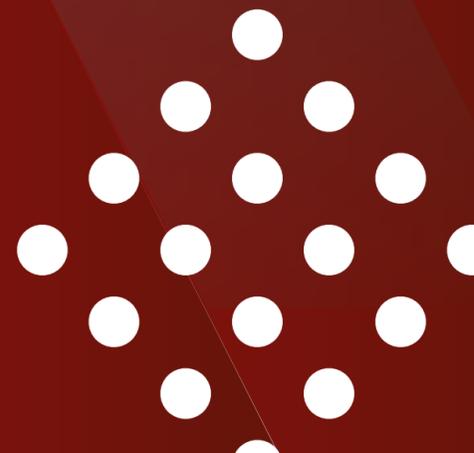
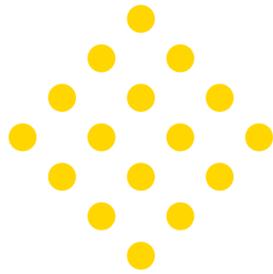




THE RED WAY

OVERVIEW AND HIGHLIGHTS





This is The Red Way.

The Red Way is Liverpool Football Club's sustainability strategy.

It's our commitment to helping build a better future for our people, our planet and our communities. The Red Way is a fundamental part of what we do and central to our mission of creating a Club that is sustainable in everything it does.

It has always been our ambition at Liverpool FC to run a sustainable Club and a sustainable business. Three years ago, we recognised there was a huge amount of good work happening across the Club and the LFC Foundation, in relation to our people, our communities and how we contribute to a healthier planet. But this great work was sitting in silos across the Club. Recognising its importance to ourselves and our stakeholders, we began to look at everything that was happening across the Club, with a view to understanding where we weren't doing enough and where we needed to go further.

And this was how The Red Way was formed. We are incredibly proud of the progress we have made since 2021 and are delighted to have been independently recognised as global leaders in this area. But we're not standing still, and we will constantly review and evolve our key focus areas, targets and actions to ensure we are tackling the issues that matter.

The aim of this report is not to give a comprehensive progress update on everything we are doing as part of The Red Way. It's to highlight and celebrate some of our key achievements and shine a light on some of the achievements and success we are particularly proud of.

I hope you enjoy reading and thank you for your continued support.

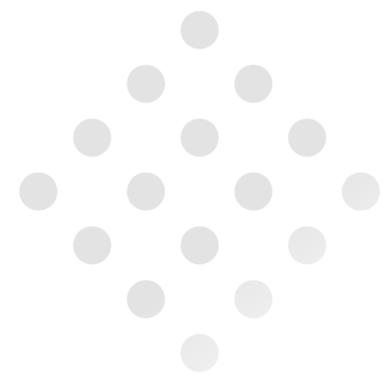
You'll Never Walk Alone.

Billy





OUR AWARDS



Brand Finance®



SPORTS BUSINESS AWARDS 2022



"It is clear to see the amount of work that Liverpool FC have put into overhauling their environmental sustainability work in the past few years to the comprehensive strategy we can see today, and it's incredible to see it permeate across every facet of the organisation."

Claire Poole – Founder of Sport Positive



SEAL Environmental Initiative Award & THE SEAL SUSTAINABLE PRODUCT AWARD



The Only Premier League Club to be ISO20121, ISO50001 & ISO45001 certified

3 NOMINATIONS
BRITISH LGBT AWARDS 2022



OUR SUCCESSES

We have implemented
100%
clean energy
at all LFC sites

This prevents
2,636
tonnes of carbon
being emitted



98%
hand-back rate for
reusable cups on match
days at the end of 2022,
up from 20% from the
beginning of 2021



Switched to 100% carbon
neutral, recyclable and
degradable sugarpoly
packaging bags removing over
1.6 million
non-degradable virgin plastic
products being used.



