



# Game Plan / 20 24

Manchester City's 20<sup>th</sup> Annual Sustainability Report



Incorporating and introducing City Football Group summary climate related disclosure, risks and opportunities 2024



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# Game Plan/20 ...



**A catalyst for change** – In the life of our city, across our communities, neighbourhood and throughout our fan base – Manchester City’s commitment to community – from our founding days and the legacy of sport and culture following the successful hosting of the XVII Commonwealth Games – Manchester 2002 to our present-day ambition for a sustainable organisation is a strong and critical as ever.

With a focus on social investment and value, Manchester City embarked on a significant programme of community outreach. From pathways to learning and opportunity; reimagining its City in the Community outreach programme to the recognition and importance of place and meaningful regeneration, the past twenty years of measuring, recording and reporting social, environmental and economic impact has driven a **sustainability agenda that cements the very foundations of our club’s values, strengths and vision.**

2024 marks the club’s 20<sup>th</sup> annual sustainability report – it’s a pro-active, positive agenda for real action – the issues that touch and matter in our communities - locally focussed for tangible change:

- **Reaching out to support our community**
- **Addressing inequality with routes to sport, wellness, learning, jobs**
- **Actively and responsibly supporting local supply chains**
- **Meeting the challenge of environmental impact head on**
- **Authenticity in measurement, recording and reporting**
- **Continuously striving for improvement**
- **Local mitigation that uplifts the very place we’re in**
- **Lifting life above the norm - empowering better lives**

Now, **with our fans, communities, workforce and partners** – we are engaged in the most pressing matters of our time - working for safe spaces to play and positive, active participation - **a better place to play**, to live, to work and to visit - advancing sustainable development and operations - securing the future of our planet and its resources for future generations.

Game Plan/20 shares Manchester City’s sustainability impacts across the 23-24 season, reaffirming the club’s commitment to social investment and its work towards credible net zero by the end of the decade.



Pete Bradshaw  
Director of Sustainability





# summary 2023-2024...

In a year of incredible achievements, of record-breaking results and the most exciting, entertaining football – the club’s sustainability journey – our road to credible net zero continues.

Importantly, the club gained recognition by Greengage for its hospitality and venue management sustainability credentials with a platinum award in 2023.

In addition, ISO (International Organisation for Standardisation) recognised the club’s work and commitments to environmental management systems.

Both City in the Community and the club itself identified STEM ambassadors to work with our schools and communities – promoting greater options and opportunities.

The foundation of this work is, of course, the need to maintain momentum in the focus on our core priorities – our eight goals for 2030 and as such, the club has **reduced waste, energy and water consumption, is trialling new sustainable travel options with fans and workforce, promoting best practice in food management**, working hard for local and meaningful participation, building further on the Mancgroves biodiversity plan and ensuring that all actions and impacts are fully measured, recorded and reported.

Recognising changing landscapes nationally and globally, Game Plan is an active agenda for **Sustainability** supporting **Social Investment** and leading in **Environment & Place**.

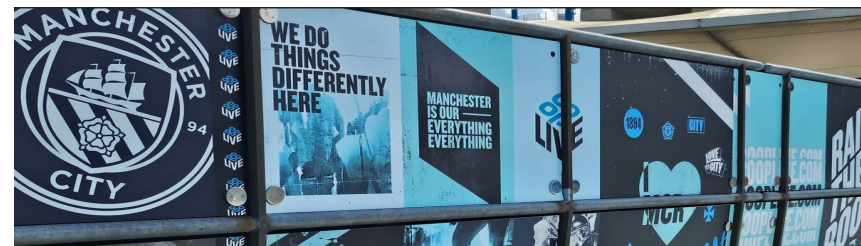
For Manchester City, there’s been excellent progress in the year to June 2024 against the previous year and our 2019 benchmark year – **the 23-24 results exceed expectations**.

## 2023-24

City reduces CO2 emissions by **16%** in the year – that’s **5,841 tonnes**



- City’s Skills Academy provides new routes to jobs and training
- Energy consumption reduced by almost 1.5million kwh
- Water use down by 110,000 cu/m
- Waste reduces by almost 50 tonnes
- Match days operations saved over 67 tonnes CO2
- All plastic (PET) now removed from the business
- Seasonal and local food even further enhanced
- Carbon sequestration significantly uplifted
- New wetlands, bee habitats, wildflower and wild grass meadows created
- Environmental Risk under TCFD extended to all City Football Group clubs
- UEFA (and MLS) calculator tools included in measurement and reporting processes
- Work begins on a major energy-generation project
- City Match Day bus trials help develop sustainable match day fan travel options





# Game Plan at 20 2004 - 2024...



2004



2024

each of the images above represent a consecutive year between 2004 and 2024, demonstrating our sustainable story during this time.



## In the past twenty years, some highlights include:

- Participation in neighbourhood life and regeneration
- **Reduced all waste, banning landfill and eradicated single use plastics**
- **Actively promoted local procurement in products and services**
- **Prioritising local employment, training and career pathways**
- **Changed travel and transport habits**
- **Created *Mangroves* – a unique, interactive and meaningful biodiversity programme**
- **Regenerated former brown field sites for the club's play and for community leisure, educational, health and wellbeing**
- **Actioned commitment to the city's sporting and cultural legacy**
- **Local and seasonal food supply and sourcing**
- **Respected water management and harvesting**
- **Identified efficient and renewable energy options**
- **Shared prospectus to support continued, sustainable growth**

- and more.....



– this is the 'soundbite' of two decades of sustainability in action





# 2023-2024 sustainability report...





# goals matter – all goals...

## A live, dynamic process –

Manchester City's sustainability agenda – Game Plan – ensures appropriate focus on the issues that matter to the club and community and to ensure local, regional and wider alignment.

2024 is the club's 20<sup>th</sup> annual reporting year.

- Improving results and reporting
- Identifying an energy plan and actions
- Forming practical travel options
- Targeting zero waste ambition
- Embedding the Mancgroves mitigation plan
- Collaborating with our city and our partners
- Active community and local participation

Responsive to emissions reduction targets and evolving European and UK Legislation.






# actions matter - all actions...

As part of the 2025-2030 action plan for credible CO2 net zero and engaged sustainability – both Manchester City and the City Football Group clubs and operations will:



Investigate and action all options for energy self-generation, water harvesting and attenuation and have clear action plans – and measured results – for managing consumption and eradicating energy and water waste – thinking innovatively and responsibly



Working with fans and partners, to maximise all options and opportunities for practical, active travel and transport solutions for match and event days and throughout the week and year



Reduce all general waste, ensure that commitments to zero-landfill are actioned and maintained, actively promote re-use and recycling and will work upstream and downstream to reduce (inward/outward) waste and packaging



Promote - respecting best value throughout - all opportunities for local procurement of goods, materials and services where this actively supports local economies and that traceable processes realise measured collective social and environmental uplift



Identify and action all options for local food supply, supporting produce in home regions, seasonal foods and foodstuffs that reduce unnecessary waste – whilst consumables will be sustainably sourced and packaged, never animal-tested and with credible environmental credentials



Ensure that the monitoring, measurement and reporting of sustainable actions and activities is common across CFG and that all processes used will have clear relation to the GHG Protocol, measured across all scopes, noting that authenticity is assured



Create and maintain governance and working groups to oversee all actions and to ensure that CFG and club communities participate in the overall sustainability agenda – whilst ensuring that sustainability across CFG promotes active participation across all community groups



Build on the successful biodiversity and ecology gains at CFA Manchester to realise high quality and meaningful sequestration and absorption, sustainable drainage, wildlife and landscape protection and the inclusion of workforces, fans and communities in the processes and benefits



Across CFG – to have in place, in each club and key operational function an approved and fully supported sustainability lead and reporting process that represents Game Plan in that club, region, activity etc...

The CFG Sustainability Governance Structure can be found on page 55.







# what is net zero...

As Manchester City reports its 20<sup>th</sup> annual environmental impact and restates the club's commitment to working for credible net zero by the end of the decade, it's appropriate to share what net zero means generally and specifically:

Net zero is the balance between the amount of greenhouse gas (GHG) that the club produces and the amount that it can remove from the atmosphere. This is achieved through a combination of emission reductions and emission removals.

## Why is net zero important?

For all parties, the club, fans, community, workforce and partners – whether in groups, companies or as individuals, tackling climate change has never been more important.

The actions we all take to limit emissions in this decade will be critical to the future, which is why every country, sector, industry and every individual must work together to find ways to reduce the carbon we produce.

## Is net zero the same as carbon neutral?

Not at all - 'net zero' and 'carbon neutral' are regularly referred to interchangeably, and both result in CO2 being removed from the environment, however, they are not the same.

**Carbon Neutral** is often used by businesses referring to a stated ambition to limit any increase in future carbon emissions, while using offsets to neutralise their existing emissions.



**Net zero** has a greater focus on reducing carbon emissions as much as possible first, and only offsetting, by mitigation, unavoidable, residual CO2 as a last resort. – for Manchester City, this is embedded in the 'Mancgroves' Mitigation Plan.

## What is climate change?

Manchester City is aligned with the Paris protocol - a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and pursuing efforts to limit it to 1.5°C

All available and tangible evidence shows that our planet has been getting hotter. The warmest 20 years on record have been in the last 22 years according to the **World Meteorological Organisation** and the warmest four were all very recent: 2015 to 2020. Global average temperatures are now 1.2°C (2.16°F) higher than in the pre-industrial era.

Even with the smallest rises in global temperatures, the effects of climate change with erratic weather patterns including heatwaves, floods and severe storms, loss of polar ice, and rising sea levels are apparent globally.

