



Drive On

SUSTAINABILITY STRATEGY

2026 - 2030

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Foreword

The Board and Executive leadership team are delighted to present our revised and strengthened strategy for sustainability.

It is a plan that is designed to enable us to play an even greater part in addressing some of the defining environmental and social issues of our time and will contribute significantly to the future resilience and popularity of the Tour itself. It builds on strong efforts, numerous achievements and the many lessons learned over recent years.

The delivery of our sector leading Golf for Good programme, which comprises our Green Drive, Golf Futures and G4D (Golf for the Disabled) initiatives, has seen the Tour deliver a comprehensive range of action that is helping us leave a positive long-term legacy in the many countries and communities we visit each season.

Within our Green Drive initiative, we have made strong progress in areas such as operational emissions; procurement; governance; event staging and player and spectator engagement. We have also been able to identify the specifics of some of our largest ongoing challenges - most notably, of course, climate impacts related to travel. It is work that has laid the foundations for this exciting next phase, setting the direction and tempo for us to **drive on.**

We'd like to thank all those who have contributed to date and will contribute going forward:

- Our staff, who are driving this - one large or small decision at a time.
- Our wider community of partners, suppliers, promoters, venues and fans who are so important in making this the collective and connected movement we need.
- Our players, whose support and engagement is vital.

It's a space that requires us to play with the passion, focus and purpose that defines our great sport.



Guy Kinnings
CHIEF EXECUTIVE, EUROPEAN TOUR GROUP



01

Introduction

INTRODUCTION

About this strategy

Over the last five years the European Tour group has made meaningful progress in advancing sustainability and climate action - internally and externally. We have worked to reduce adverse environmental and social impacts, while increasing positive contributions, through deliberate action across a wide range of organisational strategy, operations, collaboration and wider influence.

Looking forward, we are strengthening our efforts - setting out this revised Sustainability Strategy and Action Plan.

Strategy and Action Plan

This new plan is consistent with, and builds on, previous activities undertaken and progress made. It remains equally, if not more ambitious. It is designed to be concise and practical – focused on what actions will deliver real impact and generate real value. It is a strategy that we hope will guide and inspire our staff, partners, players, events, venues, spectators and fans – to get involved and play their part.

This published strategy is supported by a more detailed, internal Sustainability Action Plan. This living and working plan is ‘co-developed’ and ‘owned’ by different divisions within the Tour, ensuring maximum engagement and integration across the organisation. Specific progress and performance targets are also built into each departmental action plan.

The strategy is accompanied by an updated Climate Transition Plan, providing more detail on the pathway towards stated carbon reduction and net zero targets.

Ongoing tracking, reporting and evaluation

We will continually monitor delivery across all action areas and activities, which will be collated within internal and external facing annual reviews. A more in-depth mid-term review will take place in 2027/28, to evaluate overall progress against goals and targets. Reporting will also be undertaken towards legal and voluntary reporting frameworks including Streamlined Energy and Carbon Reporting (SECR), Corporate Sustainability Reporting Directive (CSRD), Energy Savings Opportunity Scheme (ESOS), Sport for Nature and Sport for Climate Action as appropriate.

The strategy is also designed to be flexible, to adapt to currently unforeseen organisational changes, and to external trends and drivers, including government policy and business regulation.

STRUCTURE AT A GLANCE



INTRODUCTION

About the European Tour Group

One of our greatest challenges – and opportunities – is the scale and diversity of the European Tour group ecosystem.

We are a large, global sports organisation that sits at the heart of a community of partners, promoters, suppliers, venues and fans.

With over 80 Tournaments across the three Tours each year, our venues are typically located in 30 to 40 countries in any given year.

All of this adds considerable complexity to how we scope, prioritise, plan, implement and track our impact, including where we draw lines around our direct control and wider influence.

Our forward strategy and action plan contains activities and initiatives that are relevant across this entire ecosystem, and tailored carefully to be effective in driving meaningful progress.

OUR ECOSYSTEM



ORGANISATION

250+ staff, 3 offices, joint ventures in media, design and merchandise



OWNED AND STAGED EVENTS

21 owned and operated events across three Tours, in over 15 countries



PROMOTED & SANCTIONED EVENTS

Over 60 additional sanctioned and co-sanctioned events per year across three Tours in over 25 countries



FANS

Up to 120,000 on site spectators at larger events, plus broader audiences online across all geographies



MEMBERS

587 registered player members across three Tours



PARTNERSHIPS

Tour Partners & Suppliers, Title Sponsors and Tournament Partners & Suppliers. 172 media and broadcast partners around the world. Plus government and NGO Partners



VENUES

Designed and developed (European Tour Design), Brand licensed (European Tour Destinations), Tournament venues in over 30 countries

FORWARD PLAN

Progress so far

Example of key progress milestones and indicators;

***based on 10 leading tournaments which have been measured since 2023**

ENVIRONMENTAL

Our focus has been on the efficient use of resources, and movement towards renewables and recyclables – spanning energy, water and materials. The aim has been to find ways to drive down overall consumption, waste, emissions and other forms of pollution. In addition, measures have been introduced to further strengthen our role in the protection and promotion of nature.

SOCIAL

We have scaled the breadth of our own and collaborative social responsibility work, with the aim of increasing overall value to local communities. This includes supporting golf participation, championing greater equity, inclusion and careers development in the sport, increasing volunteering opportunities, and expanding charitable fundraising for specific causes.

GOVERNANCE

Strong progress has been made in embedding sustainability into organizational governance, across key aspects of leadership, resourcing, decision making, procurement, staff engagement and accountability, measurement and reporting.

ENERGY & CARBON	791 tCO2e fewer emissions at events since 2023*	666 tCO2e reduced in staff travel since 2023*
ENERGY & CARBON	27% of fans travelled by low-carbon methods*	37% of surveyed events used HVO in 2024
PROMOTION OF NATURE	10,000 trees planted and 8 miles of beach cleaned since 2023	1,500 hectares of habitat managed at European Tour Destinations
MATERIALS & WASTE	97% of waste diverted from landfill in 2024*	510,000 plastic water bottles avoided since 2023*
OUTREACH & CHARITY	£3.37 million in charitable funds donated for good causes since 2020	102 community activations since 2023*
OUTREACH & CHARITY	1 ton of food donated in 2024*	60% of events support charitable causes*
EQUITY & CAREERS	95 activations on careers in golf*	Over 1700 students educated on Careers in Golf from 50 educational institutions*
GOLF DEVELOPMENT	2,500+ children participating in clinics or events onsite in 2025	1,400 spectators engaged with carbon offsetting from travel emissions in 2024
LEADERSHIP	£180,000 invested in Gold Standard Accredited Climate Projects	12 sustainability awards given out at the 2025 Supplier Awards
TRACKING & REPORTING	18% reduction in operational carbon emissions since 2023	70% return rate on supplier sustainability data in 2024*
PROCUREMENT	15% minimum sustainable procurement weighting in RFPs	Over 175 supplier companies informed and trained on the importance of sustainability

INTRODUCTION

Notable initiatives and achievements since our last strategy



ROLEX SERIES LEADERSHIP GROUP

Significant drive to achieve best in sector approaches to sustainable venue management; staging; legacies and communications, with all emissions measured and operational emissions offset from 2023 onwards



EUROPEAN TOUR GROUP™
Sustainability Awards 2025

ETG SUSTAINABILITY AWARDS

New global initiative to spotlight sustainable innovation across the Tour's diverse supply chain. Launched in 2024 in the Middle East, the 2025 edition expanded to the entire Tour and saw winners across 12 categories, spanning venues, catering, staging, operations, and technology and innovations.