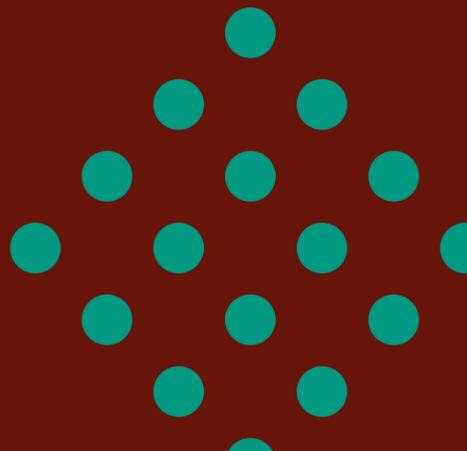
The Club has seen a
60%
reduction
in carbon
emissions
across fuel and
electricity since 2019

We have been awarded
the **Advanced level** of
the Premier League
Equality, Diversity and
Inclusion standard for
the fifth year running

[Read the full season impact report here](#)

Our LFC Foundation
contributed a value of
£80.17m
to the Liverpool City Region
in a 12-month period,
equating to a social return
on investment of over
£16.36
for every **£1** invested





OUR APPROACH

Creating our strategy



OUR FRAMEWORK

Implementation of our strategy is underpinned by our robust sustainability management system. Through this, we hold ourselves to account, check we are delivering against our commitments and push ourselves to continually improve.

We decided early on in our journey to become externally certified.

We are proud to be the only Premier League Football Club to be certified to the internationally recognised sustainability management system standard, ISO20121.

The framework enables us to make decisions on what is important to us as a Club, account for the expectations of our stakeholders and most importantly prioritise action. We know that we cannot focus on everything, and our framework helps us take an objective view of what are our current priorities.

Being externally audited means everything that we are doing is checked and reviewed by an independent body, ensuring that we are held to account and can drive continual improvement across every area of The Red Way.



The ISO20121 system is an internationally recognised management system that covers all areas of sustainability. We chose to use it because it:

1. Helps us identify what is important and to prioritise
2. Helps us set out targets and create actions
3. Holds us to account - we are tracking & monitoring
4. The result is continuous improvement across the things that really matter



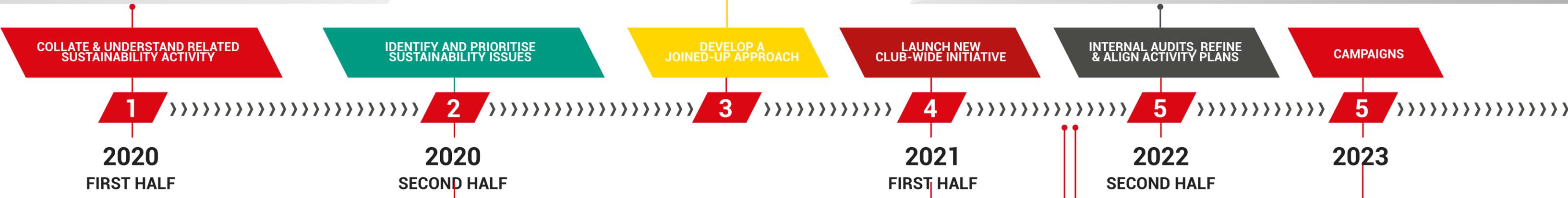


OUR JOURNEY TO THE RED WAY

We knew that a range of activities related to sustainability were already taking place. Mapping these gave us a good understanding of what was already happening across the club. Activities and initiatives focussed on ED&I, local and global community work and environmental progress.

Based on our priorities, and the gaps we had identified, we created an action plan. We developed a set of objectives, targets and actions that would enable us to fulfil our objectives. These will be reviewed on an annual basis and form the basis of our work.

Audits are designed to review progress and check for delivery against The Red Way as well as against the sustainability ISO20121 standard. Our first Management Review was in September 2021 just before receiving independent certification. A second review was undertaken in September 2022, just before our independent surveillance audit. During 2022, we carried out a total of 14 internal audits to assess our progress.



Issues that are important to the club – and their associated risks and opportunities - were identified. Issues included a diverse workforce, accessibility, carbon emissions and local economic activity. In total, 39 issues relevant to the Club were examined.

Stakeholders across the Club prioritised these in order of importance and cross-referenced our existing activities with our priority list. This process highlighted the areas across the Club, that required our attention.



