

TOTTENHAM HOTSPUR

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SUSTAINABILITY POLICY

This is the Sustainability Policy (the “Policy”) for the Tottenham Hotspur group of companies comprising of its holding company, Tottenham Hotspur Limited, and all subsidiaries and trading entities including Tottenham Hotspur Football & Athletic Co. Ltd, Tottenham Hotspur Women Football Club Limited and the Tottenham Hotspur Foundation (all hereinafter referred to as the “Club”).

This Policy applies to all persons working for the Club or on the Club’s behalf in any capacity, including employees at all levels, directors, officers, agency workers, casual workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third party representatives and business/commercial partners. The Club expects all persons working for or with the Club to align with its efforts and to implement similar sustainable initiatives where possible.

The Club is committed to leadership in sustainability (including in respect of event management) and to minimising the environmental and social impacts of its activities while maximising positive community and legacy outcomes.

The Club is a signatory to the UN Sports for Climate Action Framework and the UN Sports for Nature Framework, recognising the responsibility of sport to address climate change and protect nature. Through the UN ‘Race to Zero’ the Club has committed to halving greenhouse gas emissions by 2030 and achieving net zero by 2040.

Sustainability considerations are integrated into operational decision-making across planning, delivery and review of events to support continual improvement and long-term organisational resilience.

In line with these commitments and governing principles outlined in our Statement of Purpose and Values (as set out below), the Club is committed to the continual improvement of its event sustainability management system (as described below) (the “**Event Sustainability Management System**” or “**ESMS**”). This commitment includes:

- operating and maintaining an ESMS aligned with ISO 20121 (as described);
- compliance with applicable legal and other requirements relating to events, including health and safety, accessibility, equality, environmental protection and public amenities; and
- considering the needs and expectations of interested parties and seeking to deliver positive social, environmental and economic outcomes from events.

To ensure these commitments are achieved, the Club will:

- establish and review sustainability objectives (as set out below) and targets;
- provide appropriate resources and responsibilities to deliver sustainable events;
- monitor, measure and evaluate performance against objectives; and
- implement corrective actions and improvements where performance does not meet expectations.

Sustainability Objectives

In support of this Policy, the Club has established the following principal sustainability objectives:

Environmental Objectives

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- Reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030 and at least 90% by 2040 (against a defined baseline year).
- Reduce Scope 3 greenhouse gas emissions by 50% by 2030 and at least 90% by 2040.
- Achieve net zero greenhouse gas emissions by 2040 by reducing emissions in line with the above targets and neutralising any residual emissions through credible carbon removal and offsetting mechanisms.
- Implement decarbonisation roadmaps across key impact areas including energy, water, waste, travel, procurement and business operations.

Economic Objectives

- Deliver significant economic contribution through stadium operations and events, including:
 - £549m Gross Value Added (GVA) contribution to Haringey.
 - £585m GVA contribution to the Tri-borough area.
 - £748m GVA contribution to Greater London.
- Support approximately 4,300 jobs by 2026/27.
- Attract and host major sporting and entertainment events to support local economic growth and employment.

Social Objectives

- Deliver measurable social value through Tottenham Hotspur Foundation programmes.
- Promote community engagement and inclusive access to events and facilities.
- Monitor and report annually on social value and community impact.

Governance Objective

Maintain certification to ISO 20121:2024 and ensure the effective implementation, maintenance and continual improvement of the Event Sustainability Management System (ESMS).

This includes:

- establishing clear roles, responsibilities and accountabilities for sustainability governance across the organisation;
- integrating sustainability considerations into strategic planning and operational decision-making for all events;
- monitoring, measuring and reviewing ESMS performance against defined objectives and targets;
- ensuring compliance with applicable legal and other requirements; and
- conducting regular management reviews to drive continual improvement and ensure the ongoing suitability, adequacy and effectiveness of the ESMS.