INNOVATIVE PARTNERSHIPS

As our initiatives expand and gain greater visibility, an increasing number of Partners and Suppliers are stepping forward with ideas, solutions and activations. Examples include DP World providing smart logistics solutions, Fortinet's support of Golf Futures, Visit Scotland in their vision of developing community impact at golf championships in Scotland, and BMW for the electrification and hybrid vehicles they provide.

SUSTAINABLE 10

We have approached tournament engagement to date by working outwards from events we most closely control. For the last three years considerable attention has been given to understanding, innovating and improving the impact of 10 leading events, including:

**Genesis Scottish Open | BMW PGA Championship
DP World Tour Championship | The Senior Open
Betfred British Masters | FedEx Open de France
Amgen Irish Open | Challenge Tour Grand Final
Abu Dhabi HSBC Championship
Volvo Scandinavian Mixed Masters**

AWARDS AND DISTINCTIONS

SPORTS POSITIVE

Transformation Award - Winner 2024

BROADCAST SPORTS AWARDS

Sustainability Project of the Year in 2024

SPORTS INDUSTRY AWARDS – MIDDLE EAST

Gold Award for Excellence in Sustainability 2024



CHAMPIONSHIP CHARTER

The Championships Charter was launched as a practical tool to engage, guide, and connect the growing number of golf tournaments across the DP World Tour, HotelPlanner Tour, and Legends Tour that are active or beginning their work in sustainability.

Created to support events at all stages of their sustainability journey, it introduces a tiered set of best practices that helps both newcomers and more advanced tournaments progress further.



SUSTAINABILITY SYMPOSIUMS

Partnering with Irish and Scottish golf federations, plus national governments to deliver multi-stakeholder events at the Genesis Scottish Open and Amgen Irish Open in 2025; with a view to scale into Europe with other national partners going forwards.



IMPACT TRACKING

Championship impact data now logged in a custom system, developed in collaboration with GEO Sustainable Golf Foundation. This enables consistent and scalable data entry across event suppliers. Sophisticated analysis tools generate event-specific and group-level reporting. The Tour also publicly disclosed its scope 1,2 and 3 emissions for 2023 and 2024, for our HQ's and Sustainable 10 events, in a public facing "scorecard" – holding our feet to the fire.



INTRODUCTION

Notable initiatives and achievements continued



Launched in 2022 the G4D (Golf for the Disabled) Tour was established to showcase the inclusivity of golf and to hero players with a disability, holding tournaments on the same courses, during the same week as major DP World Tour events. The Tour also operates, in partnership with The R&A, the G4D Open – the leading international major championship for golfers with a disability.

Golf Futures

Golf Futures sits under our Golf for Good umbrella and aims to show young people the diverse career paths available in professional golf and related industries. Each year, we engage more than 300 young people through workshops, backstage tours at major events, and participation in golf clinics, helping inspire the next generation. These activities take place globally.



BREAKING GROUND IN REMOTE BROADCAST PRODUCTION

European Tour Productions are leaders in remote production, using new technologies that reduce the number of production staff on-site at tournaments, and subsequently reduces emissions by an average of 87 tonnes of CO2 per event. They are also longstanding stakeholders and certified members of the Albert Sustainable Production platform.



The DP World Tour Championship Earth Lounge was first unveiled during the 2023 event - a hospitality area that was designed with sustainability first. The lounge used 100% renewable energy from solar panels and hydrogen generators, sustainable palm board for the build, no PVC branding, and used recycled or reusable furniture and materials. The Earth Lounge continues to raise the bar for the art of the possible for temporary event structures.



TRIALING HYDROGEN

Pioneering mobile green hydrogen that was first introduced at the 2023 BMW PGA Championship and powered the entire broadcast operation. This was a world first and has subsequently led to an increased use of hydrogen across tournaments in golf.



PLAYERS AND SPECTATORS

Launch of offset and emission calculation tools for both spectators travelling to events and players within the Tour – enabling simplified education and opportunity for both groups to take responsibility for their travel.



NATURE ENGAGEMENT

Development and trial of a new nature campaign and spectator activations at the Genesis Scottish Open and Abu Dhabi HSBC Championship, alongside signing up as the first golf Tour to join the Sports for Nature Framework. Further work is being undertaken to develop this for 2026 and onwards.



Green Drive

Comprehensive Sustainability Action Plan deployed in Rome for the 2023 Ryder Cup, with strong focus on solar, electrification of golf course machinery, and maximisation of rail travel for spectators.

Plans are already underway for Adare Manor in 2027 with a strong sustainability focus across all event operations.



SUPPLIER ENGAGEMENT

Our network of suppliers and partners are essential to helping increase sustainability efforts and push the boundaries of innovation for sustainable events. The Tour has engaged with over 175 supplier companies regarding the importance of sustainability and calculating emissions related to operating our events.

02

Strategic Priorities

STRATEGIC PRIORITIES

Review and insights

This updated strategy has been informed by a strategic review, that unearthed several key insights.

STRATEGIC REVIEW

Progress

A detailed evaluation of activities and progress to date, aligned to previously set priorities, action areas and targets.

Materiality assessment

A dedicated internal materiality assessment that engaged multiple staff and key stakeholders at all levels across departments and operational areas.

Trends analysis

Evaluation of sustainability trends and landscapes across sport, business, government and public attitudes.

KEY INSIGHTS



CLIMATE CHALLENGE

As with many international companies and sports organisations, we face the ongoing challenge of decoupling growth from carbon emissions. While we are optimistic about delivering tournaments powered by clean energy, with high circularity and low waste, and with significantly lower spectator and supplier ground transport emissions, our global footprint still presents significant climate challenges. Progress has been made in regionalising tournament schedules, and in rolling-out remote event planning and broadcast production. However, because a large proportion of our total emissions, as well as our per-player and per-staff, stem from air travel, this topic will require sustained attention.



STAFF WANT TO DO MORE

Extensive interviews highlighted that sustainability is very important to staff across the organisation. (over 40 individuals across 23 departments) Many want to increase their understanding of how they can push further; help the organization run as efficiently as possible; and feel part of a collective positive impact.



