

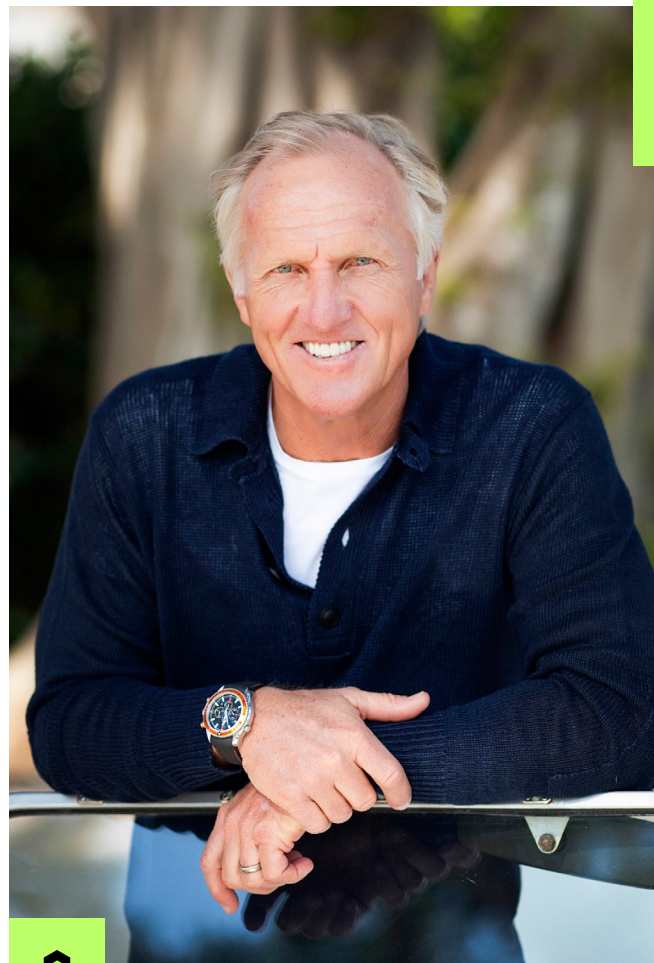


POTENTIAL, UNLEASHED



**LIV GOLF'S IMPACT &
SUSTAINABILITY STRATEGY**

FOREWORD



LIV Golf is turning the world of golf on its head. We are changing the way the game is presented, watched and played. But we want to go further. We believe golf has incredible potential to create significant positive social and environmental change, potential that has never truly been unlocked.

That is why I am delighted to launch our first-ever social impact and sustainability strategy: 'Potential, Unleashed'. It includes some bold ambitions and big ideas because we believe that the current challenges facing society and the planet cannot be overcome without considerable ambition.

We have chosen to focus on issues where we believe LIV Golf can have a unique and meaningful impact. We understand our targets represent a significant undertaking and know what it will take to deliver on them. We are therefore committed to working in collaboration with our fans, Teams, players and suppliers to achieve our vision.

We know there is a long way to go to achieving these objectives. We are excited to reveal our ambition and hope you will join us on the journey.

Greg Norman
LIV GOLF CEO



OUR VISION

UNLEASH THE POTENTIAL OF A GENERATION.



OUR AMBITION

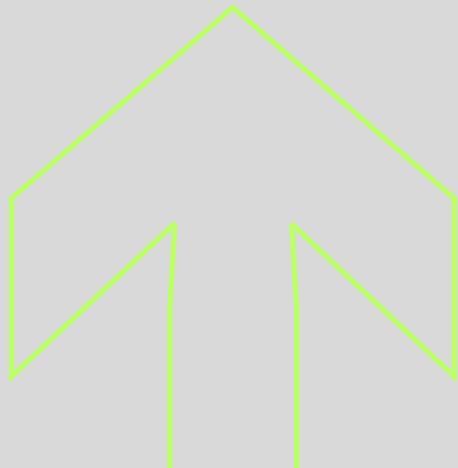
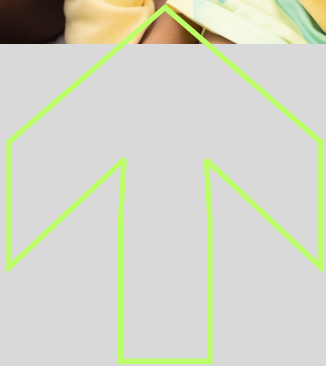


**5.4
MILLION**

POSITIVELY IMPACTED YOUNG LIVES

**CLIMATE
POSITIVE**

ACROSS LIV GOLF'S BUSINESS OPERATIONS
AND EVENTS BY 2030



GUIDING PRINCIPLES

We have 5 guiding principles that we apply to all we do across Impact and Sustainability.

