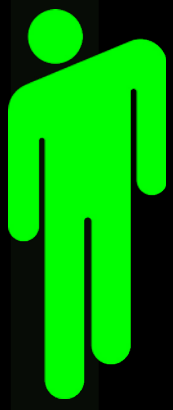
POWERED BY GOAL®

PIONEERING THE NEXT ERA OF SUSTAINABLE LIVE EVENTS:

COOP LIVE HOSTS



A Case Study of 4 Nights of Hosting Billie Eilish

19 JULY 2025 20 JULY 2025 22 JULY 2025 23 JULY 2025

EXECUTIVE SUMMARY: THE IMPACTS FROM THE BILLIE EILISH SHOWS' 100% PLANT-BASED OFFERINGS

PLANT-BASED FOOD IS GOOD FOR THE PLANET

100% PLANT-BASED MENU

66 MENU ITEMS WERE TRANSFORMED TO PLANT-BASED ALTERNATIVES

47% LESS EMISSIONS THAN A TYPICAL SHOW

TOTALING THE EQUIVALENT OF
45 FLIGHTS FROM MANCHESTER TO DUBLIN

PLANT-BASED FOOD SAVES WATER

3,500,000 LITRES OF WATER AVOIDED
FROM THE FOUR SHOWS COMBINED

ENOUGH WATER TO
RUN A SHOWER CONTINUOUSLY
FROM 1 JANUARY TO 21 NOVEMBER

PLANT-BASED FAN FAVES HAVE HIGHEST IMPACT

65% EMISSIONS REDUCTIONS IN FAN FAVES

HIGHEST IMPACT: PLANT BASED BURGERS CUT EMISSIONS BY ~89% COMPARED TO A REGULAR BURGER

TOTAL CO2E FROM FAN FAVORITES ANIMAL 2500KG → PLANT 875KG

PLANT-BASED FOOD IS FOR THE COMMUNITY

CAREFUL PLANNING
CUT FOOD WASTE

84 SURPLUS PLANT-BASED MEALS REDISTRIBUTED LOCALLY

POWERED BY GOAL

*Carbon and water calculations powered by Klimato

EVERY EVENT AT CO-OP LIVE IS SUSTAINABLE.



"Protecting the climate is one of the most critical responsibilities we have — as a company and as a society. That commitment was front and center when designing Co-op Live and continues to guide our operations every day. In a time when climate action is more urgent than ever, we're proud to set a new standard for what a modern, sustainable venue can be."

CHRIS GRANGER, CEO, OAK VIEW GROUP









REDUCED RESOURCE CONSUMPTION

- Co-op Live uses 100% Renewable energy, 10% of which is generated onsite from rooftop solar. This energy powers efficient heat pumps and HVAC systems to heat and cool the building.
- All the rainwater captured from the building's roof is used to flush its toilets.

SUSTAINABLE TRANSPORTATION

- Co-op Live offers a variety of different transportation options to get to the arena sustainably, such as the Citylink Walking Route Presented by Climate Pledge, electric trams, and rideshare. More than 50% of fans use these sustainable modes of transport.

ELIMINATED WASTE

- Co-op Live diverts 100% of waste away from landfills, which has been achieved through the use of carefully designed recycling bins, use of reusable concessions materials, and active participation from fans and commitment from the venue team.

MORE SUSTAINABLE OFFERINGS

- Co-op Live is committed to remove all single use plastics by using compostable concessions materials, accessible water filling stations, and much more.
- 88% of Co-op Live's food distributors are located within 20km of the venue, supporting the local economy with jobs and reducing the distance food has to travel.

Learn more at Co-op Live Website

CO-OP LIVE GOES PLANT-BASED

Why is this important?

To meet the ambition of artists and fans while supporting dietary inclusion, Co-op Live offers a menu that is 40% plant-based for all regular shows they host. The venue has piloted several uniquely impactful efforts focused on reducing the environmental impact of food items in concessions and how to influence fan's purchasing behaviors. Finding sustainable solutions within food and beverage is vital – the category accounts for 39% of Co-op Live's CO2e emissions!

On average, animal products produce 5–10x more emissions per kilogram than plant-based equivalents. Source Meat is responsible for 60% of all emissions created by food production and nearly 15% of total global Greenhouse Gas (GHG) Emissions across world. Source

PILOTING PLANT-BASED WITH MASSIVE ATTACK

5 June 2025

Co-op Live worked with Massive Attack to create 100% plant-based menus, underscoring the artists' and venue's commitment to sustainability in entertainment.