## The causes of climate change...

It's widely recognised by scientists and governments that climate change is being triggered by higher levels of **greenhouse gases** in the atmosphere. Their name derives from the greenhouse effect they create by warming the Earth's surface and the air above it.

This is caused by gases that trap energy from the sun. The most common greenhouse gases are water vapour, carbon dioxide (CO2) and methane.

CO2 is the most dangerous and abundant of the greenhouse gases, which is why cutting carbon emissions, carbon footprints or seeking low-carbon options will help to tackle climate change.

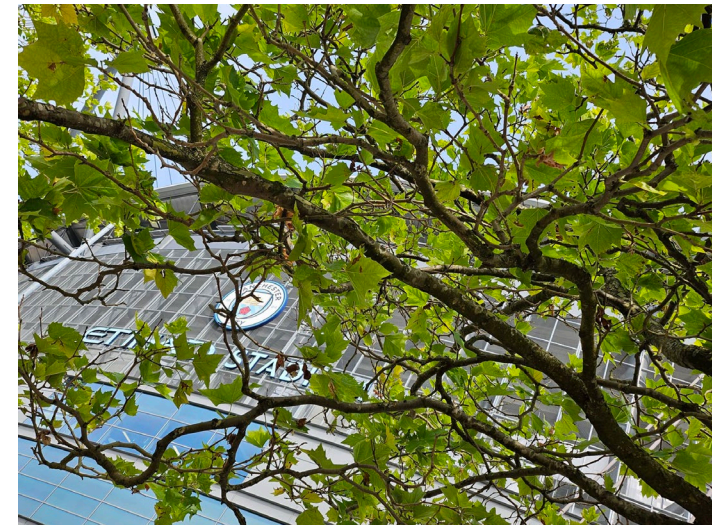
Within the club's agenda – Game Plan – Manchester City is responding to this by recognising and listing its own environmental risks and opportunities, measuring all impacts under the Greenhouse Gas (GHG) Protocol and working actively to reduce all CO2 emissions by 14% per year and achieving an overall target of Net Zero by 2030.

## For Manchester City :

Net Zero is identified in Game Plan as the combined emissions of its actions and activities – minimised as far as is possible, alongside the maximum opportunity for meaningful, local mitigation.

The club has an established carbon budget in support of the programme, clear that the actions taken in East Manchester in the past decade have made dramatic improvements – environmentally, socially and economically – empowering better lives.

Social and environmental sustainability, best value and commercial progress are not exclusive – combined ambition and endeavour realise the goals we set for ourselves.





# measured impacts and actions...

## What we measure and how

Since 2012, Manchester City has utilised the DERFA (GHG) protocol for its emissions impact measurement and reporting. The continuous use of the protocol ensures that the club can benchmark its actions and result year-on-year with the credibility of the protocol in place.

The club measures all its actions and activities – operations, development and events across the GHG Scopes 1, 2 and 3 and in 2022, introduced a measure for embodied carbon, including retrospective measurement for existing properties and their respective development.

Although retrospective embodied measurement isn't a clear science, the including of a process ensures that the club identifies with all its actions for the most accurate measurement.

The club also measures actual match days, the largest specific impact across the year so that there is a realistic understanding of how matches and events at the Etihad Stadium affect our community and city and their related emissions etc.

Each year, the club learns more about CO2 measurement and reporting, working positively to present accurate information, in good faith, the structure of which may change as intelligence and the ability to measure better improves overall.

Although **working within its own framework**, Manchester City has remained close to and aligned with key local, national and global objectives to Manchester's own ambition for net zero city by 2038 with active membership of the Manchester Climate Change Partnership.

In 2024, UEFA launched its Carbon Calculator, the development of which Manchester City contributed. All the City Football group EU/UK clubs will utilise the UEFA calculator – supporting the opportunity to benchmark how our sport is progressing. Manchester City's Game Plan, will continue to use and report under the GHG DEFRA Protocol for its primary report.



## What is GHG Protocol?

GHG Protocol establishes comprehensive global standardised frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.

Building on a 20-year partnership between World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), GHG Protocol works with governments, industry associations, NGOs, businesses and other organisations.



## UEFA CARBON CALCULATOR

UEFA's tailor-made tool has been developed using a football-focused methodology to measure, manage, and disclose greenhouse gas emissions.

Also:



In the US – New York City Football Club is fully engaged with the MLS Greener Goals Calculator



MANCHESTER CLIMATE CHANGE AGENCY

MANCHESTER CLIMATE CHANGE PARTNERSHIP

SHARED ACTION FOR OUR ZERO CARBON CITY





# 23-24 CO2 emissions

In the year to end May 2024, Manchester City's CO2 emissions **reduced** overall by **16.0%** against trend

That's **actual reduced CO2 emissions of 5,841 tonnes.**

**Key scopes 1 & 2 emissions from 2015 and 2019 remains downward at over 80%**

Teams travel upward trends is a result of extended 2023/24 summer travel, World Club Cup and Super Cup finals, as well as all other growing business requirements.

**MCWFC increased in travel is primarily a result of summer training camp 2023**

**MANCHESTER CITY FANS' AWAY TRAVEL – over 30 away matches – the allowance (GHG Protocol) for all City fans travel/hotels is 692 t CO2 – which is in addition to this total (as it may be double counted with the home-host club)**

- Final figs 2022-23 adjusted to reflect complete journeys and carried through to 2023-24.
- Excludes all *retail trading* which is managed at arms length.
- Retail *facility operations*, waste management, energy and embodied is included in total operational calculations

Area/function	2022 - 23 Previous full year	tonnes CO2			Change actual (t)	YOY Change trend (%)
		2023-24 full year	scope 1	scope 2		
<b>Operations:</b>						
Match Day Operations (Etihad Stadium)	2,876.3	<b>2,312</b>	31	721	1,560	-564.3 20%
Match Day Ops (Joie Stadium)	623.4	<b>341.4</b>	17	267.8	56.6	-282 45%
Non Match Day Ops	2,761.5	<b>1,920.3</b>	23.6	931.5	965.2	-841.2 30%
<b>Travel:</b>						
Authorised Travel (business)*	13,664	<b>12,272</b>	-	-	12,272	-1,392 10%
Claimed travel (averaged by distance and joint diesel/petrol claims)	24.5	<b>83.9</b>	-	-	83.9	-40.6 33%
Purchased travel – local – by taxi	10.36	<b>9.86</b>	-	-	9.86	-0.5 5%
Match day fans – MCFC all home travel	7,160	<b>6,844</b>	-	-	6,844	-316 4%
Match day fans – MCWFC all home travel	589.6	<b>612.6</b>	-	-	612.6	+23 4%
Match special away days – 2024	5,665	<b>3,677.6</b>	-	-	3,677.6	-1987.4 35%
Match day Visiting fans – all games (av 3,240)	636.3	<b>594.5</b>	-	-	594.5	-41.8 7%
Match Day – Player Travel Men's first team (incl hotels)	931.04	<b>1251.2</b>	-	-	1251.2	+320.16 34%
Match Day – Women's Team Travel (incl hotels)	78.49	<b>258.4</b>	-	-	258.4	+179.91 229%
Academy + EDS – incl Educational and scholars' travel**	162.05	<b>159.3</b>	-	-	159.3	-2.75 2%
Workforce commuting	317	<b>327</b>	-	327	-	+10 3%
Concerts 2022 – specific overall emissions	1031.6	<b>987.6</b>	40.5	26	921.1	-44 4%
<b>Energy:</b>						
Electricity (zero carbon – PPA)	0	<b>0</b>	-	0	-	0 0
Gas	1,327	<b>1,088</b>	-	1,088	-	-239 18%
Water (distribution and plant)	54.7	<b>23</b>	23	-	-	-31.7 58%
Fuel (incl gen diesel– emissions (0.8-0.93 kg CO2/kWh)	108	<b>94</b>	94	-	-	-14 13%
<b>Other:</b>						
Materials & Waste	10.6	<b>8.6</b>	-	-	8.6	-2 19%
Biodiversity	1.3	<b>1.6</b>	-	1.6	-	+0.3 13%
Refrigerants (new)	0.3	<b>0.3</b>	-	0.3	-	0 0
Digital assets and digital creation (new)	5.6	<b>4.3</b>	-	4.3	-	-1.3 23%
Construction + refit	14	<b>18.6</b>	9.4	2.2	7	+4.6 33%
Misc Allowance and Other Operations	11	<b>5</b>	1	1	3	-6 155%
<b>T CO2 e (t) operational</b>	<b>38,163.6</b>	<b>32,895</b>	<b>239.5</b>	<b>3370.7</b>	<b>29,287</b>	<b>-5,268.5</b> <b>14%</b>
<b>Mitigation (all encompassed)</b>	<b>1,321</b>	<b>1,893</b>				<b>-572</b>
<b>Actual total</b>	<b>36,842.6</b>	<b>31,002</b>				<b>-5,840.5</b> <b>-16.0%</b>
If retrospective embodied CO2 added @ 30%:	11,052.7	9,293.4				
<b>Total incl of all Embodied</b>	<b>47,895.3</b>	<b>40,271.4</b>				

All data used is based on formal readings or information provide at the time of the event or works. DEFRA GHG Protocol is used throughout

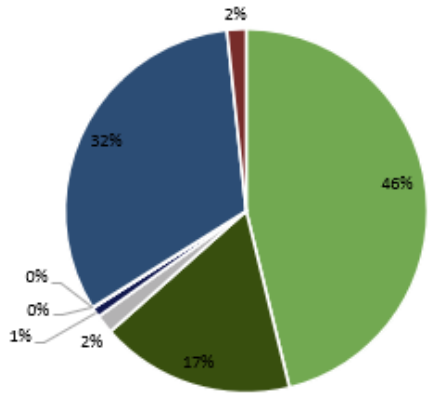
- **2023-4 numbers adjusted** post past report to add revised emissions. (Game Plan 2022)\*
- CHANGE TREND % is based on the performance against 2015, 2019, 2023







