products to identify which suppliers offer the same or similar products and services at lower emissions. Eventually, all suppliers will be considered, among other club objectives, based on sustainability criteria. Those not making progress in this space will be reconsidered in accordance with our sustainable procurement policy.	Review supplier sustainability credentials
Long-term	2030+	All Groups	Require all suppliers (new and existing) to have emissions reduction targets	All suppliers will be required to have emissions reduction targets of their own.	Communicate expectations to suppliers
	2035+	All Groups	Purchase low emission products and services	To reach net-zero across procurement, we will look to only purchase low-emission or net-zero-emission products and services. This is currently difficult as net-zero products and services are widely unavailable. However, as countries and businesses decarbonise over the coming decade, net-zero procurement will be more readily available.	Research available products and services

Sites and Energy

Overview

Our sites and company vehicles produce emissions directly through the consumption of natural gas and stationary fuels, as well as vehicle fuels, and through fugitive emissions from refrigerants. These activities also produce emissions indirectly through the purchase of electricity, the upstream emissions of energy production, the generation and subsequent handling of waste, and the energy use in the assets we lease out. We can reduce the emissions associated with these sources by reducing energy consumption, utilising low-emission technologies, and providing staff with awareness training.

Relevant action teams

Facilities teams and the Sustainability Working Group are responsible for implementing initiatives across the company.

Key challenges

Large-scale changes can have high upfront costs. Influencing the decarbonisation of the Downstream Leased Assets where we are not occupying the space ourselves and therefore less able to influence consumption.

External enablers

The target to decarbonise the UK electricity grid by 2035. The Net-Zero Building Council and other industry bodies are looking at reducing the emissions impact of buildings. Green building certification schemes, such as BREEAM, are being increasingly adopted. UK Government target for 100% of new cars to be zero emissions by 2035.

Specific targets/KPIs

- 50% absolute reduction in Scope 1 and 2 emissions (Market-based) by 2030 from a FY2022 baseline.
- 50% absolute reduction in Scope 3 emissions by 2030 from a FY2025 baseline.
- Net-zero (at least 90% absolute reduction) Scope 1 and 2 emissions (Market-based) by 2040 from a FY2022 baseline.
- Net-zero (at least 90% absolute reduction) Scope 3 emissions by 2040 from a FY2025 baseline.

Figure 4: Share of Total Emissions (Market-based) from Sites & Energy

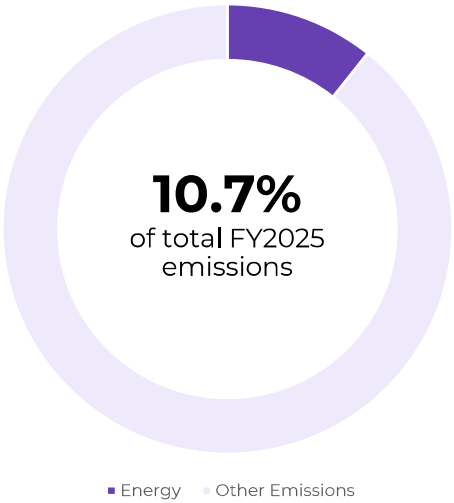

Table 7: Sites & Energy Baseline and Latest Year Emissions

	FY2022 Emissions (tCO_2e)	FY2025 Emissions (tCO_2e)
Scope 1*	3,523	2,376
Scope 2 (Market-based)*	0	0
Scope 3 - Category 3: Fuel- and Energy-related Activities**	-	1,965
Scope 3 - Category 5: Waste Generated in Operations**	-	10
Scope 3 - Category 13: Downstream Leased Assets**	-	651

**FY2022 baseline for Scope 1 and 2.*
***FY2025 baseline for Scope 3.*

Table 8: Sites & Energy Decarbonisation Roadmap

	Action year	Action
Completed actions	-	Advancement of lighting control system across Levels 2 and 3 of the stadium.
		Optimisation of pitch heating systems.
		Electrification of HVAC systems.
		Increasing the AC set-point in the server room.
		Solar PV installation at the training centre.
Short-term	2026	Switch to heat pumps.
		Continue developing the lighting control system.
		Install Solar PV on the roof of the stadium.
		Embed the transition of company vehicles to EVs into the sustainable travel policy.
Medium-term	2027	Continue to implement energy savings opportunities identified in our ESOS site surveys.
	2028	Review our waste policies and ways we can promote appropriate waste disposal.
		Continue to replace gas boilers and remove away from the use of natural gas.
		Monitor changing guidance and regulations relating to the purchasing of renewable electricity.
Long-term	2030+	Continue to procure 100% renewable electricity.
		Replace fossil fuel-powered gardening and landscaping tools.
	2035+	Fully transition owned fleet to battery electric vehicles.
		Fully transition away from gas boilers at all sites.