The implementation of this Policy and the planning, monitoring and review of sustainability objectives will consider:

- environmental, social and governance risks and opportunities;
- the full event lifecycle from planning to post-event review;
- sustainable procurement and supplier engagement;
- information and feedback from interested parties;
- the needs of attendees, participants and the local community; and
- long-term legacy and organisational resilience.

This Policy is communicated to persons working on behalf of the Club, is publicly available and is communicated to relevant stakeholders. It is maintained as documented information and reviewed periodically to ensure it remains appropriate to the purpose and context of the organisation.

ESMS

Sustainability is embedded within operational decision-making through the ESMS, aligned with ISO 20121:2024 (ESMS). ESMS ensures environmental impacts are considered throughout the event lifecycle including planning, delivery and review.

The ESMS provides a structured approach for identifying sustainability risks and opportunities, engaging stakeholders, monitoring performance and implementing continual improvement across events delivered by the Club.

The Club's sustainability approach reflects the Club's following organisational values and guides the implementation:

1. **Dare:** we aim to lead sustainability within football and major events by minimising environmental impact and maximising positive social value;
2. **Respect:** we champion inclusivity, diversity and accessibility and consider the needs of fans, staff, participants, partners and neighbours when planning and delivering events; and
3. **Drive:** we develop effective systems and processes that enable responsible event delivery and encourage innovation and collaboration to improve sustainability performance year-on-year.

Goods and Services

The Club requires its contractors, suppliers and commercial partners to subscribe to and accept responsibility under this Policy and to ensure that the same standards are adopted in dealing with sub-contractors relevant to the services or goods provided to, or in conjunction with, the Club.

The criteria set out in this Policy will form the basis of the Club's selection and evaluation for all goods and services which the Club purchases, endorses or attaches its brand to and the parties it chooses to operate with.

The provisions of this Policy constitute minimum standards and this Policy should not be used to prevent organisations from exceeding these standards.

The Club also expects its contractors, suppliers and other business/commercial partners to share its ambitions and to have formal, written strategies in place to promote sustainability within their respective businesses. The strategies should complement the Club's core sustainability policies and represent serious, realistic and achievable commitments to reduce the environmental impacts of their respective businesses. The strategies should be signed on behalf of senior management, be communicated to all workers, be published on their respective websites, and be reviewed at least annually. The strategies must be supplied to the Club on or prior to appointment of the contractors, suppliers or other business/commercial partners by the Club or otherwise following a written request by the Club.

As part of the onboarding process for suppliers, the Club requires them to read this Policy and confirm in writing that their operations and standards align and comply with it. In particular, the Club requires them to confirm

they comply with the Club's core sustainability policies (as set out above). Only once their confirmation has been noted on the Club's supplier onboarding platform will the suppliers be able to engage in any form of relationship with the Club.

From time to time, the Club may ask for details of progress made towards achieving the goals set out in the strategies, in which case the contractors, suppliers and other business/commercial partners shall provide the information requested in a clear and understandable format as soon as reasonably practicable.

In the event that a contractor, supplier or other business/commercial partner of the Club becomes aware of any issue or circumstance within its business which could materially affect the ability of the Club to implement its core sustainability policies or which could otherwise prejudice the Club's reputation as an environmentally-responsible business, it will notify the Club immediately and provide the Club with such details as it may reasonably require.

Tenders shall include sustainability criteria that are appropriately weighted within the overall evaluation framework. Such criteria will contribute to the overall scoring of submissions and will not be assessed solely on a pass/fail basis. The evaluation approach is intended to incentivise tenderers not only to meet minimum sustainability requirements but to demonstrate best efforts and continuous improvement in sustainability performance.

Failure to rectify serious breaches of this Policy may entitle the Club to terminate its business/commercial relationship with the entity or individual in question.

Signed 49B4563BAF484DE...

Date 18 June 2026 | 2:30 AM PDT

Position: Chief Operations & Finance Officer