- 1 INNOVATION**
Foster a culture of social and climate impact innovation.
- 2 ROBUST MEASUREMENT**
Deliver sustained, measurable impact in all we do.
- 3 COLLABORATION**
Be a collaborative force with lasting partnerships to better represent the voices of the communities we serve.
- 4 ENGAGEMENT**
Inspire a modern, global golf audience through social and environmental impact.
- 5 TEAMSHIP**
Empower our Teams to drive lasting and local impact within our communities and fans.

OUR FOCUS

» We have identified the areas we believe we can have best impact through our business, our fans and our Teams.

YOUNG LIVES

The world faces an urgent problem. Of the 1.8 billion young people on the cusp of adulthood, more than one in five (22.4%)* - almost 400 million – are not currently in education, employment or training. What is more, two out of every three of these young people are women.

**International Labour Organization: Young people not in employment, education or training; 2020*

REFUGEES

For the first time in history, the number of forcibly displaced people worldwide reached 100million in 2022*. This has significantly exacerbated the issue of young people not in education, employment or training. Forcibly displaced people have some of the worst educational outcomes of all at-risk groups.

**UNHCR 2023*

DIVERSITY OF GOLF

Golf is one of the least diverse sports in the world. In the U.S., 92% of those in the golf industry are male and 67% are white. These kinds of figures are reflected globally*.

Some attempts have been made to address this disparity, but have so far had little impact, failing to truly tackle the systemic issue. The challenges are extensive, from representation at the top of the game – both playing and working – to cost and access. A new approach is needed to fundamentally alter the make-up of golf.

**Zippia, Golf Professional Demographics And Statistics In The US*

PROTECTING THE PLANET

Our earth is warming at an unprecedented rate. By some projections, global warming is on a path to hit 3 degrees by the end of the century*. This is having a catastrophic effect on the world around us, from our communities to the natural world and its wildlife.

Golf is not immune to this trend. We recognize the imperative to take responsibility and reduce our own environmental impact, while also supporting our industry in adapting to the growing environmental risk it faces.

**United Nations Emissions Gap Report 2019*



OUR PROGRAMS

LIV TO LEARN

We will work in partnership with local and global organizations to increase opportunities for education, employment or training for young people, particularly refugees not in work, training or school.

TRANSFORM THE GAME

We will lead the game to provide better access to play and work in golf for women and girls and for those from diverse backgrounds. We will deliver paid training and employment opportunities, and will support our Teams to help them expand opportunities to participate in the game.

LIV GREEN

We will reduce the environmental impact of our events and invest in climate-related research and technology, enabling the golf industry to reduce its impact on the planet and to respond positively to climate challenges. Innovation challenges will be hosted in the run-up to events, to create and share ideas and to encourage collaboration between the golf sector and beyond.

THE WAY WE LIV

We know that we can only achieve our objectives if we are a world-class organization with sustainability firmly rooted into the way we run our business.

The Way We LIV will cover everything that we do on a day-to-day basis. It is how we will embed this strategy into the organization's culture, including sustainable event delivery, diversity, equity and inclusion. We will support the local communities in which we work and play.



LIV TO LEARN

WORKING WITH PARTNERS TO INCREASE OPPORTUNITIES FOR EDUCATION, EMPLOYMENT, AND TRAINING.

Our flagship program that will work with expert partners to support young people who lack the educational opportunities and skills needed for them to thrive and fulfill their

potential. LIV To Learn will help to re-imagine their learning experience and provide them with the skills to thrive in tomorrow's world.



ABOUT THE PROGRAM

We will begin our Young Lives program at a local level by partnering with local or regional organizations in some of our key markets during 2023. They will have an in-depth understanding of the local issues faced by young people in these communities and will be experts in devising relevant solutions that support young people who are not in education, employment or training.

- 1 From 2024, our aim will be to take LIV To Learn global. We will scale solutions that we know work and create a bespoke golf-for-development training program for organizations that directly engage with young people.
- 2 Our refugee program will use sport – particularly golf – to support refugees and internally displaced people to rebuild their lives. We will provide opportunities for young people to participate in sport through a trauma-informed approach to activities.
- 3 We will partner with expert NGOs, seek relevant advice and follow the guidelines set out by UNHCR to ensure our delivery truly uplifts people's lives, supporting those that are re-integrating into society, helping develop their sense of belonging and inclusion into communities, as well as supporting their psychosocial wellbeing.