PARTNERS LOOKING FOR PURPOSE

Global and tournament partners, official suppliers, and host governments are seeking to deliver on their values and policies with socially and environmentally based activations.



CHAMPIONSHIP RESILIENCE AND READINESS

Dynamic changes in environmental regulation, costs of resources, community expectations and climate change – bringing more frequent weather extremes – means sustainability is ever more relevant to the resilience and success of events across our schedule.



FANS CARE

Being seen to care, and taking credible action, is an ever-greater part of our reputation and ability to grow our fan base – especially amongst younger fans. In the annual End of Year survey, 85-90% of our fans agree that “It is important to me that sports organisations consider their environmental impact and sustainability”.

STRATEGIC PRIORITIES

Organisational goals

Sustainability lies at the heart of good business, and the future wellbeing of the sport of golf. Doing good is increasingly part of doing well. A strong sustainability strategy plays an important role in delivering against several key strategic priorities of the organisation. These ensure senior level support, and provide guidance for our actions and a framework for our progress measurement.

ORGANISATIONAL GOALS

Protect and Grow Investment

Across our various revenues streams – e.g. sponsorship, media rights, and support from government partners

Deliver World-Class Tournaments

In ways that are resilient, profitable and viable, in the long term

Forge a Strong Reputation

Amongst stakeholders, fans and wider opinion formers

Attract and Retain the Best Talent

Who are proud to work for the Tour

WHY SUSTAINABILITY MATTERS

In an increasingly competitive commercial landscape, corporate sponsors are prioritising rights holders and sporting events who are leaders in key aspects of social and environmental sustainability. Building and maintaining a leadership position will help protect and grow investment.

Rapidly strengthening accountability for public funds – delivering across key policy areas with economic, social and environmental returns on investment. A robust sustainability strategy provides governments with a ‘whole value’ proposition.

Government regulation is growing, with increasingly stringent targets and reporting standards. This can add additional financial cost to staging tournaments, especially if an organisation is not well prepared. Sustainability emerging gradually as a necessary ‘license to operate’ in a growing number of countries/regions. A well-prepared strategy, supported by effective championship level action, makes the organisation capable of proactively anticipating rather than reacting.

Climate change, and extreme weather conditions, can impact both course playability and athlete/fan welfare. Helping address the climate crisis, and climate adaptation, are essential to delivering world-class tournament experiences in the years ahead.

It is important that we continue to “walk the walk”, taking on and delivering tangible improvements – including on some of our greatest challenges such as carbon emissions linked to travel and transportation.

Research shows that fans, especially younger fans, have ever stronger expectations in this area. We need to talk the talk, avoiding ‘greenwash’ and ‘greenhush’, particularly with increased media scrutiny.

Strong sustainability credentials can help the organisation recruit and retain new fans.

From interviews with our employees, we know that building a reputation as a responsible businesses will help us recruit and retain the best talent. We can also find ways to reward employees who show sustainability leadership.

STRATEGIC PRIORITIES

Wider impact

While sustainability is vital to the future success of the Tour itself, delivering greater “net positive impact” in the landscapes and communities we visit each season is a central pillar of our purpose and reputation as “Golf’s Global Tour”. We remain focused on going beyond our own organisational priorities, to make authentic contributions across a number of priority social and environmental topics.

Like many others, our ‘material’ sustainability issues include:

Climate and carbon - from traditional Scopes 1 to 3, to emerging Scopes in fan influence and behaviour change.

Responsible use of Resources particularly water, energy and a wide range of materials.

Many types of interaction with the Communities our championships visit around the world.

Unlike other sports, we have a particularly close connection to Nature. Our championships are outdoor ‘field’ events. Our stadia are natural and semi-natural golfing landscapes. Perhaps more than any other sport, nature is innately part of the challenge, drama and spectacle that is golf.

IMPACT PRIORITIES



NATURE
Protection, Restoration and Promotion of Habitats and Biodiversity



RESOURCES
Efficiency and Circularity of Water, Energy and Materials



CLIMATE
Emissions Reduction, Adaptation, Net Zero Transition



COMMUNITIES
Health and Wellbeing, Outreach and Collaboration, Communications and Inspiration



STRATEGIC PRIORITIES

Impact alignment: contributing to wider frameworks

Our impact priorities and initiatives remain closely aligned to wider movements in sustainable business, government, sport and golf. Including a number of important and valuable platforms and frameworks.



Our analysis shows that we deliver meaningfully to 12 of the 17 United Nations global goals for sustainable development. See next page.



As a signatory of the UN Sports for Climate Framework we are aligned to the wider Race to Zero initiative, and committed to 50% emissions reduction by 2030 and net zero by 2040. We are currently the only professional golf Tour to be a signatory to this Framework.



As a signatory of the Sports for Nature Framework we are committed to protecting, restoring and promoting nature – directly and through our supply chains. We are currently the only professional golf Tour to be a signatory to this Framework.



As a member of the British Association for Sustainability in Sport we are directly aligned to the 12 BASIS Sustainability Principles.



We are an active part of the leadership community in golf and sustainability – supporting and drawing from the platform of resources and solutions developed by GEO Sustainable Golf Foundation. Including the global themes of the Sustainable Golf Framework – nature, resources, climate, communities.

STRATEGIC PRIORITIES

SDG's in sharper focus



Every business, sector and sport has a unique role to play in contributing to the UN Sustainable Development Goals. Here's a deeper dive for the European Tour Group and golf.



By providing accessible and playable courses, golf delivers healthy, lifelong, inter-generational recreation with proven benefits to the physical and mental wellbeing of over 80 million active participants around the world.



Clubs, facilities, events and many parts of the industry serve as hubs for education and skill development, offering apprenticeships and opportunities for lifelong learning. By providing ongoing education and training opportunities for staff, managers are supporting career development.



Golf can be a prominent example of a sport and sector which transitioned from relatively low diversity and inclusion to one that occupies a position of leadership, empowering women as well as a range of other under-represented or disadvantaged groups.



Golf can play a visible role in demonstrating concern and care for the common and essential resource of water, acting responsibly and seeking to support wider initiatives and projects which support local communities, particularly in disadvantaged regions.



Golf can play a visible role in the transition from fossil fuels to cleaner and greener renewable sources. Individual golf courses can showcase the business and social value of electrification, and renewables and be part of emerging local energy networks. Golf developments and tournaments can support infrastructure projects and act as catalysts for wider public and private programmes.



Golf facilities and tournaments can be incubators for apprenticeships, work placed education, and collaborative projects generally across a broad spectrum of disciplines. In rural economies, golf can play an important role in jobs, careers, and professional development. In tourist destinations and some countries, golf represents significant inward investment and contribution to gross domestic product.