This was the first time the venue has changed its menu to reflect the values of an artist. When the GHG emissions of the plant-based menu were compared to those of a typical menu served at Co-op Live, an emissions reduction of 40% was shown. This shows helped demonstrate that there is an opportunity to use a plant-based concessions strategy to drive emissions reductions.



40%

SCOPE 3 F&B EMISSIONS REDUCTION

FROM STANDARD SHOW MENU

POWERED BY GOAL

*Carbon and water calculations powered by Klimato

PLANT-BASED IS BETTER FOR OPERATIONS

The transition to 100% plant-based allowed for a refined menu. Even with a variety of offerings, Co-op Live offered 30% fewer menu items than a traditional show, but yielded the same sales rates as a standard show.

The refined menu allowed for a more simple kitchen operation, lowered food safety risk, and made dietary inclusion effortless.

Simpler Operations

- Plant-based menus require fewer tools, allows for easier setup, cleanup, and reduced food safety risks.
- Minimal freezer space required for large meat storage means quicker thawing and prep.
- Reduced allergen risks and automatically met needs for vegan, vegetarian, halal, dairy-free, and egg-free diets.

Less Waste, Smoother Disposal

- With no bones, fat, or heavy trimmings, plant-based meals leave less non-edible waste by weight.
- No hard-to-recycle meat packaging, such as foam and plastic wrap.
- Simpler waste streams means easier sorting and higher compost capture.
- Reduced number of disposable gloves required.

FAN FAVORITES SALES VS REGULAR SHOW

FRIES +8%
BURGER +34%
HOT DOG +27%

20% AVERAGE INCREASE
IN FAN FAVORITE FOOD CATEGORIES

THE AVERAGE PLANT-BASED SHOW HAD A
13% INCREASE IN FAN-FAVORITE ITEMS SOLD
COMPARED TO A STANDARD SHOW, WHILE ALSO
REDUCING EMISSIONS BY 65%



"While some of these recipes are relatively new to us, we were surprised by how easy it was when we were diligent and intentional about the menu design. Our team is excited to continue to perfect our plant-based offerings!"

DIEGO CARDOSO, VP OF CULINARY,
RHUBARB HOSPITALITY & OAK VIEW GROUP

Co-op Live and Billie Eilish continue to push the boundaries of what is possible by implementing a plant-based menu across the entire arena for 4 sold-out shows, rethinking the way sustainability can be integrated venue operations.



Takeaways

- Switching to plant-based food options have an immediate effects on emissions created through concessions and can cut them by almost half.
- Co-op Live's menu offers food options that do not compromise taste while also being mindful of the emissions and resources associated with food production.

TOTAL CO2E FROM FAN FAVORITES COMPARED TO THEIR PLANT-BASED ALTERNATIVE

BURGER	4.47KG CO2E →	0.51KG CO2E
HOTDOG	0.56KG CO2E →	0.35KG CO2E
FRIES	0.67KG CO2E →	0.32KG CO2E

"What we're trying to do is make [plant-based food] more universally accessible."