1ST PLACE

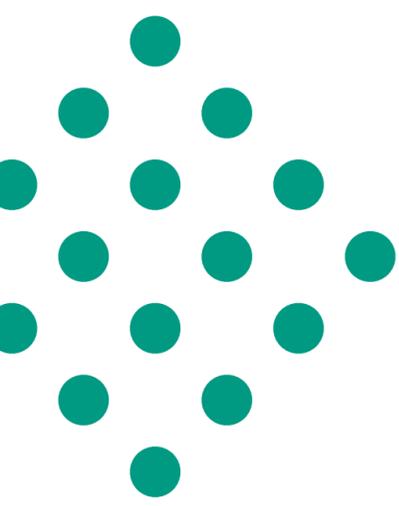


CERTIFIED



Our work to date has been focused on ensuring we are delivering to an exceptional standard on our internal actions.

Now, we want to go further – watch this space!



THE RED WAY

Liverpool Football Club's Sustainability Strategy



OUR PEOPLE

We support our people to thrive and become knowledgeable champions for a sustainable future



OUR PLANET

We make decisions and take actions that have a positive impact on the planet



OUR COMMUNITIES

We provide life changing opportunities for our communities, home and away



THE RED WAY IS ALIGNED TO HELP ACHIEVE 14 OF THE UN SDGs

The UN Sustainable Development Goals (SDGs) were adopted in 2015 to provide a blueprint for peace and prosperity for people and planet, now and into the future. There are 17 SDGs which are an urgent call to action by all countries – developed and developing – in a global partnership. The target to achieve these is 2030.



OUR PEOPLE

We support our people to thrive and become knowledgeable champions for a sustainable future



OUR PLANET

We make decisions and take actions that have a positive impact on the planet



OUR COMMUNITIES

We provide life changing opportunities for our communities, home and away



UNDER THESE THREE STRATEGIC PILLARS, SIT OUR SIX KEY OBJECTIVES.

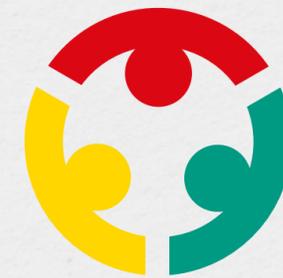
These provide us with our 'North Star'. Every major Club initiative, business area and programme aligns with, and helps us to achieve these objectives. They enable a greater visibility of activities and alignment to amplify their impact. These objectives do not represent an end point. They focus our attention on key issues that drive us to continually improve.



OUR PEOPLE



OUR PLANET



OUR COMMUNITIES

We will build knowledgeable, informed and respected sustainability leaders and champions

We will minimise our negative impact on the environment

All our partners will be aligned to our sustainability values and support scalable positive impact across our wider impact programme

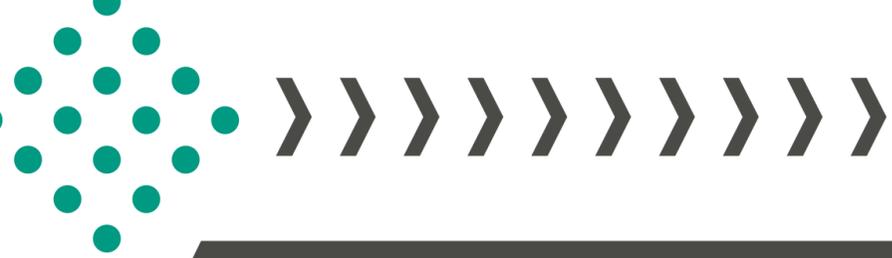
We will create an inclusive, safe and inspiring working environment

We will create a net positive impact on the environment

We will deliver a positive contribution to local communities and fans to create life changing opportunities for our communities both home and away

OUR PEOPLE





OUR PEOPLE PILLAR OBJECTIVES

Build knowledgeable, informed and respected sustainability leaders and champions

To create an inclusive, safe and inspiring working environment

Our People pillar aims to bring together everything that we do to support and empower every individual – employees, fans and players – that are connected to the Club.

We've been leading the way in equality, diversity and inclusion for many years, having been the first professional football club to be awarded the Advanced level of the Premier League Equality Standard (now called the Premier League Equality, Diversity and Inclusion Standard) back in 2017. We've been awarded this level consistently based on our continuous evolution in this space and are always looking at ways we can improve.

Much of our work in this space is driven by Red Together.

Red Together is our equality, diversity and inclusion programme that has four strategic priorities: Disability, Gender, LGBT+ and Race & Ethnicity.