Perhaps to a lesser degree, golf can contribute to building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. Through golf developments, particularly tourism resorts, golf is often a key part in regional infrastructure programs. Tournaments are high profile hubs for sustainable innovation.



Well-utilised golf courses and facilities protect and provide greenspace, improve air and water quality in urban areas, bring people together, act as a hub for volunteering and the third sector, and can be an incubator for community-based social and environmental enterprises and initiatives.



Golf can play a part in showcasing innovation across a wide range of sustainable production principles and practices across construction, operations, merchandise and machinery. It can lead on circular use of materials and avoidance of waste. Large consumer groups, including golfers and golf tournament spectators can be positively influenced in reusing and recycling initiatives and in purchasing more ethical and environmentally friendly food, apparel, equipment and golfing experiences.



By reducing Scopes 1,2 and 3 emissions, plus influencing upstream and downstream supply chain emissions, contributing to carbon sequestration, partnering in climate adaptation, and showcasing credible mitigation and counter-balancing of unavoidable emissions golf courses are in a position to make a strong, visible contribution to climate action - locally, regionally and globally.



Few other sports occupy and manages such large areas of green space, particularly in and around towns and cities. Courses can be ecologically rich and restorative landscapes, that meaningfully connect with other habitats to become part of wider green infrastructure. Golf also provides interesting diversity and a mosaic of habitats and ecosystems.



Golf can be a high profile and inspiring example of sectoral collaboration for bigger common good objectives in society - social and environmental. With its close connections in media, business and communities, it can act as a meeting place for partnership in these wider sectors, and a positive example. At the same time respectful stakeholder engagement and partnerships across the sector are essential for maximising golf's impact on sustainability initiatives.

STRATEGIC PRIORITIES

Nature

Protection, Restoration and Promotion of Habitats and Biodiversity

Perhaps more than any other sport, golf brings athletes, players, spectators and fans into contact with the natural world.

We therefore have a strong responsibility, and unique opportunity, to play our part in reversing the global decline in biodiversity.

As a signatory of the Sports for Nature Framework we are committed to protecting, restoring, and promoting nature, including by reducing negative impacts in our supply chains.



NATURE PLAN AT A GLANCE



PROTECT

We are committed to ensuring that our activities, particularly around event staging, do not have any 'net negative' impact on nature. To do this we undertake careful site evaluation, demarcate and protect areas of ecological sensitivity, and carefully plan tournament infrastructure and spectator routings. Where there may be an unavoidable impact, we will work with venues and local experts to undertake site restoration that compensates for any disturbance or damage caused.



PROCURE

We are further researching the embedded impacts of our procurement on nature, with a particularly strong focus on our operational and championship supply chains.



RESTORE

We will actively explore how we can directly and indirectly contribute to the restoration of nature. A central focus will be on practical projects around venues and championships. In addition, our strategic approach to climate mitigation and adaptation includes consideration of reliable projects that deliver carbon storage through long term habitat and ecosystem conservation.



PROMOTE

We will champion and raise greater awareness of the importance of nature to golf and society, through engagement of on-site spectators, and wider communication to fans through social media content. We will engage players as authentic ambassadors to elevate visibility and inspiration.

STRATEGIC PRIORITIES

Resources

Efficiency and Circularity of Water, Energy and Materials

Our focus lies on tangible reductions in water, energy and materials use, with transitions to recycled and renewable resources, and the minimisation of waste.

Our approach to materials is entirely rooted in the established principles of waste avoidance and circularity.



RESOURCE EFFICIENCY AND CIRCULARITY PLAN AT A GLANCE



WATER STEWARDSHIP

Taking a holistic approach to water stewardship across venues and events to ensure maximum efficiency, and usage of recycled and harvested water. The goal is reducing overall consumption, and adverse impacts on local water supplies.



RENEWABLES AND ENERGY CONSERVATION

Continue to transition office and event energy and fuel use away from fossil fuels and towards renewables. This includes working with partners to showcase new technologies, such as hydrogen.



CIRCULAR USE OF MATERIALS

With some new research into the materials supply chain, we will supplement what we already know about removing single use materials - particularly plastics - from our operational and tournament supply chains. Our approach to the use of materials continues to be centered on reduction - reduction of purchasing; reduction of embodied impact; reduction of waste. The goal remains minimal waste to incineration and zero waste to landfill.

STRATEGIC PRIORITIES

Climate

Emissions Reduction, Adaptation and Net Zero Transition

We increasingly understand the impact we have on climate change, as we track, analyse and collate an increasing breadth and depth of emissions across our ecosystem.

The impacts of climate on golf and on our business are also ever more evident – in the forms of frequency and extremes of heat, drought, flooding and storm severity.

As a signatory of the UN Sports for Climate Action Framework we remain committed to direct emissions reduction of 50% by 2030 from our 2019 baseline, and net zero by 2040.

Our goal is to contribute to both global and sports sector progress, aligned to the Race to Zero pathway that will limit global warming to no more than 1.5°C.



CLIMATE ACTION PLAN AT A GLANCE



CARBON SCOPING

In accordance with Greenhouse Gas Protocol Corporate and Product Standards significant carbon scoping, mapping and tracking has been undertaken across operations, championships and other businesses within the group. This spans Scope 1, 2 and a range of the most significant 'Core' Scope 3 emissions – including travel and transportation.

Going forward, we will continue to measure like for like, year on year emissions, while adding 'Extended' Scope 3 emissions for organisational operations and tournaments, applying credible Life Cycle Emissions factors for the growing range of purchased goods and services that are being included.



CARBON REDUCTION AND INSETTING

Accelerate progress to date as we approach the 2030 milestone of 50% emissions reduction. Major practical focus areas continue to be staff and supplier travel and transportation, and championship staging. Continue to invest in showcase innovations that can accelerate wider adoption and action across the tournament schedule.



COMPENSATION

Continue to undertake voluntary investment in accredited climate projects, exploring the most credible approaches to both carbon avoidance and carbon removals.



EDUCATION AND BEHAVIOUR CHANGE

Commencing a new series of educational events and initiatives to engage, educate and guide suppliers, staging teams and promoters to achieve carbon reductions.



REPORTING

Continue to report emissions through UN Sport for Climate Action, and other financial/legal disclosures.

STRATEGIC PRIORITIES

Communities

Health and Wellbeing, Outreach and Collaboration, Communications and Inspiration

Our aim is to demonstrate social responsibility, and deliver social value, in a number of ways.

Perhaps most obviously through the promotion of golf as a health enhancing sport that is accessible to people of diverse backgrounds and abilities.

In addition, we seek to champion causes and support communities through fundraising initiatives.

Contributing to education and careers development is another central strand, alongside the facilitation of a significant amount of rewarding volunteering opportunities.



PEOPLE AND COMMUNITIES PLAN AT A GLANCE



RESPECT AND COLLABORATE

We will proactively work with local communities to ensure they feel respected, valued and engaged in the work we do – most notably around the events that we own and operate.