PROPOSED KPIS

- » Create long-term partnerships with outstanding Non-Governmental Organizations (NGOs) and charities that deliver exceptional work with young people and represent the voice of the communities we serve.
- » Partner with and invest in educational establishments that help disadvantaged young people improve life outcomes.
- » Create a global golf-for-development education and training program for organizations that directly engage with youth.
- » Create a 'trauma-informed'* sporting program to improve refugees' psychosocial wellbeing and social inclusion in settlements and communities.

**Trauma-informed sport supports people who have experienced trauma at some point in their lives, by engaging them in physical activity in line with five fundamental principles 1) creating a safe space 2) long-term engagement 3) attachment focus 4) supportive structure and 5) integration with local practices. (Bergolz et al. 2016)*

KEY OUTCOMES

- » Young people are better equipped with the skills and knowledge to enter the workforce.
- » Refugees will have increased enrollment in education and a better sense of social belonging and inclusion.





TRANSFORM THE GAME

PROVIDING BETTER ACCESS TO THE GAME OF GOLF FOR THOSE FROM DIVERSE BACKGROUNDS.

Transform The Game will deliver a bespoke, paid training program and create pathways into employment in the industry, especially for those from communities that have traditionally been excluded. In addition, we will help develop and expand sustained opportunities for inclusive participation in golf for more young women, and young people from ethnically diverse, disabled, LGBTQ+ and other diverse backgrounds.

ABOUT THE PROGRAM

A new approach is needed to tackle the lack of diversity within the game of golf. We must create clear and accessible pathways for those from all backgrounds to enter the golfing ecosystem.

This is an issue that has to be addressed if golf is to thrive in the future and we believe we are uniquely positioned to tackle it.

We will focus our efforts to increase the diversity of people who work in and play golf across the wider golf eco-system. Our specific focus will be to help under-represented urban communities, people with disabilities and women and girls.

LIV Golf will create work-based opportunities that offer a pathway into careers in golf, for those from communities traditionally under-represented or excluded. Our program will have three elements:

- 1 Paid training programs
- 2 Paid internships and apprenticeships
- 3 Supported pathways into employment within the golf industry

We will support our venues, courses and Teams to go further and achieve more by leading programs to increase access to playing golf, as well as sharing and expanding good practice.

PROPOSED KPIS

- » Create an annual 3-month paid internship program for under-represented demographics across all LIV Golf's business functions in UK and US, providing pathways to future employment opportunities in the UK.
- » Build an industry-wide golf apprenticeship program, utilizing opportunities across suppliers, courses, partners, Teams and the league including elements such as agronomy, sustainability, course architecture, hospitality, event management and marketing.
- » Create new and easier access to playing opportunities for people from communities that have traditionally been excluded, with a specific focus on people with disabilities, women and girls, and urban, under-represented young people.

KEY OUTCOMES

- » Sustained increase in the number of young people from diverse backgrounds working in the golf industry, with a specific focus on under-represented, urban youth, people with disabilities and women and girls.
- » Sustained increase in the number of young people from diverse backgrounds, with a specific focus on under-represented, urban youth, people with disabilities and women and girls, that feel that 'golf is a game for them'.
- » Use new and innovative forms of golf and break down perceived barriers to playing golf, bringing golf to under-represented communities and providing opportunities beyond traditional venue-based participation.





LIV GREEN

DELIVERING MORE SUSTAINABLE EVENTS AND INVESTING IN CLIMATE-RELATED RESEARCH AND TECHNOLOGY, ENABLING THE GOLF INDUSTRY TO REDUCE ITS IMPACT ON THE PLANET.

LIV Green will invest in research to advance solutions that help protect our planet. In parallel to measuring and reducing the impact of our event operations, we will explore new ways to make golf more sustainable, working with our partners and suppliers to develop and trial new methods and technologies. Innovation challenges will be hosted in the run up to events, to create and share ideas and encourage collaboration between – and beyond – the golf sector.



ABOUT THE PROGRAM

We are committed to reducing our negative impact on the planet as far as we can. We are developing a clear roadmap to delivering sustainable events - measuring and reducing our environmental impact as a first priority.