We know that to create change, everyone must understand the role they have to play. That is why we are committed to supporting our people to take a leadership role in becoming champions for a sustainable future. This means giving them the opportunity to learn and instil change where it is needed across the Club.

In addition, we are committed to becoming an accredited menopause friendly employer, to providing wide-ranging employee wellness support through initiatives such as financial wellbeing week, and providing opportunities for our employees to support causes that are important to them.



SOME HIGHLIGHTS



SEPTEMBER 2021
Re-launch of
LFC's Employee
Inclusion Networks

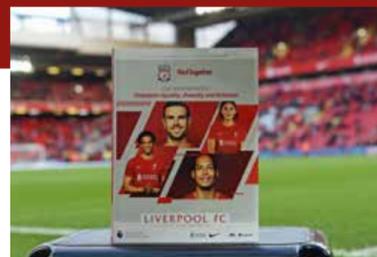


OCTOBER 2021
Jordan Henderson and
Trent Alexander-Arnold
sit down to discuss the
importance of equality and
diversity as part of Black
History Month

Liverpool FC is lending its support to a new United Nations initiative that has been created to use sport as a way to combat the ever-growing global increase in hate speech and violence.

The Game Plan, which was officially launched December 2022 at the UN and Eradicate Hate Global Summit Sports event in New York, USA, has been developed by the UN Office on Genocide Prevention and the Responsibility to Protect and Eradicate Hate Global Summit Sports Working Group.

MARCH 2022
Re-launch of LFC's Red
Together strategy



NOVEMBER 2021
For Rainbow Laces Jurgen
Klopp and Meikayla Moore
sit down to discuss the
importance of LGBT+
inclusion in sport
**#1 Rainbow Laces campaign of
any club across the weekend**



The new campaign – outlined by the acronym SPORT: speak, promote, organise, recognise and train – will focus not just on identifying and reporting hate speech, but on positive reactions that everyday people and athletes have taken to counter it.

We are proud to be supporting this new initiative and reinforcing our commitment to positive change both as a football club and as part of the wider sporting community.

*LFC's Senior Equality, Diversity and Inclusion
Manager, Rishi Jain*



JUNE 2022
LFC picks up 3
'Top 10s' at the
British LGBT
Awards 2022

DECEMBER 2022
LFC recognised for its
authentic inclusion
across the club



[Read more](#)

LEARNING AND DEVELOPMENT

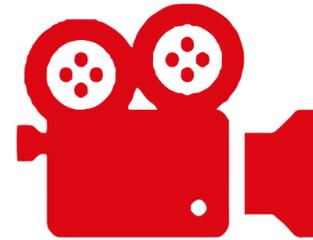


Liverpool Football Club is committed to supporting all employees to further develop their skills and manage their careers by offering a wide range of learning and development opportunities and experiences.

This includes a Club Induction right from the start, development planning, workshops, webinars and apprenticeships via the My Career and Development hub, which also hosts over 12,000 online learning resources. LFC is also committed to enhancing employee wellbeing and the continuous education and awareness of its employees on Equality, Diversity and Inclusion subjects across all areas of the Club.



679+
hours of LinkedIn
Learning content viewed



20869+
online videos and
courses viewed



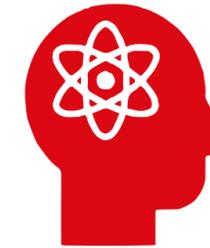
41
People enrolled
onto Apprenticeship
Programmes



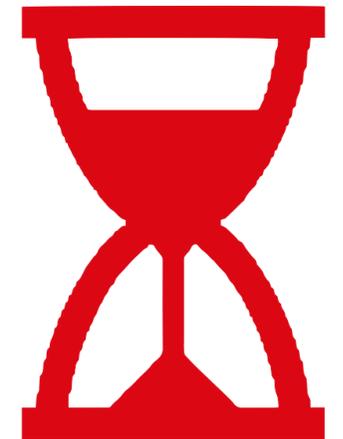
66
new starters
inducted



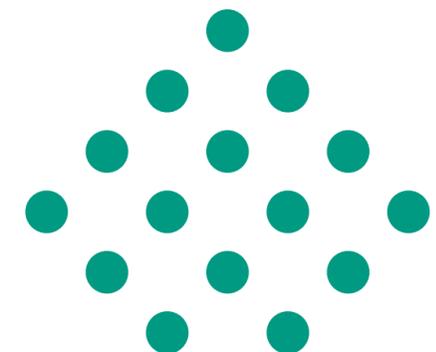
300+
hours of Compliance
Training undertaken