Table 9: Sites & Energy Decarbonisation Roadmap – Detail

Horizon	Action year	Action	Considerations	Next Steps
Short-term	2026	Switch to heat pumps	One of our key actions to reduce emissions is to replace the gas boilers currently in use and transition to alternatives, such as electric heat pumps.	Identify units in need of replacing
		Continue developing the lighting control system	We have advanced our lighting control system across levels 2 and 3 of the stadium. The control system uses adaptive lighting, dimming, and motion sensors to help reduce our energy consumption. We are continuing to roll this system out to additional levels of the stadium.	Expand system to additional levels
		Install Solar PV on the roof of the stadium	Though we purchase 100% renewable electricity backed by REGO certificates, and therefore our Market-based Scope 2 emissions are zero, we still aim to reduce purchased electricity. While the final details are still being worked out, we currently have a budget secured for the installation of Solar PV on our stadium roof.	Finalise specifications of the Solar PV installation
		Imbed the transition of company vehicles to EVs into the sustainable travel policy	Currently, our company-owned vehicles comprise hybrid, diesel, and electric models. As we develop our sustainable travel policy, we will incorporate the requirement that when a vehicle's lease ends, it will be replaced with a hybrid or electric model.	Develop a sustainable travel policy
Medium-term	2027	Continue to implement energy savings opportunities identified in our ESOS site surveys	Over the past few years, we have conducted several site surveys with third-party partners to help identify energy savings opportunities. We are continuing to review and implement these actions based on their potential energy savings and feasibility.	Review energy saving recommendations
	2028	Review our waste policies and ways we can promote appropriate waste disposal	By 2027, we aim to achieve (and maintain) a 65% recycling rate. While we have already implemented initiatives around the stadium to promote the correct disposal of waste, we will continue to roll out additional resources to support this objective. We will also continue to reduce the use of single-use plastics across the club's operations.	Expand waste initiatives
		Continue to replace gas boilers and remove away from the use of natural gas	We will continue to transition gas boilers to electric alternatives.	Identify units in need of replacing
		Monitor changing guidance and regulations relating to the purchasing of renewable electricity	As our targets employ a Market-based methodology and we procure 100% renewable electricity, we are monitoring potential changes to this approach outlined by the GHG Protocol. As more information becomes available, we will review how this impacts our electricity purchasing and our emission reduction targets.	Monitor updates to the GHG Protocol
Long-term	2030+	Continue to procure 100% renewable electricity	As part of our Market-based target, we will continue purchasing 100% renewable electricity backed by REGO certificates.	Monitor contracts with energy suppliers
		Replace fossil fuel powered gardening and landscaping tools	Our gardening and landscaping tools currently primarily require fossil fuels to operate. We are transitioning these tools and machinery to electric as electric technologies continue to improve and our existing tools reach the end of their life.	Review electric tools and machinery
	2035+	Fully transition owned fleet to battery electric vehicles	We aim to transition our owned fleet to be fully battery electric by 2035.	Transition vehicles when leases expire
		Fully transition away from gas boilers at all sites	We aim to fully transition away from gas boilers by 2035.	Identify and replace gas boilers

People

Overview

This focus area includes emissions from business travel and employee commuting. This includes business travel for the team to external events, general staff travel, and the daily commuting of employees. To reduce business travel emissions, we are reviewing the quantity of chartered flights and establishing a hierarchy of sustainable transport modes.

Relevant action teams

The Sustainability Working Group will develop and implement the changes, but buy-in from all employees will be required.

Key challenges

Most of our travel emissions are made up of chartered flights to away games. Altering travel habits to away games could be seen as a competitive disadvantage, and therefore, we cannot implement a travel policy that would reduce the performance of the club.

External enablers

The ban on new conventional petrol and diesel cars being sold in the UK from 2035 will help enable the transition to EVs. The 'Jet Zero' 2040 net-zero target for all UK domestic aviation will help achieve lower carbon business travel and will help encourage reductions in emissions related to international aviation.