# emissions secr audited... /2



**ELECTRICITY** 46%  
**NATURAL GAS** 32%  
**DIESEL** 2%  
**PETROL** 1%  
**RECYCLING** 2%  
**COMPOSTING** 1%  
**PUBLIC TRANSPORT** 17%  
**F-GAS** <1%

### UK Carbon Footprint Data

Scope	Description	Emissions Source	tCO2e			2022/23	2023/24	
			2019/20	2020/21	2021/22			
Scope 1	Combustion of fuel on site and transportation	On site: Natural Gas, Diesel, F-Gas Transport Petrol, Diesel	Location based	1,140	1,510	1,200	1,351	1,395
			Market Based	1,140	1,510	1,200	1,351	1,395
Scope 2	Purchased energy	Electricity	Location based	3,336	2,681	2,735	2,889	3,199
			Market Based	6	0	0	0	0
Scope 3	Indirect Emissions	Employee Business Mileage, Fan & Related	Location based	56	45	97	111	22,180
			Market Based	56	45	97	111	22,180
Total			Location based	4,532	4,236	4,032	4,351	26,774
			Market based	1,202	1,555	1,297	1,462	23,575
Total (Excl. Fan & Related Travel Emissions)			Location based	4,532	4,236	4,032	4,351	6,930
			Market based	1,202	1,555	1,297	1,462	3,731
Intensity Ratio	tCO2e / £M Turnover		Location based	9.47	6.79	5.72	6.10	28.74
			Market based	2.51	2.49	1.84	2.05	25.31
Intensity Ratio (Excl. Fan & Related Travel)	tCO2e / £M Turnover		Location based	9.47	6.79	5.72	6.10	7.44
			Market based	2.51	2.49	1.84	2.05	4.01
Energy Usage	Total kWh consumed	Electricity, Natural Gas, Diesel, Petrol	20,641,819	20,976,802	20,917,437	21,697,109	22,751,089	
	Renewable %	Electricity	99%	100%	100%	100%	100%	

### Manchester City Football Club Ltd - Streamlined Energy and Carbon Report - 2023/24

#### Reporting scope

- The reporting period is 01/07/2023 to 30/06/2024, which was selected because it is the company's financial year.
- This report has been compiled in line with the March 2019 BEIS 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance', and the EMA methodology for SECR Reporting. Emissions have been calculated using the GHG Protocol: Corporate Accounting and Reporting Standard.
- All measured emissions from activities which the organisation has financial control over are included unless otherwise stated in the exclusions statement, as required under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018
- The intensity measurement of turnover has been selected in order to compare emissions with company growth and for consistency with similarly reporting businesses for review of the market position.
- Emissions factors used:

Fuel type	Emissions conversion factor source
UK Electricity – location based (excluding transmission and distribution), UK Gas, Petrol, Diesel, Unknown Vehicle Fuel	Department for Energy Security and Net Zero & Department for Business, Energy and Industrial Strategy 2024
UK Electricity – market based	Shell Energy - 100% Renewable using UK Biomass REGOs

- The emissions total for F-Gases (Scope 1) and Fan & Related Travel (Scope 3) have been supplied directly by the firm and not calculated within this report.

#### Statement of Exclusions

- Scope 1 exclusions**  
No exclusions made.
- Scope 2 exclusions**  
Scope 2 purchased electricity does not include the Transmission and Distribution element as this is owned by the supplier.
- Scope 3 exclusions**  
Scope 3 is voluntary.

#### Estimation methods used

- No estimations have been made.





# event days...

Match day example based on six matches data 2023-24

MATCH DAY 23-24	CO2 (tonne)	diff
Energy	30.1	6
Fan Travel (City fans)	232	4
Fan travel (visiting fans)	18.5	2
Team Travel (all/immediate)	3.5	2.3
Staff & contractor travel	4	1
Waste handling	0.6	1
Broadcast	0.65	-
Police	0.3	1
Horses	0.1	-
Food (concessions)	2.3	-
Retail	2.8	1
Digital assets	0.7	0.3
Misc materials and services	5	0.75
Fan zones and entertainment	1	3
Post match (direct)	2	-
<b>T:</b>	<b>303.5</b>	<b>67.4</b>

Football fan surveys 2023 . Football embodied CO2 is included in the overall reported figs.

2023-24 realised a lower number of home games and the relative numbers of fans and guests. .

The mid-winter months also proved milder than the previous year. Retail, stadium tours and ancillary activity nevertheless, increased in the overall football.

Therefore, in 2022-23 the overall home match day emission impact was **11,500 t CO2**



Match day operations at the Etihad Stadium reduced CO2 emissions by 67.4 tonnes every game!

Concert example from The Weeknd (one night) and Goldplay (four nights) events

June 2023

CONCERTS 2023	CO2 (tonne)	diff
Energy	11.5	7
Fan Travel (Concert fans)	44	3.7
Concert build	91.6	11.6
Acts and their travel	12.4	6
Staff & contractor travel	4.7	-
Waste handling	1.25	-
Broadcast	0.5	-
Police & security	0.22	-
Food (concessions)	3.5	1
Retail	1.5	-
Digital assets	1.5	-
Misc materials and services	2.0	-
Fan zones and entertainment	1.8	-
Post concert (direct)	2.5	1
<b>T:</b>	<b>177.4</b>	<b>5.2</b>
Added value Embodied CO2 (10.2 x 2)	<b>198.6</b>	-

Concert fan survey 2023 and assessment of loads-in/out, up and downstream transportation and matters identified above.

2023 hosted three nights of concerts with c. eight nights and days of active build and demounting

Much of the information is estimated based on generally known and understood measurement, practices and travel behaviours for example

As such 177.4 x five nights eq provides a 2023 concerts CO2 emissions at c 887 tonnes..

..stage builds and specific equipment provides an embodied CO2 of 10.6 tonnes per set up





# match day review...

Match day example based on five matches data 2023-24

2023-2024 there were 29 match days at the Etihad Stadium – 1,374,134 fans visited the stadium in the season of which 112,746 were hospitality fans

The overall CO2 per match (av) was 303.5 t – a reduction on the previous year of 67.4 t.

- Improved energy efficiency
- Waste management control
- Alternative fan travel options
- Local and seasonal food served

Against a backdrop of uplifted entertainment, fan engagement and on-site construction works the club also re-used its former City Square Digital Screens in a new location adj to West (Colin Bell) Stand reception.

Working with partners and fans across all match days, mixed waste from all matches reduced in the year – with an uplift in re-use and recycling.

The club has also promoted the *Renew* options by Greater Manchester Waste Authority.

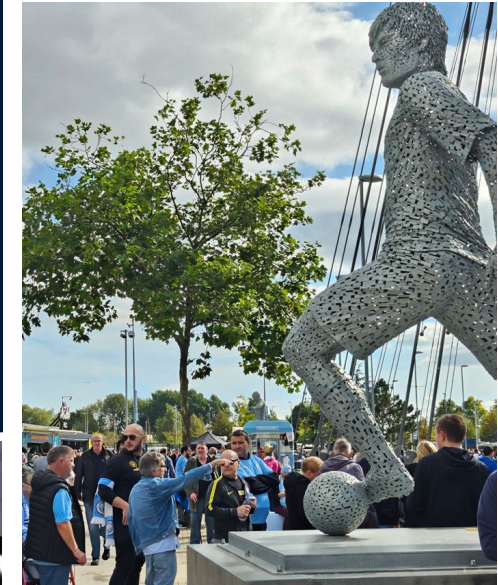
Compositing of food, grass cuttings and compostable wrappers, cups and materials remains a key operation.

## MATCHDAY OPS AT THE ETIHAD STADIUM

- Match day operations 38 t Co2**  
A reduction of 9 tonnes
- Police, Broadcast, post match = 7 t CO2**  
A reduction of just over 1 tonne
- Food & catering**  
reduced by 0.3 tonnes
- Retail at 2.1 t**  
was slight increase
- Digital assets at 1.2 t** also reduced notwithstanding **all new asset and entertainment**

## MATCHDAY FANS AT THE ETIHAD STADIUM

- City Fan travel for matchdays**  
A reduction of 4 tonnes
- Visiting fans**  
A reduction of 2 tonnes
- Staff & contractor travel stable at 4.5 tonnes**
- Match day team travel was reduced by 2.3 tonnes**





# energy and water...

## 2022-24 consumption:



### Electricity:

Manchester City used 13,388,021 kwh hours of electricity in 2023-24.

This represents a reduction of 944,057 kwh against the previous year

Manchester City's electricity is zero rated for CO2 emissions



### Gas:

The club used 7,010,010 kwh of gas on 2023-24, a reduction of 451,557 kwh.

Realising 1,327 tonnes CO2 emissions

The Club is continuing to review de-gassing options and all new projects in place are all-electric.



### Water:

The club consumed 168,947 cu/m of water in the year 2023-24

This represents a reduction of 49,652 cu/m vs 2022-23

The club is in active consultation with our water technology partners Xylem to identify further solutions to improve its water efficiency



CFA



Summer 2024 – City Football Academy – FM Building installation on new solar panels as part of a wider club energy generation programme...

Jinko Tiger Neo 54 BDV being installed





# water

## Manchester City's Water Sustainability Focus

The Club, in collaboration with its official water technology partner Xylem, are committed to improving water sustainability through two primary goals.