SUPPORT AND GUIDE

We will identify ways to contribute to the future health, resilience and sustainability of communities through projects and impact investments, including guiding charitable giving across a wide spectrum of environmental and social themes.



SPOTLIGHT AND INSPIRE

We will strive to inspire by spotlighting the achievements of our work with local communities across a range of social and environmental themes.

03

Forward Plan

FORWARD PLAN

Implementation and key action areas

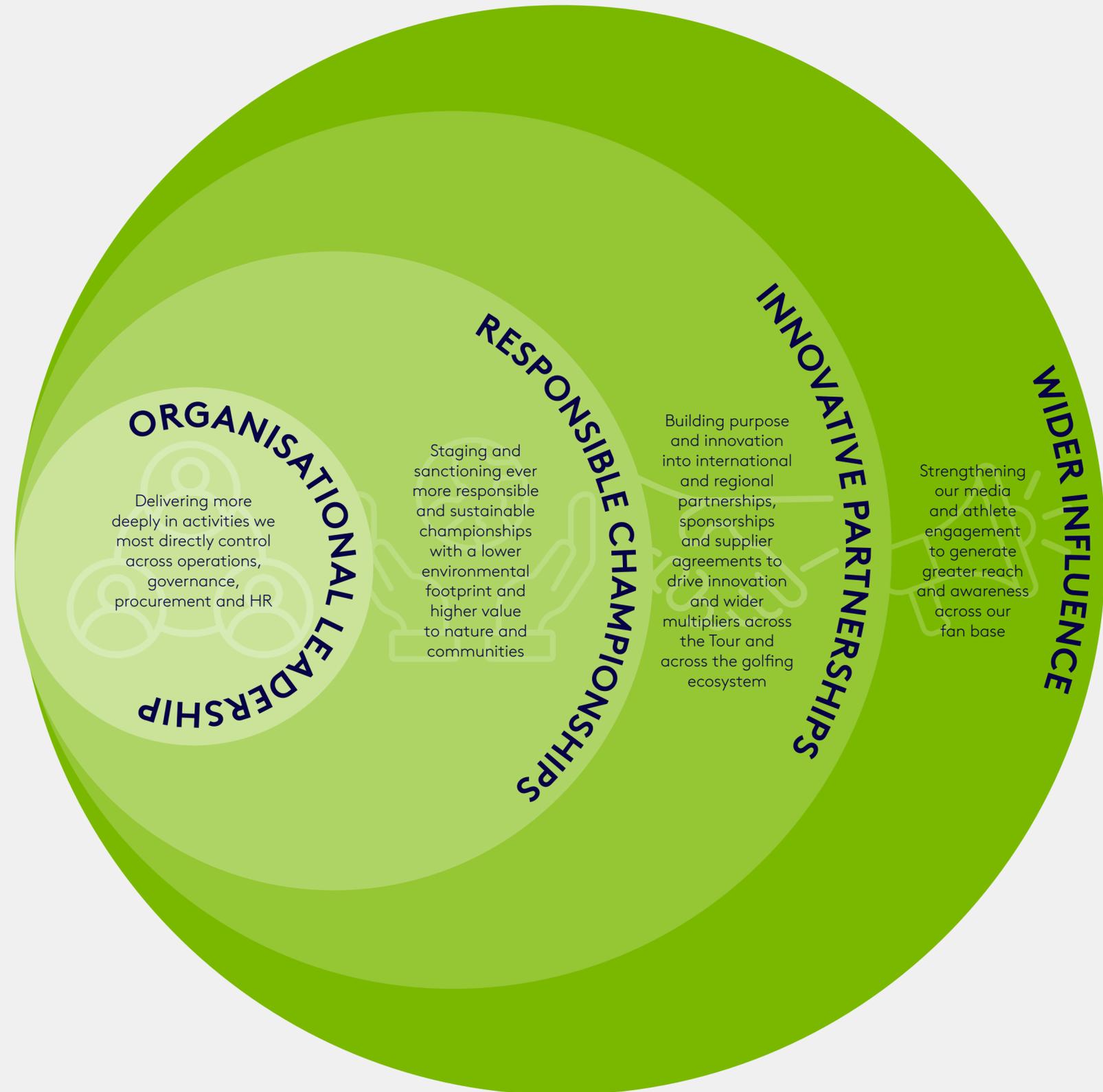
The Impact Priorities outlined in preceding pages are ambitious and complex in their scope – so we need to be highly intentional in their delivery.

That is why we are integrating them into four key Action Areas, which in turn contain a number of practical Focus Areas.

As the majority of our footprint lies in the staging and sanctioning of major events, we are placing a particularly strong focus there.

In parallel, we are placing sustainability at the heart of a wide range of partnerships to unlock the power of collaboration.

Capping this off, we have tested and put in place campaigns and initiatives to drive broad awareness and engagement with fans. Our intention is to scale these.



FORWARD PLAN

Organisational leadership

GOAL

Deepening delivery in activities we directly control across operations, governance, procurement, HR and strategic decision making across business operations.

While we have made meaningful progress in integrating sustainability into the organisation’s central business strategy, governance and operations, there is always more to do.

Over this next strategic period we aim to build on that progress, to find new ways to cement environmental and social considerations into the fabric and purpose of the organization, and decision making structures.

This will mean further leadership briefings; refinement of procurement; use of technology; support and engagement of staff; departmental planning and target setting; and more detailed tracking and reporting.

FOCUS AREAS



BUSINESS STRATEGY



GOVERNANCE



PROCUREMENT



TECHNOLOGY



HR & EMPLOYEE ENGAGEMENT



OFFICE MANGAGEMENT



STAFF TRAVEL



CORPORATE COMMUNICATIONS

FORWARD PLAN

Organisational leadership

FOCUS AREAS

GOVERNANCE	BUSINESS STRATEGY	CENTRAL PROCUREMENT	TECHNOLOGY	CORPORATE COMMS	HR & EMPLOYEE ENGAGEMENT	OFFICES & STAFF TRAVEL
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PLANNED ACTIVITIES AND TARGETED OUTCOMES