Specific targets/KPIs

- 50% absolute reduction in Scope 3 emissions by 2030 from a FY2025 baseline.
- Net-zero (at least 90% absolute reduction) Scope 3 emissions by 2040 from a FY2025 baseline.

Figure 5: Share of Total Emissions (Market-based) from People

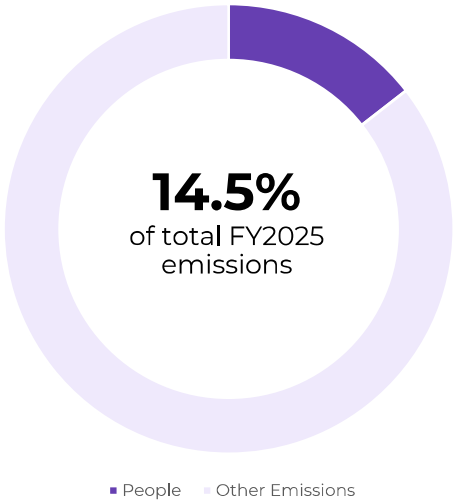

Table 10: Breakdown of People FY2025 Emissions

	FY2025 Emissions (tCO_2e)
Scope 3 - Category 6: Business Travel	4,890
Scope 3 - Category 7: Employee Commuting	1,851

Table 11: People Decarbonisation Roadmap

	Action year	Action
Completed actions	-	Improved data quality to use distance-based data for emissions calculations.
		Issued an employee commuting survey.
		Charging stations for electric vehicles at club sites.
Short-term	2026	Issue an updated employee commuting survey.
		Expand the sustainable travel policy.
		Review the travel booking system.
		Review internal policies relating to team travel to away games.
Medium-term	2027	Review and implement additional green commuting schemes.
		Increase the response rate on the employee commuting survey.
	2028	Engage with other clubs and the FA to explore league wide travel mandates.
		Monitor EV charging infrastructure at sites.
Long-term	2030+	Review and update the sustainable travel policy.

Table 12: People Decarbonisation Roadmap – Detail

Horizon	Action year	Actions	Considerations	Next Steps
Short-term	2026	Issue an updated employee commuting survey	Gathering data from employees about how they travel to and from work and by which mode of transport provides insight into emissions hotspots and helps to identify green commuting schemes that will have the biggest impact. While we have issued surveys in the past, we aim to issue another survey in FY2026 to collect up-to-date data. These surveys will be undertaken regularly to enable the monitoring and changing of commuting habits and the success of any schemes that have been introduced.	Issue an employee commuting survey
		Expand the sustainable travel policy	We are expanding our existing sustainable travel policy and updating it to include a hierarchy of options for business travel, based on the need for face-to-face interaction and the available travel modes. The policy will prioritise avoiding emissions-intensive travel modes (e.g., air travel) and replacing them with lower-emission alternatives.	Expand the sustainable travel policy
		Review the travel booking system	We collected significantly better travel data in FY2025 than we had in previous years; however, we are looking to improve the booking system to streamline our data collection going forward. We aim to embed some of the rules and restrictions outlined in our updated sustainable travel policy within the booking system.	Review the travel booking systems
		Review internal policies relating to team travel to away games	Our largest contributor to emissions in this focus area is the use of chartered flights for away games. As we occupy an entire plane, all the fuel used for travel is attributed to us, greatly increasing our associated emissions. We currently coach to all away games that are less than 2.5 hours away. However, as about half of the away matches fall outside this radius, we are reviewing the potential for expanding it in the years to come.	Review the team travel policy
Medium-term	2027	Review and implement additional green commuting schemes	We plan to use the information collected in our employee commuting survey to identify additional green commuting schemes that we can implement across the club.	Review the employee commuting survey
		Increase the response rate on the employee commuting survey	We will push to increase the response rate of the employee commuting survey over time. We will consider using prizes, such as adding all respondents to a raffle, to incentivise employees to respond to the survey.	Add incentives to the employee commuting survey
	2028	Engage with other clubs and the FA to explore league wide travel mandates	The largest inhibitor to reducing the emissions from chartered flights is the reluctance to impact the club's performance. As we do not want to put ourselves at a competitive disadvantage, league-wide travel mandates would ensure consistent team travel across different clubs. We will be looking to engage with other clubs and the FA to coordinate team travel arrangements in the years to come.	Communicate challenges
		Monitor EV charging infrastructure at sites	As electric vehicles become more popular and more employees begin to own EVs, we will ensure there is adequate charging station infrastructure at the club sites. For any sites without the necessary infrastructure, we will install more charging stations to meet demand.	Engage with employees and collect feedback
Long-term	2030+	Review and update the sustainable travel policy	We will be reviewing our sustainable travel policy on a regular basis to ensure that it is up-to-date and relevant.	Review the sustainable travel policy