1. Reducing potable water consumption.
2. Minimising storm and foul water discharge into the public system.

### Key Initiatives and Achievements at the City Football Academy (CFA)

At City Football Academy, progress on the use of recycled water use for pitch irrigation was positive. When water quality issues rendered the 12-million-litre attenuation tank unusable, Xylem was able to install UV disinfection system coupled with a pre-filtration unit in consultation with Xylem and resume tank usage. This enabled savings of up to **1,000 cubic meters of water per day and leading to a 70% reduction in potable water usage.**

To further support non-potable water sourcing, the club also upgraded the borehole functionality and a new and more efficient pump was identified by Xylem, restoring the club's irrigation capabilities and leading to a **projected reduction in annual energy consumption by 30%.**

### Promotional campaigns and behavioural change

Together with Xylem, Manchester City launched the 'Water Champions 59-day Challenge' on World Water Day in March. This campaign aimed to raise fan awareness about global water challenges and encourage small, everyday actions to save water.

Over 55,000 fans viewed the "Water Book," a resource offering advice and tips on water conservation and 89% felt the campaign offered valuable water-saving tips. 90% of the audience said they are committed to taking action to save water.

Through these efforts, we have enhanced water sustainability at the CFA and empowered fans to take action on global water issues.



CFA Booster Sets – bore hole



**xylem**  
Let's Solve Water



# energy

In the year to June 2024, Manchester City, through its operations team and infrastructure team, identified a series of efficiencies and opportunities:

- Upgrade to LED floodlights on City Football Academy pitches.
- Full LED upgrade on indoor pitch.
- Continuation of LED upgrade across CFA including offices/meeting rooms/changing areas etc.



CFA solar panels project

Installation – summer 2024 – Joie Stadium

In 2023, Manchester City appointed local company, Clearvolt, to develop and manage its energy generation project, phase one of which creates some 10,000+ solar panels across City Football Academy – the installation of which is under way.

The club also agreed a partnership deal with global-leading PV manufacturer– **Jinko Solar** with their Jinko Tiger Neo 54 BDV modules being installed.



- The total amount of electricity generated by the 10,000 panels will be 5.16 million kilowatt hours (5,160 MWh or 5.16 GWh).
- This will result in a reduction of approximately 150,000 tons of CO<sub>2</sub> emissions per year, which is equivalent to planting 6.8 million trees.



# blowing hot and cold ...

## REFRIGERANTS

Manchester City's estate – based at around the Etihad Stadium and also across City Football Academy hosts a range of HVAC systems (Heating Ventilation & Air Conditioning).

During the course of each year, the Club's facilities management (FM) team undertake regular inspections and maintenance works to ensure appropriate and efficient operation of the system and to prevent or to detect and remedy leakages of refrigerant gases.

Refrigerant is a medium for conveying heat : Air conditioners transfer heat while circulating refrigerant between the indoor and outdoor units.

The refrigerants uses across the club are : R410A R32 R407C

**R-410A** is a near-azeotropic mixture of difluoromethane (CH<sub>2</sub>F<sub>2</sub>, called R-32) and pentafluoroethane (C<sub>2</sub>HF<sub>5</sub>, called R-125). This is used as a refrigerant in air conditioning applications. Unlike many haloalkane refrigerants it does not contribute to ozone depletion and is therefore widely used.

**R-32** is the most balanced refrigerant in terms of environmental impact, energy efficiency, safety, and cost-effectiveness.

Because R-32 efficiently conveys heat, it can reduce electricity consumption up to approximately 10%, R-32 has a global warming potential (GWP) that is one-third lower and is remarkable for its low environmental impact.

**R407C** is an HFC (hydrofluorocarbons) blend and is suitable for residential & light air conditioning options.

R-407C is a zeotropic HFC refrigerant blend rated A1 by ASHRAE (lowest levels of toxicity and flammability), having zero ozone depletion potential.

Based on the audit of all Manchester City's HVAC systems the total emissions data is as follows, subject to continued maintenance and leakage prevention. All fugitive gas (leaks etc) are embedded in the totals.

The measurements for the system is based on the full lifecycle of all the products (currently accepted as fifteen years)

- City Football Academy = 293.12 Tonnes CO<sub>2</sub> (lifespan) returning 19.5 tonnes/annum – ops and embed
- Etihad Stadium = 1493.5 tonnes co<sub>2</sub> (lifespan) returning 99.5/annum – ops and embed
- The whole system in respect of gaseous leaks resulted in under 02.3t/annum



CFA HQ



# travel fan journeys...

## MANCHESTER CITY HOME MATCHES - ETIHAD STADIUM

The review of 2023-24 fan travel builds on the club's surveys of fans and a series of snapshot reviews on match days, providing an update and highlighting practical options for future travel as trialled during the season.

The number of home matches held at the Etihad Stadium in 2022-23 was 29, this is three fewer than in the previous season.

The total home fan CO2 travel emissions for 2023-24 was 6,844 a reduction of 316t CO2 – a reduction of fan travel emissions for the third-year running.

An increase in the use of fan coaches and trials of bespoke coach services, additional use of public transport, notably trams and more use of the city link walk route, plus car share benefits are the various parts of this reduction – against a higher number of home matches.

Home fans' travel to major events.

There were two domestic major events at Wembley for which fans used a variety of transport options which primarily was a mix of trains and car travel. Fans travelling to UEFA fixtures used air and coach travel mixed

These travel of fans to these fixtures is counted in the totals. (special away days).



## Travel modes

### Fan travel:

- 53% of people drive to match days in their own car
  - of which 14 % get a lift with someone else
- 6% travel by train
- 11% use Metrolink (tram) –
- 5% use official supporter club coaches
- 3% walk all the way
- 4% travel by local service buses
- 2% taxi
- 2% travel by 'other' means (this is mainly covered via long haul/international travel)

### On Metrolink (tram) – zones travelled through

- 35% of all travellers originate in the city centre zone
- 32% across zone 2
- 22% zone 3
- 9% zone 4
- 2% unknown

### BUS (Public Services Buses)

- Bus routes and use needs further detailed study – most people – around 70% travel from city centre and linked bus hubs – 20% from Ashton direction and 10% north-south routes

### Match Day Parking:

In the season 2022-23 – based on available information, some 13,730 cars on average were used for match day travel. This is an increase of 2%

- An average of 2,780 fans parked on the central car parks of the Etihad Campus on match days. (21%)
- Some 3,420 cars parked locally in privately managed car parks (24.6%)
- Some 1,100 cars were parked in other formal parking provision including city centre multi-storey (8%)
- An estimated 3,150 cars are parked on local streets where there are no current restrictions or violating parking restrictions.(23%)
- In local unauthorised private car parking is c2,196 (16%)
- Other and unknown represent c1,000 vehicles (7.4%)

- 33% of car journeys were under 10 miles
- 46% were 10-30 miles
- 21% above 30 miles
- 56% of cars were petrol
- 30% diesel
- 8% hybrid
- 6% electric

## Longer distance fan travel to Manchester

According to available data – some 1,085 fans travel to City's home games every season from distant origin points.

The CO2 impact of this travel, plus hotel bed nights in included in the club's overall fan travel impact – based on data agreed with GHG DEFRA Protocol and hotel CO2 impacts provide by Clarity.

- 60% of long distance fan travel was by short haul flights – of which 20% is estimated at domestic short haul
- 26% were international flights of which 16% were in excess of six hours.
- 14% were long haul.

The CO2 impact rounded-up of home match international travel is based on a sample round trip economy flight from Barcelona-Manchester-Barcelona to provide an average. 3.81te CO2/passenger

Most people stayed overnight in Manchester (city centre) hotels (78%) whilst there was a reasonable uptake of self-service accommodation.

### Therefore:

With some 11m miles travelled by cars across all match days, the (av types of fuel) the CO2 emissions is 4,007 tonnes.

- The use of all public transport equates to 1,698 tonnes CO2
- All flights (total of all) produces some 413.6 t CO2
- Private coach hire produces some 387 tones CO2
- Taxi travel to match days creates some 13.764 miles of travel and thus accounts for circa 4.12 tonnes CO2
- An allowance of 10% is added for all other match-day related vehicular movements = 651





# travel fan journeys...



## MANCHESTER CITY WOMEN HOME MATCHES Joie Stadium

Manchester City Women's Football Club entertained an average crowd of 7,169 in the season 2023-24 with most home games played at the CFA Stadium and two games played to larger crowds at the Etihad Stadium.

Crowd dynamics are different for the CFA events and for MCWFC with greater numbers appearing to travel as groups or families in cars, similar percentages using public transport but fewer appearing to walk or cycle any distance.

The total home fan CO2 travel emissions for 2023-24 612.6t CO2 a rise on the previous year, reflecting mainly growing attendances.

The general split of travel modes and options appears to reflect all Manchester City match day travel across the season.

## Manchester City Women's Matches Travel modes

### Fan travel:

- 74% of people drive to match days in their own car
  - of which, 86 % get a lift with someone else
- 18% use Metrolink (tram)
- 3% appear to use public transport, almost all related to service buses.
- 3% taxi
- <1% trailed the new Match Day buses – which will be developed further
- Although there is an evident increase in bicycle use – at around 300 cycles, this still represents less than 1% of the attendance.

### On Metrolink (tram) – zones travelled through

- 82% of all travellers originate in the city centre zone
- 5% across zone 2
- 3% zone 3
- 10% unknown

### BUS (Public Services Buses)

- Bus routes and use needs further detailed study – most people – around 70% travel from city centre and linked bus hubs – 20% from Ashton direction and 10% north-south routes which is similar to MCFC fixtures.

### Match Day Parking:

- In the season 2023-24 based on available information, some 3,000 cars on average were used for match day travel.
- An average of 2,400 fans parked on the central car parks of the Etihad Campus on match days. V(21%)
- An estimated 600 cars (c23%) are parked on local streets for the first half of the season...
- ...However, from March 2024, local parking restrictions came into force creating a change in local parking habits – this will be reflected in future reports when the club has a more defined understanding of the changes and how fans have reacted and/or changed travel modes and habits.