<p>Continue to consider strategic sustainability risks and opportunities in long-term decision making, including as standing item on Board, Audit & Risk Committee and Executive Leadership Team meeting agendas</p> <p>Ongoing development of ESG Steering Committee and Operational Steering Committee</p> <p>Ensure robust reporting including compliance with government requirements in relevant markets (e.g. UK Sustainability Reporting Standards)</p> <p>Further integrate carbon and sustainability into financial reporting and annual reviews, in line with existing market regulations and evolving legal frameworks</p> <p>Complete annual Sport for Climate Action and Sport for Nature reporting</p>	<p>Continue to consider climate impacts as part of the ongoing regionalisation of our global schedule</p> <p>Finalise and adopt updated Climate Transition Plan</p> <p>Ensure stability or proportional increase in sustainability budget</p> <p>Engage Heads of Department in ongoing development and delivery of internal Sustainability Management Plan</p> <p>Explore ISO 20121 sustainable event management system adoption for event management</p> <p>Continue to build out data tracking into extended Scope 3 carbon emissions for operations</p> <p>Continue to voluntarily invest in impactful compensation measures for unavoidable emissions across operations, Rolex Series and Challenge Tour Grand Final</p> <p>Provide a recommended 'impact investment' framework to other sanctioned events</p>	<p>Further review and strengthen Sustainable Procurement Codes and Policies</p> <p>Increase regionalisation of procurement codes for priority tournament markets and regions</p> <p>Build on 15% ethical and environmental weighting in central procurement, striving for 20%</p> <p>Achieve strengthened integration of Scope 3 carbon and nature-based impacts across central procurement and for championships through deep dive into certain event supply chains</p> <p>Evaluate potential for further integration of 3rd party sectoral and commodity standards into our supply chain</p> <p>Tighten environmental contractual clauses across all contracting areas</p> <p>Continue to work with joint ventures to develop sustainability action plans aligned to ETG, and provide data as required</p> <p>Develop Sustainability Awards (first launched in 2024) globally and across all Tours</p> <p>Deliver new Sustainable Supplier Education Series, with target to reach over 33% of all suppliers</p>	<p>Work with existing and new technology partners to leverage broader capabilities in sustainability, to drive innovation and leadership that drive efficiency in our business and deliver enhanced capabilities to strengthen our strategic narrative</p> <p>Leverage existing and new partnerships to create a portfolio of innovative and sustainable solutions – to deliver partner-aligned roadmaps of developments and deliverables to achieve our corporate objectives</p>	<p>Annually updated corporate communications plan, with sustainability section</p> <p>Further develop sustainability communications and content on the Tour website</p> <p>Deliver regular sustainability focused feature articles in earned media</p> <p>Increase frequency of content that educates or delivers clear calls to action to stakeholders</p> <p>Engage with key events and action days, such as World Environment Day</p> <p>Share lessons and innovations at Sustainability themed industry events/conferences</p>	<p>Work with HR to identify further employee engagement and incentive opportunities</p> <p>Develop sustainability training for relevant departments and individuals as part of personal development</p> <p>Create opportunities for staff to engage with purpose-led activations across the Tour</p> <p>Further promote role of the Sustainability Champions network across the organisation</p>	<p>Continue to progress both staff behaviour change and updates or investments in resource efficient technologies</p> <p>Ensure future renovation, development or investment plans fully integrate latest design and technology opportunities for efficiency and carbon reduction, plus attention to wider supply chain</p> <p>Map engagement with reductions in resource consumption, waste and emissions</p> <p>Continue to examine carbon reductions achievable from further strengthening business travel policies</p> <p>Develop next phase of staff business travel and commuting policies, including scoping a new staff incentives scheme and carbon budgeting options</p> <p>Explore potential to showcase Sustainable Aviation Fuels for staff and players in events where a charter flight is booked</p>
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FORWARD PLAN

Responsible championships

GOAL

Staging and sanctioning ever more responsible and sustainable championships with lower environmental footprint and higher value to nature and communities.