550+
Colleagues and Managers
attended f2f workshops,
online webinars, ED&I
and Wellbeing events



14,874
Total training hours
delivered between
June 2021 and
May 2022





OUR PLANET





OUR PLANET PILLAR OBJECTIVES



To minimise our negative impact on environment

To create a net positive impact on the environment



Switching to renewable tariffs has prevented 2,636 tonnes of potential carbon emissions from being emitted. This is equivalent to the annual carbon emissions of 264 individuals in the U.K.

This is just one example of the changes we are making. There is a long way to go, but we are committed to the journey.

Sport can play a critical role in limiting the worst effects of climate change and creating a sustainable future for our planet.

We recognise that we must do everything we can to limit our harmful effect on the planet. But we also believe we can go further than that and use our platform as a positive voice for change.

We have already begun making practical changes to the way we operate. For example, during the 2020-2021 season we switched all our mains fed energy (gas and electricity) to renewable tariffs. This covers all our sites– Anfield, The AXA Training Centre, The Academy, Liverpool and London offices, and the UK stores.

In 2021, we became a signatory of the United Nations Sports for Climate Action Framework, joining over 300 global sports organisations in a collective ambition to drive action on carbon emissions and climate change. Furthermore, in January 2022, we increased our level of ambition and signed up to the UN Race to Zero.

The framework also outlines the significant carbon impact of fans within sport and commits us to take responsibility for this by implementing practical reduction plans.

The UN Race to Zero framework commits us to achieving specific climate goals of halving our operational emissions by 2030 and aiming to achieve net zero by 2040.



CARBON EMISSIONS

Our carbon emission inventory has been developed using the best available data. It includes Scope 1, 2 and 3 emissions for LFC's UK activities.

 Scope 1 carbon emissions are those caused directly by the operational running of the Club, generally by burning fossil fuels. We use 100% green gas tariff for our natural gas. This has helped reduce these emissions from 1,583 tonnes in our 2019-2020 baseline season to 285 tonnes.

 Scope 2 carbon emissions are created by the electricity consumed by the Club. By switching to 100% renewables tariff we have reduced these emissions to zero.

 Scope 3 carbon emissions are created by the procurement of products and services across the supply chain, including travel and our merchandise operations. Our emissions in this scope were 140,198 tonnes.

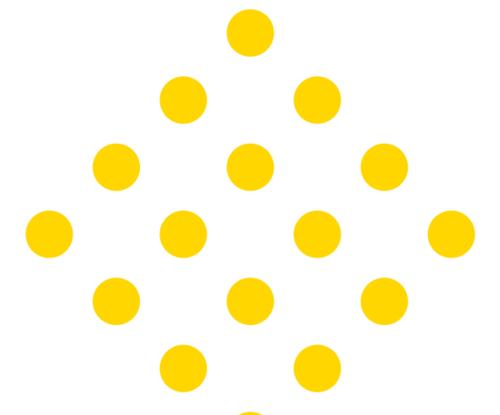


SCOPE 3 EMISSIONS – STREAMING AND TV

The impact of fans on sporting events is significant. For LFC this is no different and we have also looked at the direct impact from travel to matches.

However, only a small proportion of fans attend the events in person. The majority of fans consume the matches and content, either through their TV or live streaming. The Carbon Trust recently published an analysis of the carbon impact of streaming content. This set a proxy of 55gCO₂e/hr of streamed content.

We therefore carried out an initial estimate based on this, best available data has been carried out to start to calculate the carbon impact of this virtual fan impact.