But we recognize that we must go beyond minimum environmental protection and deliver lasting change. Sport has a platform that can harness behavior change. We view this as our biggest opportunity. We also know that innovation will be fundamental in finding new solutions to the climate crisis.

SUSTAINABLE EVENTS*

We will create event targets and minimum sustainability requirements alongside infrastructure and delivery plans. We will achieve GEO accreditation for all our events, working with our partners and suppliers to evidence our commitment to environmental and social responsibility.

*We are using 2023 as baseline our impact. A detailed roadmap towards more sustainable events will be made available in due course.

LIV LABS

We want to supercharge the work that is already happening in exploring ways for golf to positively contribute to nature, use less natural resources, develop more eco-friendly products and create circularity in the consumption of these products. We will collaborate with suppliers and industry leaders to identify promising areas of research and support the efforts with funding, time, and insight.

We will also create opportunities for new technologies to be trialled at LIV Golf events, enabling a route to market. We will create the first-ever golf sustainability hackathon. Prior to some of our events, we will bring together experts from a wide range of different industries and provide them with the chance to think big!



PROPOSED KPIS

- » Take a reduction first approach to Greenhouse Gas emissions with a 50% reduction in emissions from a 2023 baseline by 2030.
- » Evidence our commitment to sustainability through signing UN Sports for Climate Action Framework.
- » Deliver all our events within the GEO Foundation for Sustainable Golf's Sustainability Standards.
- » Mandate venues meet LIV Golf sustainability benchmarks as a key requirement of LIV Golf's venue selection process.
- » Create a run a scalable sustainability hackathon across our event communities, to unlock new learning and innovation opportunities.

KEY OUTCOMES

- » Climate Positive* by 2030

*As validated by relevant and recognized independent third parties, LIV Golf will be defined as climate positive when it has achieved all of the following requirements:

- Taken a reduction-first approach to mitigating greenhouse gas emissions across Scopes 1,2 and 3, across LIV golf's business operations and events.
- Developed and implemented a climate transition plan.
- Used LIV Golf's platform to help advocate and inspire golfing communities to change their behaviors and take action on reducing their climate impact.
- Offset at least more than 10% of our unavoidable emissions using a credible and transparent offsetting strategy.

- » Net Zero by 2040*

The outcome in which human-caused greenhouse gas emissions are reduced as far as possible, to limit global temperature rise to 1.5°C, and are balanced by removals out of the atmosphere (e.g. natural ecosystems or carbon capture technologies) over a specified time period. Based on International Standards Organisation Net Zero Guidelines.

- » A circular economy approach across event operations.
- » LIV Golf's innovations support positive operational changes to the wider golf & sports industry in its response to the climate challenges
- » Transparent annual reporting on both our approach and progress



THE WAY WE LIV

BUILDING A WORLD-CLASS ORGANIZATION WITH SUSTAINABILITY UNDERPINNING THE WAY WE DO BUSINESS.

The Way We LIV will cover everything that we do on a day-to-day basis. It is how we will reach the highest standards across everything we do, including sustainable event delivery, diversity, equity and inclusion in all areas and support of the local communities in which we work and play.



ABOUT THE PROGRAM

We want to hold ourselves to account and are therefore committed to seeking external verification of our work. We have undertaken a review of external standards and are working towards ISO20121 sustainable event certification, which we believe is the most appropriate for our organization. This will enable us to prioritise the issues that are important to us and drive continual improvement across the business.

The Way We LIV will cover a wide range of areas that we need to be world class, in order to reach our ambitious goals. This will cover the following:

WORLD CLASS DELIVERY

We will work towards ISO20121 certification, focusing on embedding sustainability within everything we do. Our management systems and processes will reflect our ambitions as an organization.

IMPACT LEADERBOARD

We will challenge our Teams to compete off the course as well as on it, and reward them for integrating good, sustainable business practices into everything they do.

DIVERSITY, EQUITY AND INCLUSION

We will build a diverse organization across all areas and create an inclusive and accessible business that is welcoming to all.

PHILANTHROPY

Alongside our strategic partnerships, we also commit to making a tangible difference on issues that are important to our local stakeholders at each of our courses.



PROPOSED KPIS

- » Mandating all Teams have impact and sustainability plans as part of their operating model.
- » ISO 20121 certification across LIV Golf's entire business operations, embedding sustainability within everything we do.
- » Golf's first Impact Leaderboard that will incentivize and rank all Teams based on their impact actions through the season.
- » Measure and improve LIV Golf's diversity, inclusion and equity through all aspects of the business.