- 70% of all car journeys were under 10 miles
- 26% were 10-30 miles
- 4% above 30 miles
- 83% of cars were petrol
- 9% hybrid
- 5% diesel
- 3% electric

- With some 1.3m miles travelled by cars across all match days, the (av types of fuel) the CO2 emissions is 334 tonnes.
- The use of all public transport equates to 202 tonnes CO2
- An allowance of 10% is added for all other match-day related vehicular movements = 53.6





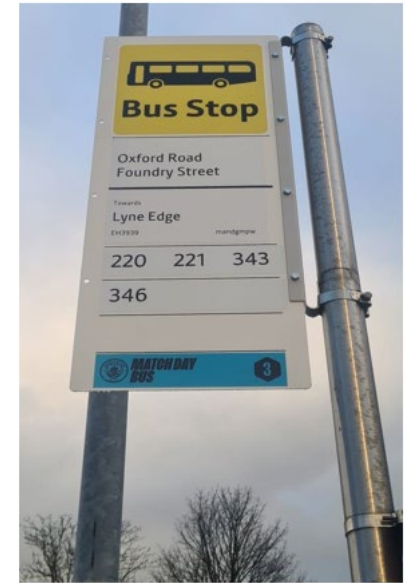
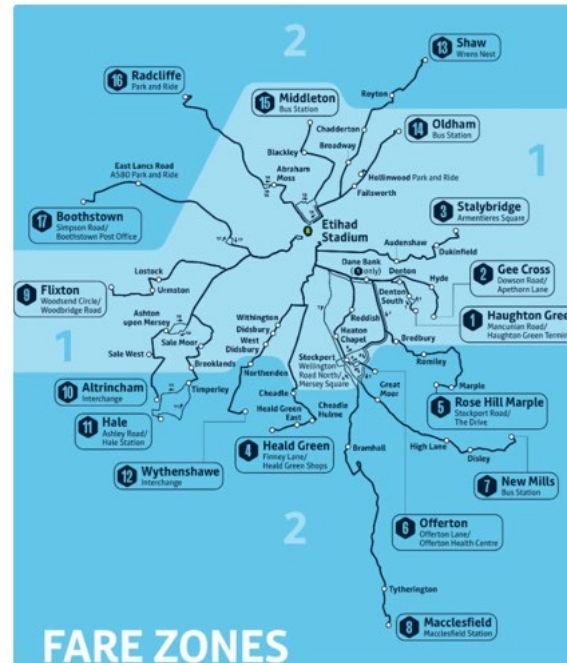
# City match day bus...

## Background

- Manchester City Football Club worked with Transport for Greater Manchester to deliver a trial of a large-scale bus network helping fans from across Greater Manchester, High Peak and Cheshire to travel to and from the Etihad Stadium on a matchday.
- The network of dedicated services were operated and managed by Transport for Greater Manchester (Bee Network).
- The service continued to operate at every home match taking place at the Etihad Stadium until the end of the 23/24 season.
- All of the buses used in the trial were fully accessible for wheelchair users with low floors to make it easier for fans who use wheelchairs, mobility scooters or those with small children and pushchairs.

## Matchday Bus Routes

- In total, the bus network covered 17 different routes operating across 53 towns, stopping at over 100 bus stops, including 5 bus stations and 2 Metrolink stops and cover a combined total of more than 340 miles.
- These routes were carefully selected following a detailed analysis of fan data which identified areas with limited existing travel options, or those with a dense population of Season Ticket Members.





# City match day bus...

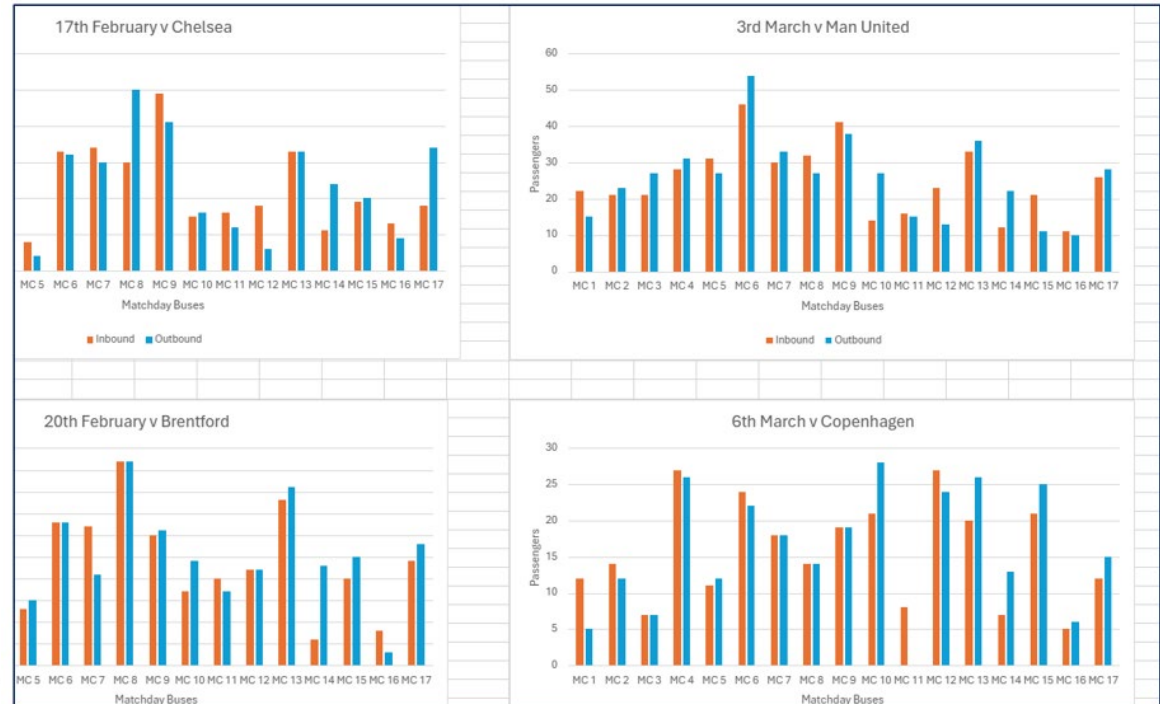
17 bespoke bus routes –

- chosen to reflect fan travel demand –
- subsidised and charged by zone
- part two of a season-long trial
- builds on existing stadium-city centre bus shuttles
- exciting our fans and communities about bus travel
- managed and operated by TfGM (Bee Network)

Sits alongside wider fan travel planning :

- working to improve public and active travel options
- investment in city-centre – stadium walking route
- 300 new covered and secure cycle bays added to 120 existing
- incentives for multiple occupancy cars
- EVC charging on site currently at 68 units – building to 120
- staff cycle to work scheme and bus/tram season cards
- added tram capacity and a new direct route from August '24

...and the building of the future Manchester Entertainment District (25-26) and the opening of the Co-op Live Arena (April '24)





# travel business...

## Manchester City Business Travel

Increased business and successful results inevitably create additional miles as essential travel grows.

In the year to end May 2024 – there was a reduction in all business travel of some 12%

The overall CO2 associated with business travel reduced from 13,664 t Co2 (adjusted) to 12,272 (1.6 tonnes per traveller was a reduction in line with the overall totals),

The club's travel measurements take into account hotel bed nights, transfers and baggage handling.

### Claimed Man City business travel is in two parts:

- **Taxi travel** was c35,000 miles producing CO2 emissions of **9.8** tonnes. (some operators failed to provide information)
- **Claimed mileage** resulted in 254,812 (reduction of 16,696) petrol miles and 139,749 (a reduction of 666) diesel miles – providing CO2 emissions of 54 tonnes and 29.9 tonnes respectively. Total being **83.9** tonnes CO2.



Reflecting the club's increased activities during the year and participation in added events, business air miles increased in the year by 7% to 7.7m (3,636 t CO2) miles overall.

Train travel increased by 3% to 19,318 (0.17 t CO2) miles.

Business hotel bed nights (pax) resulted in 127 t CO2

# Staff commuting

For the year to end May 2023, staff commuting has been measured following a wide-ranging staff survey.

423 responses were made to the survey of 752 employees – 56% return.

The returns included 18 employees from London office.

In London, most people travel to/from work by train with equal numbers cycling or using the underground. Only two respondents drive (alone in a car) and the travel distance av is 21 miles round trip.

Manchester:

- **72% of staff are in office three days or more**
  - **78% of the workforce travel to/from work by car**
    - of which **96% of drivers travel alone** – circa **3% staff travel with others**
    - **the average distance is 28 miles (round trip)**
    - **67% petrol; 17% diesel; 8% electric 5% hybrid mild and 3% hybrid full**
  - **16% of staff use public transport**
  - **4.5% staff cycle**
  - **Only between 1 and 2% walk**
- **Cyclists request additional and better storage and easier gate access.**
- **Working at home (WFH) – 87% of staff heat their homes with gas heating**
- **71% clarify that they completely shut down their PC/laptop when not working**
- **DEFRA/GHG Protocol indicates hourly CO2 WFH emission on 0.67kgms**
- **– Manchester City has included this in its total emissions count 18.24 tonnes CO2**

There has been growth in active travel and the numbers of staff using all-electric or hybrid vehicles. 8% of respondents suggest they may change to all-electric or hybrid in the next 12-36 months.

The results inform our overall CO2 emissions reporting – but also help us plan for the future and promote different actions.