OUR CARBON EMISSION REDUCTION PLAN

ALL FIGURES ARE IN TONNES CO₂ EMITTED

	BASELINE YEAR 19/20	TRW LAUNCHED 20/21	PROGRESS 21/22
SCOPE 1 FUEL	382	382	284
GAS	1,200	1 (Green tariff implemented)	1
SCOPE 2 ELECTRICITY	0 (Green tariff implemented)	0	0
EMPLOYEE TRAVEL	1,334	173	1,375
SUPPLY CHAIN	14,790	16,506	17,071
CATERING	3,222	807	2,663
TEAM FLIGHTS	1,256	208	755
SCOPE 3 FAN TRAVEL	12,331	COVID season	15,498
WASTE	21	N/A	15
WEBSITE	361	361	278
MERCHANDISE	91,887	160,147	117,598

CARBON COMPENSATION COMMITMENT EVERY YEAR TO ENSURE CARBON NEUTRALITY

REDUCTION PLAN TO 2030

By 2025, 100% of club operations to run on low carbon and clean energy sources, through use of synthetic/biofuels and electrification

Investment in energy efficiency and behavioural change to reduce consumption

Investment in energy efficiency and behavioural change to reduce consumption

All employee travel to align with the travel policy, focusing on essential travel and LFC sustainable travel hierarchy

Engage with suppliers to align with LFC net zero targets

Increase the number of vegetarian/vegan meals across all sites and kiosks including use of produce from LFC allotments

All LFC travel to align with the travel policy, focusing on essential travel and LFC sustainable travel hierarchy

Promote active and sustainable travel options

10% year on year reduction and optimise recycling

Switch webhosting to a green provider

Increase recycled content and recyclability of products and packaging. Work with partners to decarbonise logistics.

*operational emissions include all direct emissions owned by LFC

BY 2030
REDUCE OUR OPERATIONAL* CARBON EMISSIONS BY 50%



SOME HIGHLIGHTS

Powering our team buses...from used cooking oil

One of our significant areas of emissions is from our teams travelling to games. To reduce our impact in this area, we have implemented the use of sustainable fuels in our team buses.

We worked with our travel provider to gain access to alternative, lower-carbon fuel options including Hydrotreated Vegetable Oil (HVO). With the team buses being fuelled with HVO, this is resulting in a

90% reduction in carbon emissions from regular diesel.

This is helping achieve our objective to be carbon neutral across our sport operations by the end of the 22/23 season. This is a small, but significant, example of how we are not only changing our own behaviour but aiming to have a wider impact on the sports sector and beyond.



Reduce, Reuse, Recycle.



We have worked with our partner Quorn to encourage fans to try a plant based diet and reduce the amount of food waste from the Club. As a result of our joint efforts,

we have saved 86,500 kgCO₂ carbon.

As part of our partnership with SC Johnson, we have increased the recycling rate of plastic bottles used at Anfield from **25%** at the start of 2021 to an impressive **86%** at the end of 2022.

In addition, our fans have played their role in responsible consumption, with an incredible **98%** hand-back rate for reusable cups on match days.

Increased biodiversity

As part of our commitment to increase the biodiversity across our sites each year, in 2021/22 we completed a thorough assessment of the pre-existing biodiversity in those spaces and have set out an ambitious 5 year biodiversity action plan.

At The Academy, we have planted over **900** trees, hedges, bushes and wildflower plugs, alongside a number of raised beds. Additionally, there are bug houses, a hedgehog house, log piles, bird boxes and bird feeders to support inner city wildlife.

We are also creating our very own farm-to-fork initiative with home-grown vegetables from the Academy and Anfield allotments used by club chefs to feed players, employees and fans.



OUR COMMUNITIES

LIVERPOOL FOOTBALL CLUB
ESTABLISHED. 1892





OUR COMMUNITIES PILLAR OBJECTIVES

We will deliver a positive contribution to our fans and create life changing opportunities for our communities both home and away

All our partners will be aligned to our sustainability values and support scalable positive impact across our wider programme

Liverpool Football Club is known the world over, but we are rooted in our communities. From our earliest days as a Club, we have aimed to look out for each other, particularly those in need. This ethos is what sits at the heart of our community pillar.

The LFC Foundation (LFCF) is the official charity of Liverpool Football Club and delivers a significant amount of our work in this space. It aims to harness the power and passion of the Club's fans and stakeholders to improve the lives of the most disadvantaged.

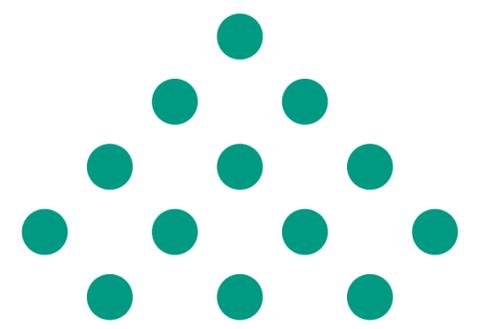
Our work under this pillar includes the work of the LFC Foundation and our wider stakeholder community of partners and suppliers.