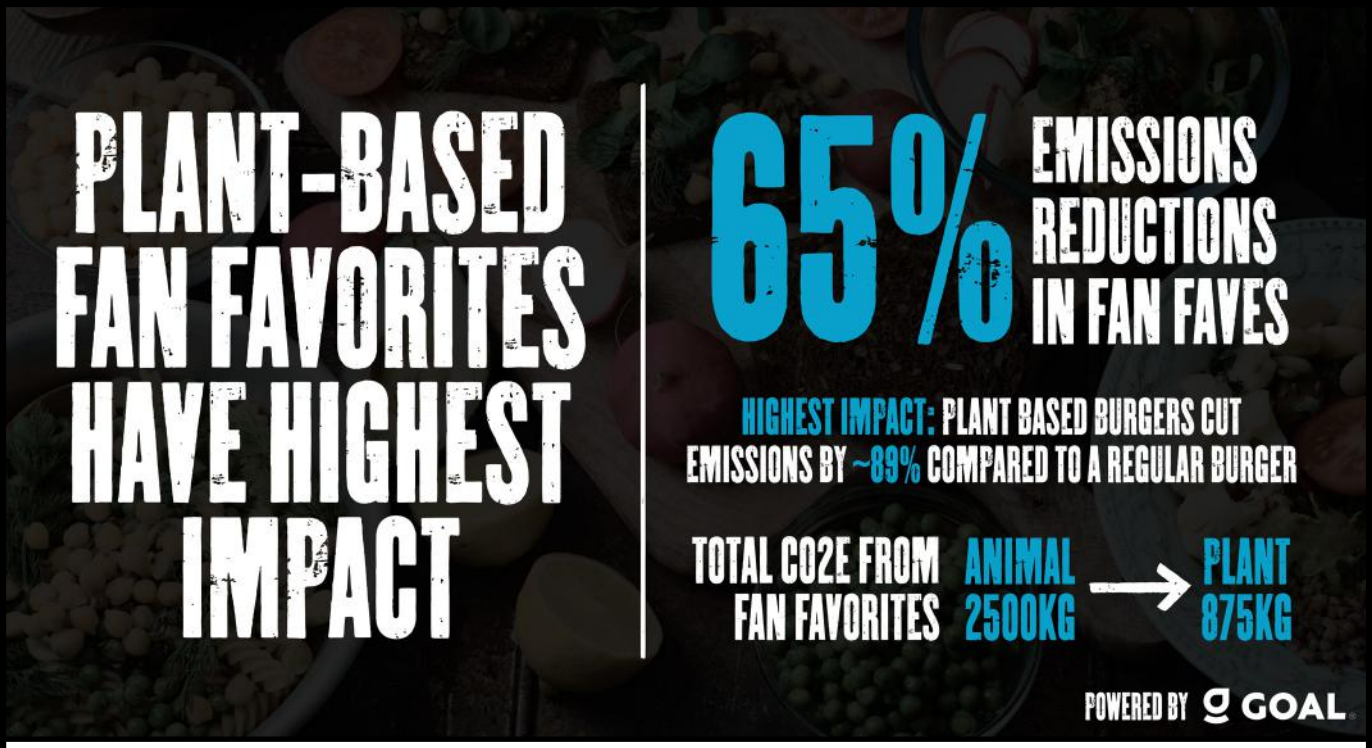
BILLIE EILISH

Quote from Vox



"It was an exciting challenge to build a 100% plant-based menu, I have to give huge credit to the entire culinary team who came together to explore creative ways to blend flavors and deliver delicious products for our guests."

CHEF JAMES HART, CO-OP LIVE



Takeaways

- Transitioning fan-favorite foods such as burgers, hotdogs, and loaded fries to plant based alternatives created an 65% emissions reduction.
- One of the most popular Items sold was the Billie Burrito – an item modeled after a conversation with Maggie (Billie Eilish's Mum) about Billie's favorite go to snack.
    - Chef James developed the Billie Burrito with harmonious layers of textures and authentic Mexican flavours packed in to a globally loved handheld and substantial plant-based dish. Smoky and flavourful chipotle heat combined with sweet roasted peppers, lime scented rice and caramelised onions; and crispy roasted sweet potatoes, plant-based mince and the comfort of creamy refried beans and a soft tortilla.
    - Integrating the artist's name into a menu item can help increase interest in an item, and in this case – given the plant-based ingredients - helped drive down emissions.
- Greener By Default surveyed fans and found:
    - The quality of food was rated ★★★★★ (4.5/5 stars).
    - 74% said they'd choose a plant-based meal again.