# travel city teams...

In 2023-24 the total emissions were **1,510.1 tonnes CO2** for Manchester City's teams' travel and hotel nights:

- **1251.1 tonnes CO2** - first Team Men
- **258.4 tonnes CO2** - Women's Team
- **0.6 tonnes CO2** - home stay emissions
- **159.3 tonnes CO2** - academy/EDS travel

This also includes the summer '23 tour to Asia and the travel associated with the trophy tours

All aircraft and coach positioning is also included.

Overall, there was an increase in CO2 emissions of 500t in the year.



Ellison's travel



- All city team travel includes allowances for en-route travel, incidental considerations (eg food, stopovers), transfers and the positioning of aircraft, and team coaches



- Alongside travel, the club measures hotel bed nights and associated baggage handling



- There were 3643 external hotel bed nights were occupied in 2023-24, whilst hotel occupancy at CFA for all teams was 1034 nights which in total accounted for just under 9 tonnes CO2



- The 2023 Five-in-a-row trophy tour created some 118.2 t CO2 from all travel and from hotel nights - 3.5t CO2



Man City – Trophy Tour



# City staff and where they live...



## 2023-24

- 17% of the Club's employees live within the immediate postcode catchment
- 29% of Manchester City's employees live within the City of Manchester
- 36% live within other Greater Manchester boroughs (postcodes)
- 2% travel from outside Greater Manchester

158 employees live outside of the city region, some of whom are based in CFG London Office.

A number of local (Manchester) employees and initial trainees have also found new roles with CFG Clubs overseas.

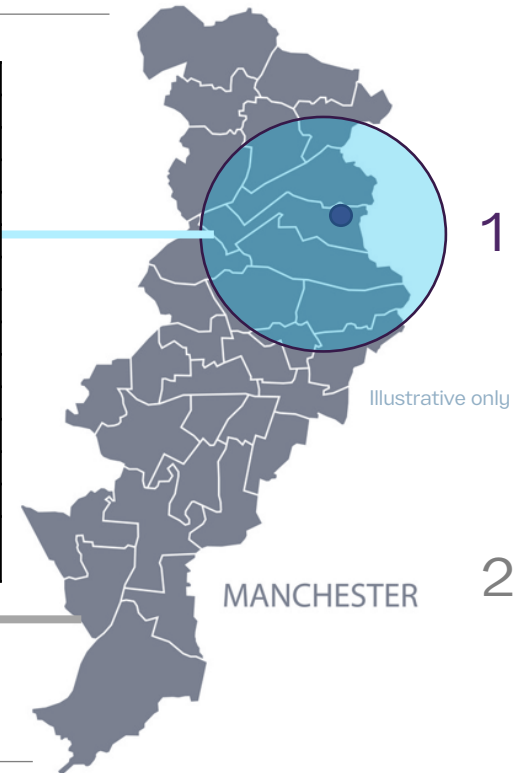
The Club works with the city to promote best practices in local employment, procurement and in developing and sharing pathways to learning opportunities across the community.

Creating local opportunities, safe spaces and places and an environment that actively supports improved health and wellbeing outcomes - remains a key part of the Sustainability agenda - Game Plan.

Postcode	Count
M5	11
M6	11
M7	2
M9	5
M19	6
M23	2
M24	9
M25	10
M26	5
M27	8
M28	12
M29	5
M30	6
M32	6
M33	21
M34	21
M41	12
M44	2
M45	8
M46	2
M14	10
M15	15
M16	8
M20	33
M21	12
M22	10
M40	7
M50	5
<b>Total</b>	<b>264</b>

## Employee homes:

Postcode	Count
M1	13
M2	1
M3	27
M4	32
M8	3
M11	14
M12	4
M13	4
M35	11
M40	7
M43	22
M14	10
M15	15
<b>Total</b>	<b>163</b>



WA	60
OL	68
SK	145
BL	45
WN	14
<b>Total</b>	<b>332</b>





# supplying City: promoting local procurement...

2023-24 procurement of goods and services continues to provide opportunities for local suppliers, manufacturers, producers and organisations into the club's supply chain.

In major projects and infrastructure – in excess of 60% of the supply chain was from within and around the M60 Corridor.

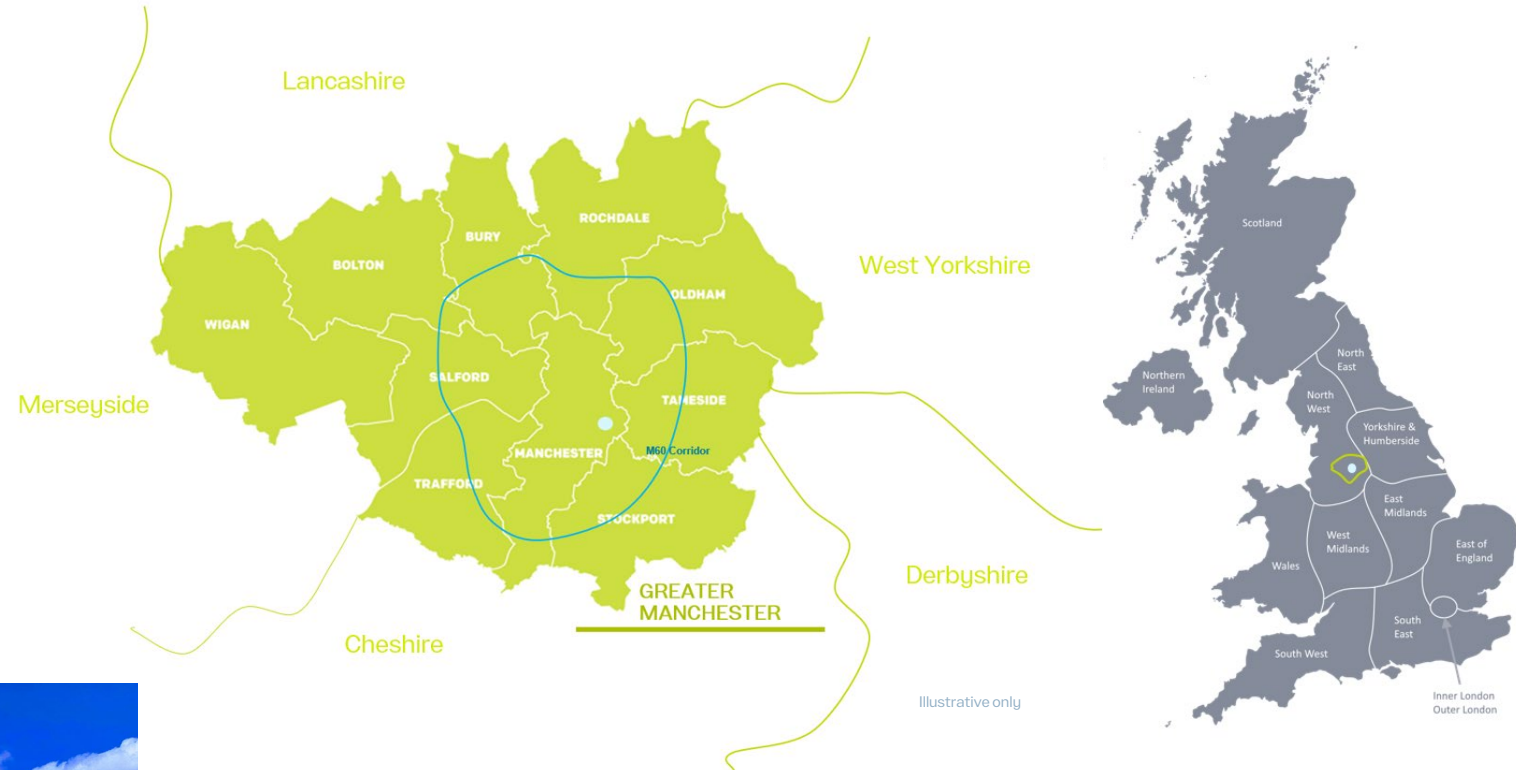
In facilities management some 54% is identified as local and in the club's landscape works 52% was from north-west based providers and 12% from Greater Manchester.

Across the board, the general level of local supplies realised 63% from Greater Manchester with a further 12% from neighbouring counties, representing circa 75% form across the region.

Manchester City works with a range of local organisations to promote opportunities and to create a strong and traceable supply chain where the goods and services support local employment, where working conditions, pay and training are engaged – always allowing for sustainable practice development so that support is given to start-up and smaller businesses.



Etihad Stadium from Nexen bridge



Alongside the benefits of supporting local, sustainable economy, local procurement has the advantaged of reduced transport in both costs and emissions, that the opportunity to see and witness methods of manufacture or production and the relative ease of change or rectification.

Overall, **Best Value** remains a priority and this isn't compromised – rather, albeit with some added effort, the value chain is typically improved.



# appetite for change...

## Catering at HQ and Academy Stadium

Providing food for HQ Staff, Matchdays at the Joie Stadium, events and for visitors is a significant undertaking and one which the clubs promotes actively with its catering partner – Baxter Storey.

For both HQ staff catering and match days at the Academy Stadium, Baxter Storey is working to promote good, seasonal and local produce with a range of local suppliers and helping them to grow, positively and sustainably.



Baxter Storey's staff have supported a range of activates and events across the club with social value and environmental uplift front and centre.

[Link : Environment, Social & Governance Policy - BaxterStorey](#)



## STOP FOOD WASTE DAY with City

On the 22nd April this year, City and Baxter Storey dedicated a day to using 80% of food which would have usually gone in the bin such as broccoli stalks, carrots and potato peelings to encourage all member of the wider team to have more imagination when it comes to food waste.

