

#### Interest of other stakeholders (suppliers, customers, others)

- Fans
  - Fans are the lifeblood of our Club and are always foremost in our decision-making
  - We are proud to have an ever-increasing number of Supporters Clubs around the world
  - The Board meets regularly with the Tottenham Hotspur Supporters Trust and other fan groups, to discuss the key issues affecting fans
- Partners
  - Our commercial partners remain as important to us as ever and we are pleased to have multi-year contracts with key partners across a variety of industries
- Suppliers
  - We value all our suppliers and have long-standing contracts with key suppliers who share our core values

#### Impact of community & environment

The Group places huge importance on being a pillar of our community, which we deliver through a variety of projects:

- The Club's independent charitable body, the Tottenham Hotspur Foundation, works to create opportunities that change the lives of those living in our local communities and around the world
- Our Community Outreach Programmes focus on tackling Tottenham youth unemployment and crime through sport
- During the COVID-19 pandemic the Group arranged for THS to be used to deliver vital NHS services, the relocation of the neo-natal unit, and a food bank
- We have sought to source more environmentally sustainable alternatives to single-use plastic and will continue to do so as part of our commitment to phasing out single-use plastics from all our operations.

#### SECR Energy Use and Carbon Emissions Disclosure

Tottenham Hotspur Ltd disclose our energy use and greenhouse gas emissions that Tottenham Hotspur Ltd are responsible for in line with the requirements of the Companies Act 2006 Regulations 2013 and latest 2018 regulations.

##### Baseline Year

This is the second year of GHG reporting and is aligned with the financial year, 1 July 2020 to 30 June 2021. The first year's report forms the baseline year which runs from 1 July 2019 to 30 June 2020. It is worth noting that the baseline year was formed during the COVID-19 pandemic and as such comparisons to this and future years may be skewed. We may re-baseline once operations are less volatile due to COVID-19.

##### Targets

Tottenham Hotspur partnered with Sky to host the world's first net zero carbon football game at an elite level. The fixture against Chelsea at THS on 19 September 2021 was supported by COP26 and the Premier League, and was branded #GameZero, with the ambition of being net zero carbon. This is achieved when all direct emissions are reduced as much as possible, with the remainder offset through natural projects that remove emissions from the atmosphere.

For those emissions which remain, Sky is working with Natural Capital Partners to restore natural carbon sinks which remove emissions from the atmosphere, by supporting a community reforestation in East Africa, and creating new UK native woodlands to support the UK's net zero objectives. The Club and Sky will also plant trees locally to the stadium later this year.

The Club is a signatory of the UN Sports for Climate Action Framework, an initiative that calls on sporting organisations to acknowledge the contribution of the sports sector to climate change and a collective responsibility to strive towards climate neutrality for a safer planet.

By signing the Framework, the Club has demonstrated its commitment to playing its part to ensure the sports sector is on the path to a low-carbon future.

In line with the five core principles enshrined in the Framework and the aims of the Paris Agreement, signatories strive to:

- 1) promote greater environmental responsibility;
- 2) reduce the overall climate impact from sports;
- 3) use their platforms to educate for climate action;
- 4) promote sustainable and responsible consumption; and
- 5) advocate for climate action through communications

The Club is a founding partner of Count Us In – an unprecedented global movement aiming to mobilise 1 billion people to act on climate change. Count Us In aims to inspire citizens everywhere to take 16 practical and high impact steps to protect what we love from carbon pollution before it is too late.

The Club is also a member of the British Association for Sustainable Sport (BASIS), the sustainability hub for sport in the UK. For more than a decade, BASIS has driven the growth in understanding, expertise and commitment on sustainability in sport, helping members to shape and achieve their sustainability goals and deliver a positive environmental impact through sport.

#### Primary Statement

	2020-21 Emissions (tCO <sub>2</sub> e)	2019-20 Emissions (tCO <sub>2</sub> e)	% Change
Electricity	5,841.11	5,833.74	0%
Gas	3,580.89	1,263.38	183%
Transport Fuels	114.35	106.35	8%
<b>Gross Annual Total</b>	<b>9,536.35</b>	<b>7,203.47</b>	<b>32%</b>
Intensity Metric ('000 Sqft)	1,544.8	1,544.8	
<b>Total TCO<sub>2</sub>e / '000 Sqft</b>	<b>6.17</b>	<b>4.66</b>	<b>32%</b>
Qualifying Green Tariffs	4,480.22	5,313.02	-16%
<b>Net Annual Total</b>	<b>1,360.89</b>	<b>1,890.45</b>	<b>-28%</b>

Table 1: Primary Statement for Financial Year ending 30 June 2021

#### Intensity Measurement

The intensity metric chosen is Sqft as at the Financial Year ending 30 June 2021. This was chosen as the most suitable metric as the organisation's carbon emissions are closely linked to the scale of the various locations from where operations are conducted, including but not limited to THS, the Tottenham Experience, the Training Centre, the Lodge and the offices at Lilywhite House. In the period despite the COVID-19 pandemic THS, the Training Centre and Lilywhite House have remained open throughout, both to facilitate the ongoing football calendar, and due to its use by the NHS for Outpatient Services, as a COVID-19 testing centre, a COVID-19 vaccination centre and a food distribution hub. In addition, the nature of elements of THS such as the microbrewery necessitates ongoing operations above and beyond that of a typical football stadium.