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APPENDIX

Glossary

Adjusted Spend: Adjusting the provided spend values for the baseline year 2020 to the year of the spend-based DEFRA databases (2018/2011). This adjusted value is used to calculate the associated carbon emissions.

Carbon Dioxide (CO_2): A greenhouse gas that enters the atmosphere through burning fossil fuels (coal, natural gas, and oil), solid waste, trees and other biological materials, and also as a result of certain chemical reactions (e.g., cement production).

Carbon Neutral: Carbon neutral means an organisation has purchased an equivalent number of compensatory measures, such as carbon offsets and green energy certificates, to neutralise their GHG emissions

Carbon Offsets: Investing in voluntary carbon offset funds supports low-carbon projects that replace high-emitting alternatives, thereby reducing greenhouse gas emissions. Carbon offsets can be used to compensate for the emissions produced by a company.

Embodied Emissions: Embodied emissions refer to the emissions associated with the cradle-to-gate manufacture of products, including emissions produced through the extraction of raw materials, transportation of materials, and manufacturing processes.

Fluorinated Gases: Hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride, and nitrogen trifluoride are synthetic, powerful greenhouse gases that are emitted from various household, commercial, and industrial applications and processes.

Greenhouse Gas (GHG): Gases that trap heat in the atmosphere.

GHG Protocol: The Greenhouse Gas Protocol is the most widely used standard for calculating greenhouse gas (GHG) emissions.

Global Warming Potential (GWP): GWP is a measure of how much energy the emissions of one ton of a gas will absorb over a given period of time, relative to the emissions of one ton of carbon dioxide (CO_2). The larger the GWP, the more that a given gas warms the Earth compared to CO_2 over that time period.

Kyoto Protocol: The Kyoto Protocol operationalises the UN Framework Convention on Climate Change by committing industrialised countries and economies in transition to limit and reduce GHG emissions in accordance with agreed individual targets. Seven GHGs are required to be reported under the Kyoto Protocol: Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur hexafluoride (SF_6) and Nitrogen trifluoride (NF_3).

Location-based Emissions: Methodology to calculate Scope 2 emissions using the average grid emissions factor of a region.

Market-based Emissions: Methodology to calculate Scope 2 emissions using emissions factors specific to the contractual instruments in place.

Methane (CH_4): A greenhouse gas emitted during the production and transport of coal, natural gas, and oil. Methane emissions also result from livestock and other agricultural practices, land use, and the decay of organic waste in municipal solid waste landfills.

Net-zero: Net-zero requires a concerted effort over time to eliminate GHG emissions, with compensatory measures as a final step for any emissions that can't be reduced. The SBTi net-zero standard requires a 90% absolute reduction in emissions prior to any residual offsets, up to 10% of the baseline, being offset using carbon removal offsets.

Nitrous Oxide (N_2O): A greenhouse gas emitted during agricultural, land use, and industrial activities, combustion of fossil fuels and solid waste, as well as during the treatment of wastewater.

SBTi: The Science-Based Targets initiative (SBTi) is the internationally recognised body for validating emissions reduction targets that align with the latest climate science.

Scope 1: Emissions from gas usage and transportation fuels (under the company's control).

Scope 2: Emissions associated with the consumption of purchased electricity. They are presented on both a location-based (using country average electricity emission factors) and market-based (taking into account any purchased renewable-generated electricity) approach.

Scope 3: Company's value chain emissions, divided into 15 categories, as established by the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting & Reporting Standard.

Sulphur Hexafluoride (SF_6): A greenhouse gas that is primarily used in electrical transmission and distribution equipment.

tCO_2: Tonnes of carbon dioxide gas released into the atmosphere. This metric is often used when reporting electricity emissions factors.

tCO_2e: Greenhouse gases have different global warming potentials and are converted to a carbon dioxide equivalent for ease of comparison and reporting.

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