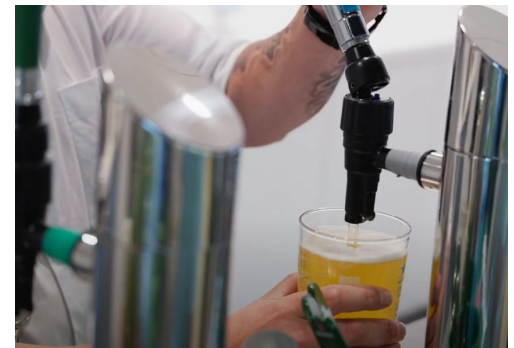
The Fruit and Veg supplier CFF set up a stall with all veggies that weren't "of a standard"

Some of the dishes created on the day were:

- Vegetable and pearl barley soup with croutons (cuts of carrot, bread crust croutons left over from breakfast)
- Crispy carrot shaving crisps
- Roasted potato cut offs



Coffee mornings at City's Heart of the City to promote discussion and engagement



Wonky vegetables, waste reduction, eradication of plastics, compostable materials and helpful 'at home' tips – just run-of-the-mill for Baxter Storey at City...



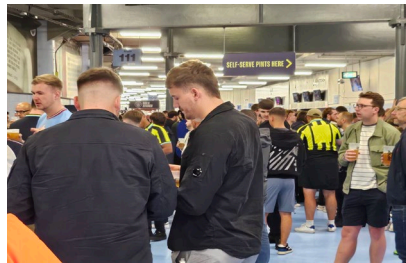
# stadium catering for fans and guests...

Manchester City's stadium catering for fans, hospitality guests and event visitors with a wide range of high quality menu options befitting the experience and choices that make every match and event day special.

During the 2023-24 season, stadium catering staff, chefs and management oversaw a continuing commitment to high quality, sustainable food and beverage experiences.

- Local produce
- Seasonal foods
- Vegan and vegetarian options
- Fan and guest engagement in choice
- Further reductions in food waste
- Removal of PET

Across the whole stadium provision, the club and its catering team is bringing new ideas and approaches to delight everyone.



Manchester City is committed to minimising any negative impacts of its food sourcing, production, serving and waste across all its activities and notably upon the environment.

Working with suppliers, fans, customers and the local community to enact these actions – it is a shared responsibility to care for the environment and the catering team encourages and promotes environmental awareness at all levels of the food journey. This includes:

- Ensure that through the catering provision, the club's Game Plan agenda is active and shared.
- Advance environmental best practice
- Minimise energy consumption, water consumption and waste
- Conduct regular surveys of the club's lounges, concessions, kitchens and production areas to minimise harm to the environment and improve efficiency
- Identify and activate practical local and seasonal food priorities.
- Work with suppliers and customers to minimise excess packaging and promote the use of recyclable materials
- Where practical, provide for alternative uses or recycling for waste materials
- Implement supplier evaluation systems to promote environmental improvements
- Encourage and support environmentally sound agricultural systems
- Adopt procedure that are necessary to ensure compliance with all relevant environmental legislation and play and active part in Manchester City and CFG emerging CSRD programme





# stadium catering...

## In 2023-24 Etihad Stadium catering realised some major gains:

- Overall, food waste in production reduced by some 40% meaning that all waste was at absolute minimum, with residual waste going to composting.
- Concourse fans supported new efforts to eradicate plastics and got their wraps, burgers etc in wholly compostable packaging.
- Water is provided recyclable card boxes only
- Vegan and vegetarian options continue to be offered at every outlet
- Hospitality guests have engaged in smarter ordering to help reduce wastage
- A range of new, local produce options introduced
- Stadium catering at every level remains high quality and exciting



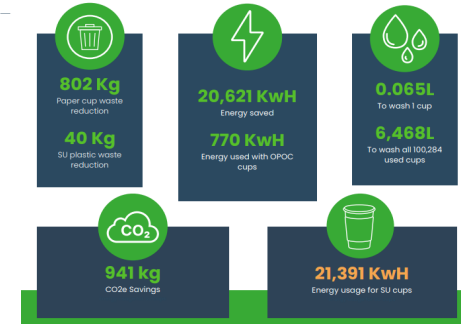
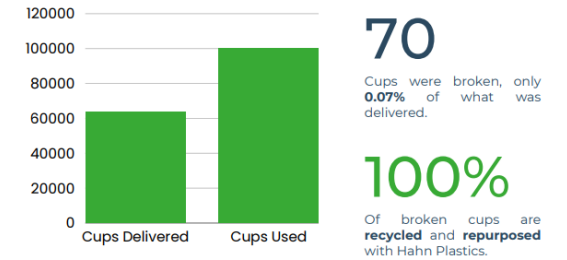
## The club's catering team are actively to improve its supply chain and reduce waste year on year

- All disposables are recyclable & bio degradable, 99.75% Paper, 0.25% ink. (UK sourced)
- Reduction of cling wrap
- New options to foil pie trays
- Local suppliers including Yorkshire cheese
- All match days cheese comes in washable, returnable containers, reducing over 200kg of SUP from cheese deliveries
- Working closer with local suppliers on single drop deliveries, removing wagons-in
- Using wastepaper for second print where not a sensitive doc
- Continually reducing food waste
- Date code genie, supports shelf life, reduces waste as labelling bold & clear



## EVENT CUP SOLUTIONS at Manchester City

### A Month in Review



eventcupsolutions  
REUSABLES THAT DON'T COST THE EARTH





# stadium conferences & events

Conferences, events and functions at Manchester City are a 'next level' opportunity for visiting organisations or individuals with the Etihad Stadium providing a range of spaces and facilities - ranging from the intimate to the incredibly spacious.

Access to parking and public transport make the venue an accessible option for a wide range of events.

In the period June 2023 – May 2024 incl, the stadium hosted 442 events and functions with some 36,375 delegates attending.

From snapshot surveys – the general attendances were:

- 38% of events were from locally based organisations/organisers
- 60% were from national and 2% were from short-haul international.

Sampling of two events create an overview that around 56% of delegates travel on public transport with around 43% using their own cars – of which the majority – circa 85% travel alone. The average travel journey is 22 miles for local, 110 miles for national events and 1100 miles – all round-trip travel.

Allowing for air travel and event setting up etc – there is an allowance (utilising DERFA GHG Protocol & MyClimate) included in the non match day operations of **864t CO2**. This includes an allowance for local hotel bed nights.

In 2023, Manchester City's conference venues attained platinum accreditation from Greengage\*

City's Conference and events team in 2023-24:

- **Reduced conference pad size and ensure PEFC certified paper only**
- **Sourced a range of products from all-new local suppliers**
- **Achieved Greengage Platinum level**
- **Promoting local produce with delegates and organisations**
- **Sharing booker engagement with sustainable operations**
- **Jointly celebrating best practice in social and environmental sustainability**

\*ECOsmart is the leading certification system for hotels, meeting venues, short stay apartments and pubs with meeting rooms. It is increasingly recognised as the credible and affordable marque that organisations can display to demonstrate their commitment to environmental sustainability and achievement of recognised standards





# retail and stadium tours...

## Manchester City Retail:

The official Manchester City Store is operated by stichd, a member of the PUMA group, an internationally recognised, licensed merchandise partner.

Being a PUMA company, the close relationship with sports enables delivery of the very latest official licensed products, including special editions and exclusive products not available anywhere else.

stichd sports merchandising, designs, develops, and distributes licensed sports merchandise worldwide. Ordering from the official Man City store, fans and customers are ordering directly from the club.

Around 60% of City Store visitors attended on non-match days.

From the non-match day visits most people attended by car (70%) or as part of the Etihad Stadium tour – within this, the average distance travelled was 40miles round trip – for those using other travel modes method, 30% used public transport.

Manchester City and stichd have worked to reduce all inward and outward packaging and utilise recyclable or bags and products wherever possible.

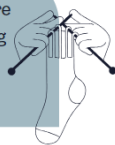
- The store's non-match day visitors contributed c126.7 tonnes (travel) CO2 and the online process circa 41 tonnes

A new city centre store opened in the Arndale Centre in 2023

stichd<sup>®</sup> ...from STICHD – Manchester City's retail partner

## The Year in Numbers

**77%** of the materials we used were recycled, organic or certified for being made with no harmful chemicals or source sourced as Better Cotton.



**73%** of Tier 1 factories reduced duplicative audits by submitting verification of SLCP assessment or are enrolled in ILO Better Work program.



**100%** core Tier 1 Factories completed the Higg FEM verification and 69% of them have a 'Leading' score.



PUMA signed the newly established Pakistan ACCORD, this includes stichd.



**14.5%** renewable energy in our Tier 1 suppliers' factories.



Reduced our Scope 1 & 2 Greenhouse Gas emissions compared to our 2017 baseline by **40%\***; reduced Scope 3 emissions by **9.6%** between 2022 and 2021.



Obtained **ISO14001** and **ISO45001** certification.



Continued to source **100%** renewable electricity for our offices, stores and warehouse.



Started the year with 687 employees and 48 nationalities; ended with **751** employees and **52** nationalities.



stichd employees spent **1727** hours on community engagement and community projects.



\* In 2023, we increased the scope of our reporting to other offices outside the Netherlands. Without that change in scope, the emission reduction would be -77% in comparison to 2017 and -25% in comparison to 2022.

## Manchester City – Etihad Stadium Tours:

Stadium tours grew in numbers during the 2023-24 season with 190,346 people enjoying the experience. There were 11,338 school trips to stadium tours. Some 40% of visitors were from overseas.

Whilst most people travelled in cars, they were typically in groups of three or more with around 7% coming in organised coaches or mini buses, whilst some 14% used public transport.

Taking into account known travel distances and from snapshot survey, **the general CO2 emissions associated directly with stadium tours is 68.9 tones CO2.**







# re:fibre with PUMA...

## Manchester City and Puma: Take responsibility for the end of life of garments

Puma's sustainability strategy and targets – aligned to the United Nations Sustainable Development Goals...