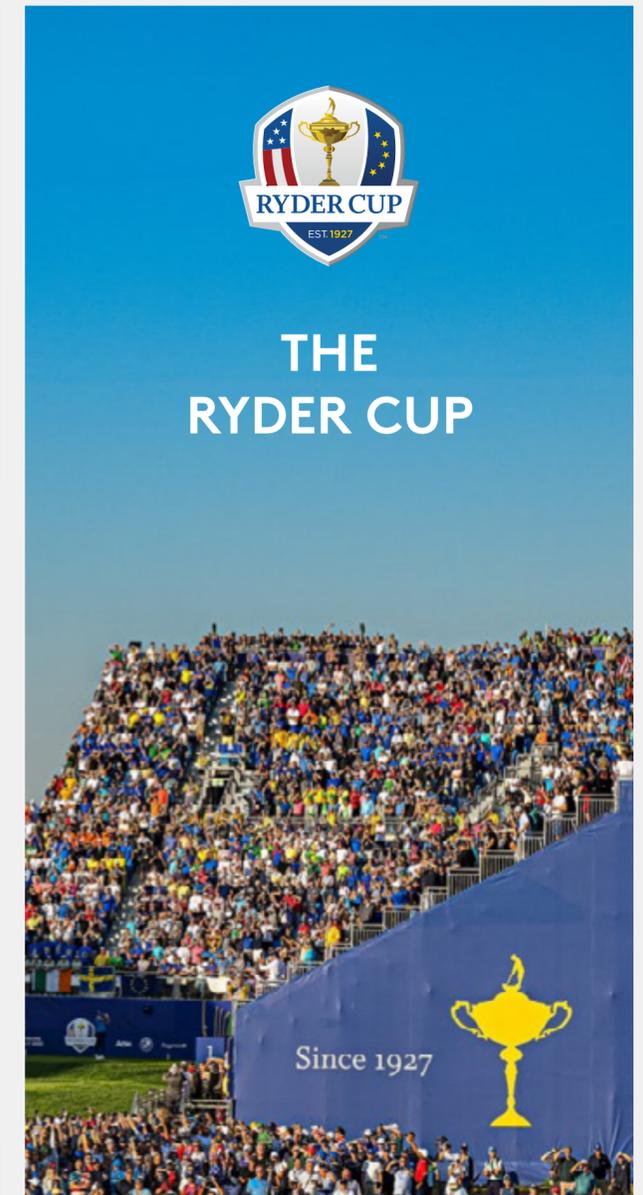
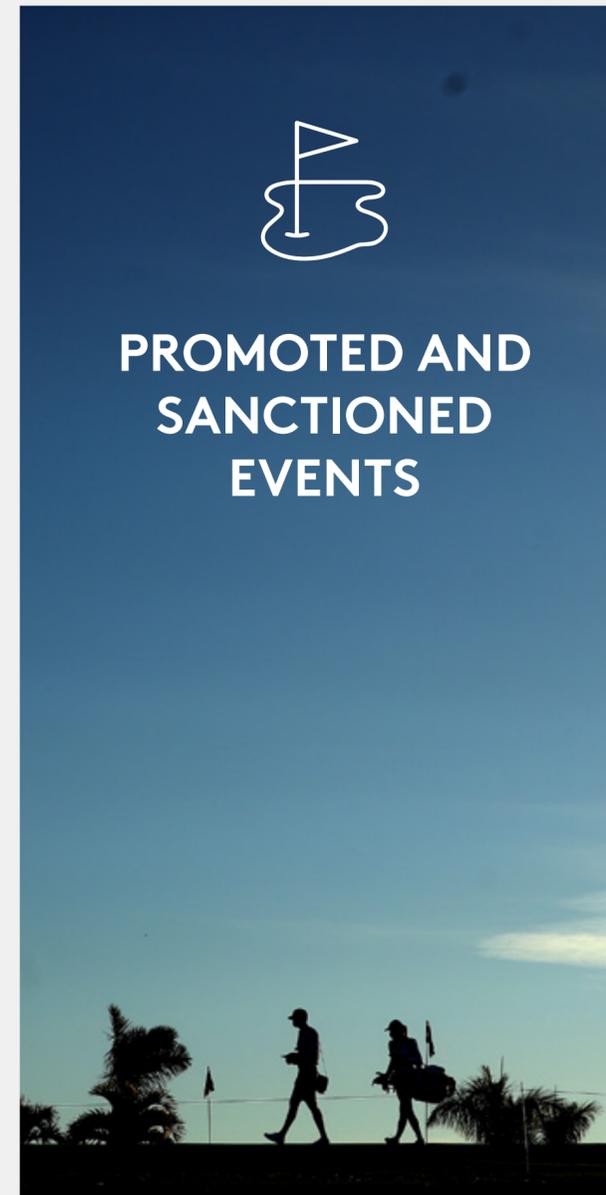
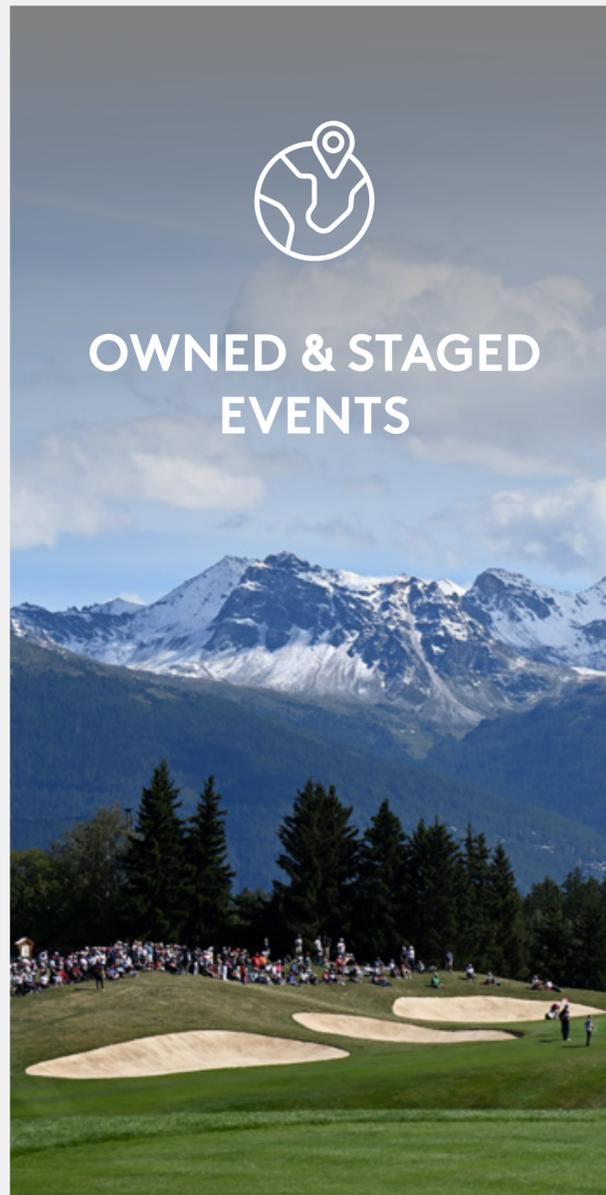
Over the last few years we have delivered strong progress across the Rolex Series, plus a leadership group of other owned and operated events.

In parallel, a growing number of other co-sanctioned and promoter led events have picked up the baton.

The launch of the Championship Charter, combined with plans to scale our guidance and impact tracking across more events going forward, will take our influence even further.

A dedicated new Ryder Cup 2027 Sustainability Action Plan will ensure this iconic event delivers on national and international expectations.

FOCUS AREAS



FORWARD PLAN

Responsible championships

FOCUS AREAS

OWNED AND OPERATED EVENTS

PROMOTED AND SANCTIONED EVENTS

RYDER CUP

PLANNED ACTIVITIES AND TARGETED OUTCOMES

Promote and implement Sustainable Championship Charter across events

Annually assess Championship department onboarding and educational support

Extend tracking of key carbon/sustainability metrics across owned and operated events

Identify new focus markets for tournament impact reporting (beyond current "Sustainable 10" leadership events)

Continue to elevate environmental standards and innovations at Rolex Series Events

Create opportunities to share best practise across markets and with other industries

Continue to use events to raise awareness and support for human health, social and environmental causes

Achieve meaningful championship targets across owned and operated events

Strengthen sustainability standards and environmental responsibilities within tournament sanctioning agreements

Promote Championship Charter, with signatories reporting on key metrics

Introduction of themed, sustainability innovation-based workshops for promoters

Run annual surveys to track key sustainability operations across the DPWT

Foster connection and collaboration between sustainability leads

Engage and support promoters with a sustainability agenda at annual forums

Further develop platform for data gathering and impact reporting

Explore opportunities to share campaigns and other spectator engagement content with promoted and sanctioned events

Address sustainability considerations in event permitting and licensing activities

Develop Sustainability Action Plan for Ryder Cup 2027 in Ireland, setting out goals for incremental progress

Explore ISO 20121 and consider certification

Collaborate with Golf Ireland and other government and local stakeholders

Develop engagement and activation materials for partners and suppliers

Consider EU Green Sports Manifesto

Explore innovative options and alternatives for essential air travel i.e. SAF investments or alternative credible approach

Explore potential for introduction of a 'green levy' or 'compensation contribution' on helicopter travel connected to championships

FORWARD PLAN

Innovative partnerships

GOAL

Building purpose and innovation into international and regional partnerships, sponsorships and supplier agreements to drive innovation and wider multipliers across the Tour and across the golfing ecosystem.

The European Tour group works with a wide variety of partners in diverse regions and geographies and across both the public and private sector. The goal is to harness these relationships by locking in purpose and positive impact - to drive investment, innovation and create new solutions that will help us achieve our Impact Priorities.

Thanks to the platform we provide - of business to business and business to consumer - we can act as a catalyst and a high-profile test bed for a diverse range of partnerships in action.

We will also be developing further our valued relationships across golf, nationally and internationally, and with the third sector in the communities we visit.

Delivering on arguably the most important of the Sustainable Development Goals -SDG17 - Partnerships for the Goals.