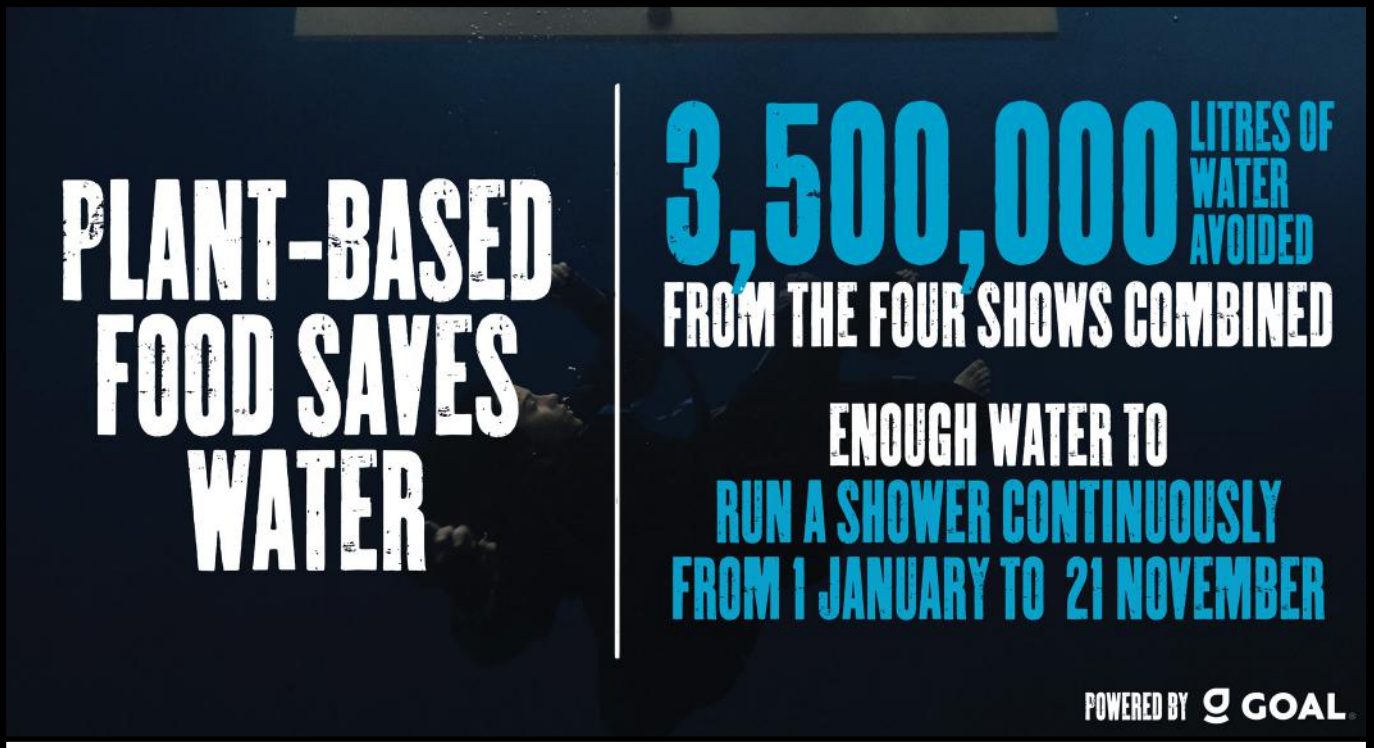
BILLIE BURRITO SALES WERE HIGHER THAN A TYPICAL EVENT'S BURGER SALES



"Going 100% plant based for Billie Eilish for all 4 nights of her shows at Co-op Live was an exciting undertaking for the venue. It enabled us to explore new ways to service concessions, and the take up demonstrated it was a big hit with her fan base."

GUY DUNSTAN, GM, CO-OP LIVE





Plant-based meals use just a fraction of the water — about one-fifth compared to animal-based meals. The typical menus served at Co-op Live already features 40% plant-based dishes. By serving an all-plant menu, the team have delivered an additional 35% cut in water use, proving how powerful these culinary choices really are. Source

Manchester is projected to be at medium to high risk of water scarcity by 2055. Findings way to mitigate water use in intensive areas such as food production is important to protect water resources locally and globally. Source.



"Plant-based food is not the only solution to climate change, but there is no solution without it."

MAGGIE BAIRD, FOUNDER, SUPPORT + FEED

Quote from Variety



*Carbon and water calculations powered by Klimato



Empowering Fans and the Community

- Co-op Live supports the local community financially, through education and behaviour change campaigns to create more sustainable events for the future.
- 1 Millions Pounds is donated through the Co-op Foundation every year in order to support local and national causes.
- Surplus food waste generated from events is donated to local food pantries and charities.
- 88% of Co-op Live's food distributors are located withing 13 miles of the venue, supporting the local economy with jobs and reducing the distance food has to travel.
- Co-op Live donates funds that in turn support a local urban farmer, who used the funding to grow mushrooms that were then used in the popular mushroom pizza for Billie Eilish's shows, showing how investment in the community can come full circle.







"We are proud to deliver impact within the walls of our arena and outside of them. While we attract a global audience, we believe that we must always give back locally."

SARA TOMKINS, SUSTAINABILITY & COMMUNITY DIRECTOR, CO-OP LIVE

INSPIRING THE INDUSTRY

The impact of Co-op Live is global.

During the week of hosting Billie Eilish, Co-op Live also partnered with GOAL (Green Operations & Advanced Leadership) to host a 2-Day Sustainability Leaders Forum. Attendees included sustainability leaders from some of the most sustainability-focused venues in the world, leaders from leading brands, as well as thought leaders.



"We love to host our audience of sustainability-focused operators in buildings that walk the talk. This event, thanks to Co-op Live, was the perfect balance of inspirational, motivational, and fun!"

KRISTEN FULMER, EXECUTIVE DIRECTOR, GOAL

BEHIND-THE-SCENES TOUR



Including the brand-new Adidas Originals Recording Studio, engineered by Abbey Road.

CONTENT & THOUGHT LEADERSHIP



A gathering of changemakers exploring circularity, food & beverage, and infrastructure.

CUSTOMIZED PLANT-BASED MENU



Providing a sampling of plant-based menu items throughout the day of content and networking.