#### Carbon Offset

The majority of electricity that Tottenham Hotspur Ltd procured this period (70%) is either Renewable Energy Guarantees of Origin (REGO) backed or 100% Carbon offset (Kyoto Protocol), hence market-based emissions are small.

#### Energy Efficiency

Tottenham Hotspur is dedicated to minimising the environmental impacts of our activities.

To ensure we will fulfil our commitment we will continue to embrace initiatives and technologies that will reduce our environmental impact whenever possible. We will work towards improving efficiency and sustainability within the Club at all levels and encourage employees, suppliers and partners to do the same.

The Club's core policies are:

1. Recycle any waste products generated across the Club where possible and increase waste diversion away from landfill
2. Implement the use of environmentally sustainable material where practical
3. Encourage players, fans, staff and anyone involved in our Club to save energy and be more environmentally conscious
4. Educate and inspire young people in our communities
5. Promote alternative forms of transport for fans and staff to and from the stadium and training ground that have a reduced impact on the environment

In January 2021, Tottenham Hotspur was named the Premier League's greenest club following a study carried out by the UN-backed Sport Positive Summit, with a range of sustainable measures implemented across our operations. Measures include:

- 100% renewable energy and Zero Scope 2 emissions at THS, with LED lighting (including floodlights) and high efficiency building services systems in place to reduce energy use
- Single-use plastic reduction measures in place across the Club - players drink water from cartons, food is served in recyclable packaging with wooden cutlery, and even beer keg caps are recycled at the stadium
- Water consumption minimised with waterless urinals and low flow fittings and fixtures.
- An ecological habitat established at our Training Centre, including an organic Kitchen Garden; hundreds of new and semi-mature trees and tens of thousands of new plants and hedgerows; bug hotels and bat houses; wildlife ponds; green roofs to capture and re-harvest rainwater; solar panels and air source heat pumps
- the Nike shirts that players wear on the pitch and the replica jerseys for fans to buy are constructed with 100% recycled polyester fabric, which is made from recycled plastic bottles
- Green travel options – the Club has driven significant investment in its local transport infrastructure with the stadium served by four train stations, a free matchday shuttle bus, a net zero carbon regional coach service and cycling provision for fans. Recent analysis has shown that the Club is close to achieving its target of no more than 23% of supporters travelling by private car on matchdays

- locally and sustainably sourced food served inside the stadium, with plant-based options available across all outlets and in Premium areas
- a 'zero to landfill' waste management programme, with clear recycling instructions for fans on its bins, as well as a reusable beer cup scheme

This reporting period is defined by a return to the stadium by fans towards the end of the reporting period in the new stadium complex which is very energy efficient in its design. Prior to March 2020 when the COVID-19 situation escalated to full lockdown, a considerable amount of time was spent optimising control systems and ensuring seasonal commissioning was undertaken. The COVID-19 situation has impacted on any further energy efficiency measures that the organisation had sought to implement.

The surveys and associated reports completed as part of Phase 2 ESOS should provide a route map for which energy conservation measures can be implemented cost effectively. To reduce energy consumption, cost and carbon emissions, Tottenham Hotspur Ltd aims to continue its existing good work and implement further energy conservation measures in the next 12-month period, and as the changing COVID-19 situation allows.

The Club's energy usage in the period was 47.5 GWh, offset by qualifying green tariffs of 21.1 GWh. Scope 1 emissions were 3,665 tCO<sub>2</sub>e (2020: 1,344 tCO<sub>2</sub>e), Scope 2 location based emissions were 5,841 tCO<sub>2</sub>e (2020: 6,396 tCO<sub>2</sub>e), Scope 2 market based emissions were 1,361 tCO<sub>2</sub>e (2020: nil) and Scope 3 emissions were 30 tCO<sub>2</sub>e (2020: 26 tCO<sub>2</sub>e) in the period.

#### High standards of business conduct

- The Group and our staff live the values Dare, Respect, and Drive as outlined in "The Spurs Way". This is a clear, simple framework of behaviours needed to deliver future success for the Club. It is based on what our best performing people already do to produce outstanding results, and what is needed for the future.
- The Group is committed to ensuring there is openness in our own business and in our approach to tackling modern slavery both within our business and through our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015.
- The Group is committed to paying the right amount of tax, in the right place, on a timely basis in accordance with tax law and practice in the UK. The tax contribution paid by the Group and its players is both substantial and transparent.

#### Act fairly between shareholders

- The Group agreed on delisting in order to retain a public Company based structure which ensures we retain non-executives and remuneration and audit committees.

Approved by the Board of Directors  
and signed on behalf of the Board



M J Collecott  
Secretary

14/10/2021