KEY OUTCOMES

- » ISO 20121 certification across LIV Golf's operations
- » Golf's first Impact Leaderboard

HOW WE WILL DELIVER

» We have a clear strategy and roadmap for delivering Potential, Unleashed, powered by LIV Golf and our Teams.

DEDICATED RESOURCES

LIV Golf has a dedicated Impact and Sustainability department, supported by leading global experts. The Team sits at the heart of LIV Golf, embedding impact and sustainability into everything that happens across the organization.

AMBITIOUS BUT REALISTIC

We understand the challenges of delivering a global golf league, especially when it comes to environmental sustainability, however we believe that the programs we have outlined can help make a significant positive impact. We are changing the game of golf and will use our platform to enable wider societal positive change in the process.

EXTERNALLY ACCREDITED

It is critical to the credibility of our objectives and reporting that we are audited and accredited by reputable standards and independent third parties. We are working towards becoming ISO20121 accredited, ensuring sustainable sports event management is central to how we run the business. We will also have our environmental sustainability progress and reporting audited and accredited by an independent third party.

TRANSPARENT REPORTING

In line with best practice reporting and the requirements of the UN Sport for Climate Action Framework, LIV Golf will report against our social and sustainability targets on an annual basis, including a carbon footprint for each event and progress towards our goal of being Climate Positive in 2030.

THE ROLE OF OUR TEAMS

LEAD BY EXAMPLE

While huge amounts of time, effort and resource will be invested behind the scenes, our Teams and our players will lead the delivery of Potential, Unleashed from the front.

Whether it's a long-term partnership with an organization making golf accessible to previously excluded communities, or investment into new technologies and products to make golf more sustainable, our players will help us unleash the potential of a generation.

INSPIRE OUR FANS

The biggest assets our Teams have in this space is the ability for players to use their platforms. We want to make the world aware of the challenges faced and share the positive work that LIV Golf is delivering in response to these challenges.

We want to inspire our fans to make positive choices and drive societal change in the way that LIV Golf is looking to do.

IMPACT LEADERBOARD

We will see our Team's compete for the prize of winning the Impact Leaderboard, with points allocated based on positive choices, forward-thinking partnerships, and world-leading program delivery.

At the end of 2024, our first Impact Leaderboard winner will be crowned, as we strive to embed sustainability and impact into the heart of everything we do as an organization.



THEORY OF CHANGE

» As part of the development of Potential, Unleashed, we have designed our own Theory of Change, to ensure that everything we do contributes to our intentional outcomes. A summarized version of this Theory of Change is shown below.

CHALLENGES

- » 400 million young people not in employment, education, or training
- » A lack of diversity in golf
- » Climate change

INPUTS

- » LIV Golf investment
- » The voices of our Teams and players
- » The essence of LIV Golf

ACTIVITIES

LIV TO LEARN
LIV GREEN

TRANSFORM THE GAME
THE WAY WE LIVE

OUTCOMES

SHORT TERM

LESS THAN 2 YEARS

- » Increased opportunities for education, employment, and training
- » Increased opportunities in golf for those typically excluded from the game
- » More innovative approaches to the climate crisis are being used
- » LIV Golf delivers more sustainable events

MEDIUM TERM

2 TO 5 YEARS

- » More young people in education, employment, and training
- » LIV Golf's innovations are shared with other sectors and communities
- » Greater diversity in golf
- » LIV Golf events are climate positive

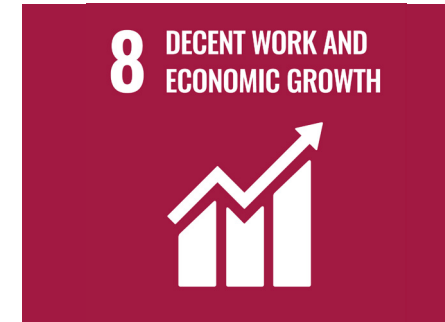
LONG TERM

5 YEARS OR MORE

- » 5.4m young lives improved
- » More communities can adapt to the adverse impacts of climate change
- » Golf has a changed complexion, on and off the course

SUSTAINABLE DEVELOPMENT GOALS ALIGNED WITH

Our Theory of Change and approach to sustainability and impact is rooted in our wider contribution to the UN's Sustainable Development Goals (SDGs). Our program will align with the following SDGs.



THANK YOU

Find out more at www.livgolf.com/potential-unleashed
or contact us at impact@livgolf.com