We know that we cannot reach our ambitions alone. That is why we are working with all of our partners to actively understand how we can achieve more, together. This can be anything from scaling the reach of a programme, creating a compelling campaign or supporting our suppliers to improve their own sustainability standards. We know we are better when we work together.



Foundation

THE CLUB'S OFFICIAL CHARITY



FOCUS AREA:

LFC FOUNDATION

The LFC Foundation delivers a broad range of programmes, aligned to specific outcomes, across six areas of activity. These activity areas include:

-  Sport and Physical Activity
-  Health and Wellbeing
-  Education and Life Skills
-  Employment and Training
-  Youth Interventions
-  Community Engagement

LFC Foundation supports more than **83,000** people

It runs more than **50 programmes** and delivered **348,000 hours** of programme activity in 2022

Almost two thirds of participants are from the top 20% most deprived areas of the country

At the close of the 2021/22 season the LFCF also conducted a series of surveys amongst programme participants, their parents and carers, volunteers and partner organisations.

Overall, the participant responses were very positive with 88% reporting an improvement in their mental health / wellbeing and 90% reporting an improvement in their physical health / fitness, up from 86% last season.



SOME HIGHLIGHTS

LFC Foundation's MOVE Programme

Originally launched in 2018 as a pilot project, LFC Foundation's MOVE programme uses the power of football and the LFC badge to appeal to young Cystic Fibrosis (CF), Asthma and Endocrine patients; encouraging them to partake in physical activity, not only to improve their quality of life, but critically to help increase their life expectancy.

In the past 18 months (June 2021 to Feb 2023), the LFC Foundation has worked with over 140 young people, providing more than 250 group and one to one sessions for patients and their families.

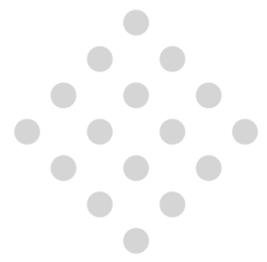
“Our daughter... is healthier which means that because her condition is life limiting and degenerative, the physical health you have given her means she will live longer”

Parent of MOVE Programme Participant



This Means More Challenge

Official Liverpool Supporters Clubs (OLSCs) around the world joined together for the LFC Foundation's third 'This Means More Challenge'. OLSCs from across North America, Europe, Africa and Asia came together and supported their local communities through the power and passion of the LFC family. Every participating OLSC showed their creativity, commitment, and pride in helping others through and improving their local environment.



FOCUS AREA:

OUR PARTNERS

We aim to work with all of our partners to scale our impact across all the pillars of The Red Way. Here is a selection of how some of our partners are working across our three key pillars.



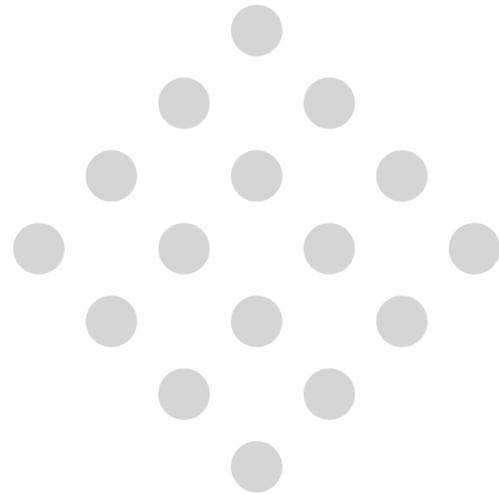
OUR PEOPLE



OUR PLANET



OUR COMMUNITIES



MENTAL HEALTH



ECONOMIC INCLUSION



MAGIC MOMENTS



FOOD SUSTAINABILITY



COMMUNITY SPORT & SUSTAINABLE CLOTHING



FREE TRAVEL TO LFCW WSL AWAY GAMES



GENEROSITY & EMPLOYABILITY



PLASTIC RECYCLING & WASTE



CREATIVE & LITERACY



DONATIONS & DISCOUNTS



COMMUNITY MENTAL HEALTH

SOME HIGHLIGHTS



Our partners are proud to support to our local community, with many providing valuable support to the LFC Foundation:



SC Johnson created a community awareness campaign – Don't Lose Your Bottle – that aimed to improve plastic recycling and educated LFC fans on the plastic life cycle. In addition, SC Johnson supported the LFC Foundation on their Big Red Summer programme, distributing 7,500 reusable bottles throughout the Liverpool community, which helped to save over 315,000 200ml single-use plastic bottles going to landfill. Going even further, we are incredibly excited that SC Johnson have committed to supporting us to meet our aim of reducing our overall waste by 10% every season.



Quorn have backed a campaign for 2 seasons now, to 'Double The Donations' of food made to Fans Supporting Foodbanks (FSF). FSF is a community-led initiative between both Liverpool FC & Everton FC fans, to help alleviate, and hopefully one day eradicate, food poverty in the Liverpool City Region. Their matchday collections account for a massive 25% of all of the city's donations to North Liverpool Foodbank and Quorn's assistance helps those in need.



Nivea Men has worked with the Club to encourage men to open up about their mental health issues. The campaign aimed to change the narrative that often portrays men opening up about their mental and emotional state as a sign of weakness.



Nike supports the LFC Foundation through GAME ON, a programme focused on the power of sport and games to help children get active so they can lead happier, healthier and more successful lives.



Expedia have provided free travel to all of Liverpool FC Women's Super League away matches with their branded coaches, ensuring barriers to participation in sport are broken down and our away support to Women's matches is increased.

SOME HIGHLIGHTS



KODANSHA

Kodansha have successfully implemented the Creative Works programme with the LFC Foundation. Providing education and work experience in creative industries, to children at sixth form and at Liverpool John Moores University from underprivileged backgrounds. This has resulted in 30 graduates last year and 1 job offer. Kodansha have also made a significant investment into LFC Foundation World Book Day events over the past 2 years, in an area below the national Reading average for Key Stage 2 children, inspiring the joy of reading and creativity.



Wasabi's Red Hot Beats programme aims to engage young people from disadvantaged communities to learn mental health and wellbeing skills by using the power of music and sports to develop core skills of resilience and coping strategies.



Delivered by the LFC Foundation, Global Works is a brand new community-based employability programme that provides employment support for 16-18 year-olds from disadvantaged backgrounds in New York and New Jersey.



AXA have funded the training of LFC employees via the mental health first aid programme 'Head Coaches' which has supported employees to consider and include mental health elements in programmes, and assess and deal more competently with any issues that were raised with stakeholders including participants, families, employees and volunteers.



As part of Liverpool FC's annual Operation Christmas Magic campaign, Joie donated £4,500 worth of pushchairs to five LFC Foundation community hubs to help support families and their communities over the festive period.

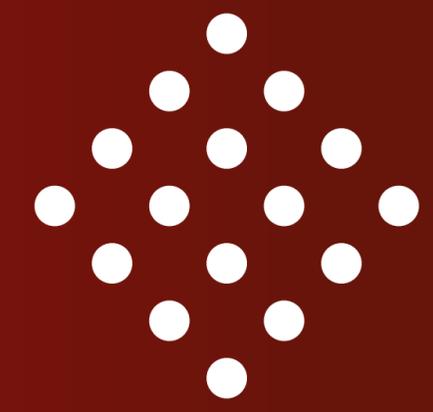


Vista have run a number of impactful programmes with its Small Business of the Match programme putting over 30 local businesses across the Merseyside region in the spotlight as well as rewarding their owners. Their Work Experience series has included visits to small businesses from LFC players, placing these small businesses in the limelight whilst campaigns have also taken place across International Women's Day to shine a spotlight on female owned businesses in Liverpool.



Cadbury support the LFC Foundation, Works Programme, an initiative to inspire the next generation of young people by mentoring for our Foundation. There is a range of support that Mondelez employees have provided the LFC Foundation team over the last 12 months involving face to face and virtual activities. Mondelez employees visited Anfield to meet their mentees to explore how to be an effective communicator, how to engage with an audience and how to communicate as a leader. A few weeks later 100% of this group were able to find employment and are now embarking on their professional careers.





www.liverpoolfc.com/theredway