FOCUS AREAS



TOUR PARTNERS & SUPPLIERS



TOURNAMENT PARTNERS AND SUPPLIERS



GOVERNMENT PARTNERS



NOT-FOR-PROFIT PARTNERS



MEDIA PARTNERS

FORWARD PLAN

Innovative partnerships

FOCUS AREAS

TOUR AND TOURNAMENT PARTNERS AND SUPPLIERS

GOVERNMENT PARTNERS

NOT-FOR-PROFIT PARTNERS

MEDIA PARTNERS

PLANNED ACTIVITIES AND TARGETED OUTCOMES

Establish clear sustainability leads and lines of decision making for all partners and suppliers

Introduce Sustainability Strategy, with activation ideas, to existing and new corporate partners

Encourage partners and suppliers to integrate or add a sustainability investment and activation into agreements

All strategic partners and suppliers delivering at least one dedicated sustainability activation as part of agreements

Continue to expand ETG Supplier Sustainability Awards initiative globally

Continue to collaborate with government partners and agencies in key territories and markets

Maximise the value of tournaments towards defined national policies and goals

Create new government facing 'Sustainable Championships' outline to increase government engagement and joint activations

Continue to develop connections with National Golf Federations, collaborating around championships to align objectives

Continue to support, activate and co-fundraise with leading and relevant non-profits in key markets

Provide ongoing guidance and examples to support tournaments with impactful NGO outreach and legacies

Create regular sustainability features with key broadcast partners

Ensure key sustainability innovations/updates and milestones are well communicated

Continue to liaise closely with European Tour Productions on lower impact production, Albert certification, and sharing of data into ETG impact reporting

FORWARD PLAN

Wider influence

GOAL

Delivering flagship initiatives that strengthen our athlete and media engagement, to generate greater reach and ripple effect across spectators, fans and wider public.

While our primary focus has been building foundations, and walking the walk, we are actively increasing the quantity and quality of our sustainability-based communications.

In this next phase we want to go further, with a wider frequency of communications that gains greater traction with audiences, and can ultimately induce greater behaviour change.

We also want to make sure that we are sharing our successes, and lessons, with our peers from the sustainability in sport community.

To achieve this, we have designed a number of carefully crafted activations and multi-channel campaigns for key audiences.

FOCUS AREAS



PLAYERS



SPECTATORS



FANS



VENUES



**LOCAL COMMUNITIES
& WIDER PUBLIC**

FORWARD PLAN

Wider influence

FOCUS AREAS

PLAYERS	ON-SITE SPECTATORS	FANS	VENUES	LOCAL COMMUNITIES & WIDER PUBLIC
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PLANNED ACTIVITIES AND TARGETED OUTCOMES

<p>Support further reduction of player emissions through scheduling of “regional swings”</p> <p>Explore use of sustainable aviation fuels in centrally commissioned charter flights between tournaments as opportunities arise</p> <p>Continue to engage players in ETG tournament carbon calculation and offset, and explore means to engage at a greater scale over annual impact</p> <p>Continue to encourage players to engage in ETG Sustainable Golf Champions program with additional education, guidance and communications support</p> <p>Increase profiling of engaged players on Tour digital channels and other platforms</p>	<p>Develop new on-site tournament branding, messaging and spectator engagement kit – including a new nature campaign</p> <p>Extend active travel and low emission transport options to reduce emissions per spectator across owned and staged events</p> <p>Further develop and increase uptake of spectator offsetting/education and impact tool</p> <p>Explore other means to engage spectators in carbon reduction, climate investments and positive impact through ticketing</p>	<p>Work with broadcasters and partners to introduce more purpose led features into coverage</p> <p>Explore opportunities to include more purpose/positive impact /environmental content in fan newsletters and email notifications</p> <p>Build more ‘Play your Part’ calls to action into fan communications</p> <p>Explore opportunities to gamify sustainability across our fan base</p>	<p>Include alignment with venue development (European Golf Design); branding (European Tour Destinations); and leading tournaments venues (Rolex Series)</p> <p>Consider all ETD venues to be certified for leadership in sustainable golf/equivalent credential</p> <p>Track and measure proportion of tournament venues to be certified for leadership in sustainable golf</p> <p>Increase storytelling and content output (including nature related content) from championship venues</p> <p>Continue to promote, deliver and measure responsible agronomic best practices for venue preparation</p>	<p>Further research and update guidance on social return on investment for golf events</p> <p>Promote practical SROI best practices and guidance to ETG championship department and promoters</p> <p>Continue to drive legacy at events, connecting local communities to tournament impacts</p> <p>Continue to leave a skills and careers legacy in local markets with our careers in golf programmes</p> <p>Drive storytelling opportunities and hero local community projects</p> <p>Connect more players in local tournament advocacy and good-cause promotional activities</p>
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05

Teaming Up

TEAMING UP

To play a bigger part

This updated and refreshed strategy provides the clear direction of travel for the next phase of the European Tour group's leadership in sustainability.

It is presented in light of meaningful and satisfying progress in recent years, combined with lessons learned along the way as we roll-out new technologies and processes.

It also takes into account the changing landscape, both internally as the sport of golf continues to evolve, and externally as the regulatory landscape evolves.

Just as importantly, this strategy is presented in light of ever more urgent environmental and social needs. These include the continued global decline of nature; the increasing frequency and intensity of climate extremes; and the well recognised connection between quality of environment and quality of life.

Taken altogether – that experience, new knowledge, changing landscape and strengthening societal need – sets sustainability as an even stronger pillar at the heart of our organisation.



Maria Grandinetti Milton
DIRECTOR OF SUSTAINABILITY,
EUROPEAN TOUR GROUP

JOIN IN AND FOLLOW US

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LET'S PLAY A BIGGER PART

We know that turning the tide on our environmental and social challenges needs to be our greatest team effort yet.

So as we at the Tour set out on our next phase to achieve a net positive future for people and planet, our call is to do this together.

By working collaboratively, with shared values and in search of common solutions, we can all achieve much more, more quickly.



STAFF

Get involved individually and through your departmental priorities. Share ideas on how we can do better.

Do better - we are the people who can make change happen!



SPONSORS

Bring your ESG values, sustainability solutions and initiatives into Tour and tournament activations. Grow the level of activity and outcomes across and through our community.



EVENTS

Set out to become global leaders in sustainable golf and sports events. Sign the Championship Charter. Deliver, track and share your progress.



SUPPLIERS

Bring your best solutions and services. Help us drive innovation across all aspects of event staging. Join our Awards and contribute to communications.



PLAYERS

Track and offset your unavoidable travel – event by event or for your season. Learn more and discuss ways to have bigger reach and influence.



FANS

Try to avoid car travel, or car share. Bring a refillable bottle. Think about how you and your club can contribute. Recycle when onsite and don't be afraid to consider vegetarian or lower carbon intensive meat onsite!



MEDIA

Learn more about golf's challenges, opportunities and action being taken. Help spread the word and engage more people and organisations.



VENUES

Work to the highest sustainable golf standards. Gather data and stories to support credible communications. Assist in event time community engagement and environmental activations.