SHOWCASE THE ARENA FOR BILLIE EILISH SHOW

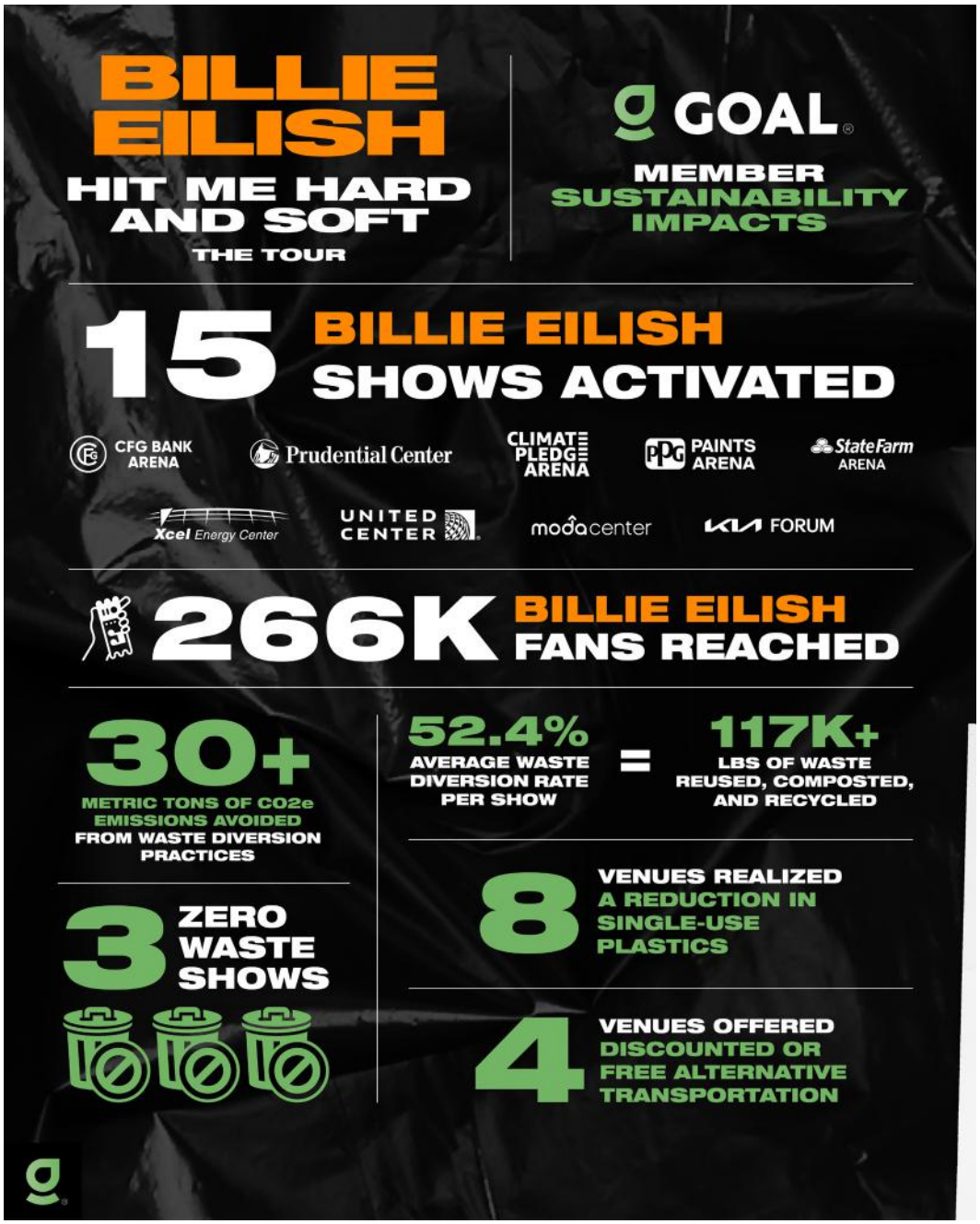


Including an opportunity to experience a live show at the arena!

Learn more at the GOAL Website

OTHER GOAL MEMBERS HOSTING BILLIE EILISH

And advancing the positive impact sports & entertainment venues can have on our climate.



Kaseya Center
9, 11-12 OCT 2025

Spectrum CENTER
19-20 OCT 2025

UBS Arena
25-26 OCT 2025

BOK CENTER
10-11 NOV 2025

PHX ARENA
18-19 NOV 2025

CHASE CENTER
22-23 NOV 2025

JOIN THE MOVEMENT.
TAKE ACTION.



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