...REFIBRE Focus :

CIRCULARITY – to implement product take abcks, rduce waste to landfill and develop recycled options for polyester, leather, rubber, cotton, PU

Puma's programme transforms textile waste and other used materials into new textiles – by being more circular, we can be forever better.



Puma's  
sustainability  
targets



<p><b>MATCHWEAR</b></p> <p><b>100%</b></p> <p>OF DEVELOPED MCFC MATCHWEAR ARTICLES IN AH24 ARE MADE OF 100% RECYCLED CONTENT*</p> <p><small>*EXCLUDING TRIMS AND SOCKS STYLES</small></p>	<p><b>PREMATCH</b></p> <p><b>74%</b></p> <p>OF DEVELOPED MCFC PRE-MATCH ARTICLES IN AH24 ARE MADE OF 100% RECYCLED CONTENT*</p> <p><small>*EXCLUDING TRIMS AND DECORATIONS</small></p>	<p><b>LEISUREWEAR</b></p> <p><b>69%</b></p> <p>OF DEVELOPED MCFC LEISUREWEAR ARTICLES IN AH24 ARE MADE OF 20% RECYCLED COTTON</p>
<p><b>TRAININGWEAR</b></p> <p><b>83%</b></p> <p>OF DEVELOPED MCFC TRAININGWEAR ARTICLES IN AH24 ARE MADE OF 100% RECYCLED CONTENT*</p> <p><small>*EXCLUDING TRIMS AND DECORATIONS</small></p>	<p><b>TRAVEL</b></p> <p><b>70%</b></p> <p>OF DEVELOPED MCFC TRAVELWEAR ARTICLES IN AH24 ARE MADE OF 20% RECYCLED COTTON</p>	



# waste

Manchester City's facilities management teams across all properties have been targeting waste reduction as a major part of their work in recent years.

One of the club's key action groups has also focused on waste and as such has achieved a range of positive impacts that has included the eradication of single use plastics from our match day and general operations, added and monitored re-use and recycling streams and innovation in tackling organic waste.

In previous environmental impact report – the club has shown commitments to becoming a zero waste organisation.

The priority through 2023-24 continues to focus on these ambitions to realise change.

Staff presentations on food waste have taken a priority in the year alongside the replacement of plastics for more sustainable options – and reduced packing overall.

Working with our Partner **Puma** – the club also initiated a major change from plastic packaging to recyclable paper wraps with the help and support of laundry and retail teams.



Out with the old...



...for a much better new !



Amongst an array of actions in 2023-24, the club continued to promote and develop its composting of grass cutting, food waste, pares and card where appropriate.

By eradication single use plastic and PET, some card and paper waste rose, but all is locally recycled, whilst a move to card water sales has proven successful.

The club recognises that it's on a journey with waste and options, but overall waste has reduced by some 47 tonnes in the year.

Reducing waste remains a priority – including with catering partners to reduce food waste and all suppliers to help reduce packaging.



## pathways to new opportunities...

In 2023 Manchester City established a new skills academy to support and empower local people. Working in collaboration with local providers and support organisations, the club is creating pathways to employment that not only enhance individual skills but also open doors to meaningful job opportunities within the community.

The club is engaging with local communities and neighbourhoods to share opportunities, both for the present and in readiness of the emerging North Stand expansion and Entertainment Destination, with a strong focus on social value.

### Purpose/Deliverables

- Devise and implement a strategy for engaging with the local community to promote and deliver essential skills including digital, literacy and numeracy. Deliver learning programmes to boost employability and create pathways to meaningful employment and further learning
- Creation of a schools, young people and NEET\* engagement strategy to promote Manchester City as a career of choice for young people and school leavers in the local area
- Engagement with key stakeholders on campus to pipeline job opportunities (e.g; construction, catering, security etc). Showcasing local employment opportunities through jobs fairs and outreach, including those of other local employers
- Development of communication and engagement plans to ensure local people are aware of and best placed to take advantage of future campus job opportunities
- Develop mechanisms for monitoring training outcomes and measure the positive social value impacts in the community, ensuring continuous improvement by collecting data on participant progress and outcomes
- Identify ambassadorial opportunities for successful learners and cohorts, showcasing their journey to inspire local people, demonstrating how engaging with learning and apprenticeship opportunities can serve as a powerful foundation for career growth and success

*\*Not in Education, Employment or Training*





# building for the future – City’s new north stand, entertainment destination and hotel project

Manchester City is working with its principal contractor – Sisk to create its new entertainment district – with sustainability – social and environmental uplift at the heart of the project...

... In this exciting, new initiative, by May 2024, Sisk was able to share its social, environmental and sustainability progress to date:



SISK | MCFEFC SUSTAINABILITY | SOCIAL VALUE

## Social Value Completion to date – May 2024

**NS 7425 MCFEFC North stand extension**

Delivery 10 months into the 38 month project programme

	<b>£137,269</b> of social value added	<b>40</b> Apprentices employed 	<b>Over 400</b> students reached 	<b>70% local people</b> (FTE) employed
	<b>770 hours</b> Volunteering hours with local VSC groups	<b>14,521 tonnes</b> of waste either reused or recycled and therefore diverted from landfill 	Employment opportunities for hard to reach groups <b>11</b>	<b>£16,700</b> Cash value contributions to the community
		<b>5</b> Educational placements on site and 27 site tours for local students 	<b>Green initiatives</b> Electric car fleet Site garden 	





# building for the future – Sisk commitments with City to meaningful social investment

SISK | MCFC

SUSTAINABILITY | SOCIAL VALUE

## Social Value

### Social Value Strategy

How we are going to deliver social value on the MCFC Project

comprehensive strategy

1. Project Planning
2. Pricing Documentation
3. Submission & Improvement
4. Target Inclusion
5. Social Value Tracker
6. Education & Outreach
7. Pre-Start Meeting
8. Self-Delivery
9. Monthly Reporting
10. Progress Meetings

### Social Value criteria

Local Labour

#### Local Spend

Newly created jobs for local people

#### Training of staff and supply chain

Student engagement

#### Community Engagement and projects

Employment of Hard-to-Reach People

### What have we achieved

Volunteering days

Harpurhey Jobs Fair – looking for our hard to reach people

#### STEM Careers Fairs

MacMillan Coffee Morning

#### Time to Talk

Winter Warmth

#### Wood St Appeal

World Mental Health Day

#### Meeting the Shadow Secretary of State for Works and Pensions



### What's coming up

Volunteering by staff and supply chain at Bridge College and Connell College. Helping to create pathways for students who use wheelchairs

#### Building of compost bins for Clayton Hall Living history museum.

Collecting prom wear for St Matthews RC High School in Moston

#### Working with the Growth Company to run our Training Hub

Working with the Royal Foundation and Prince William





# building for the future – Sisk’s actions to build sustainably



- **Battery Storage Packs** to prevent constant use of generators.
- **Recycling or reuse** of 100% construction waste.
- **Use of electric plant**
- **Reuse of water** for wheel washing/ damping down/ boot wash.
- **100% use of HVO (Hydrotreated Vegetable Oil) fuel** for generators and plant. Reduces cO2 emissions by 90%.
- **100% Use of electric hand tools**
- **Intelligent sensor lighting** – all lighting is via sensor- energy lost when not required.
- **Waterless urinals** – Saves 100,000 litres per urinal per year.
- **Solar toilets**
- **Flower garden** – Promotes Sisk’s Seeds for Bees Campaign.
- **Dry Mixed Recycling**
- **EV Fleet.** Sisk team are benefiting from the EV Fleet.
- **Diversion from landfill** rate 97% - exceeded at 99% currently.
- **Waste rate:** 1.25tonnes/ £100k spend
- **Responsibly sourced timber:** 100%
- **Considerate constructor score:** 42/50 – exceeded at 45
- **Zero environmental incidents** – 0 recorded to date.
- **Smart waste used** to capture all data. Recording of fuel, water, electric, waste and timber.
- **99.22% waste recycled or re used.**
- **Smart meters** providing live energy reports.
- **Site set up on timers to prevent out of hours power usage.**
- **Minimising Waste:** All materials separated on site and recycled at licenced facilities. At the Man City project 100% Recycling rate for 3200tonne of waste generated on site.
- **Reducing Energy Consumption:** Ensure all plant and machinery switched off when not in use, limit water usage and monitor energy and water consumption.
- **Minimising Carbon Emissions:** Member of Fleet Operators Recognition Scheme. **Use newest and most energy-efficient plant and equipment.** The Man City project has been our largest use of electric plant and equipment to date.
- **Procuring Locally:** 85% of resources located in Manchester.
- **Paperless:** Digital H&S and drawing systems.
- **Reducing Road Miles:** All workers travel in 6 seater vehicles rather than traveling separately. Reduce milage and emissions by planning delivery routes efficiently.
- **Committed to HSEQ:** Maintain zero pollution incidents target and conduct weekly environmental audits.



Link: [Sustainability \(johnsiskandson.com\)](https://www.johnsiskandson.com)



# ecology and biodiversity incredible gains for the place we play...



Acknowledgement to IDVerde & Niche



## Biodiversity Training for idverde team - workshop 2 Biological recording

An initiative to upskill the maintenance team in biodiversity knowledge and experience got underway in 2023-24 with a series of workshops delivered by Niche.

In April the contract maintenance team participated in the 'Introduction to Biological Recording' which included setting up a new iNaturalist project for recording biodiversity records across City Football Academy.

Since running the workshop the team has submitted 201 observations alongside a further 60 historic iNaturalist records from Niche (total 261) accounting for approximately 153 species, although this does include many cultivated plants from the shrub beds. 112 of these have research grade status on iNaturalist which provides reasonable confidence in the accuracy of the identification.

As the team exercise their skills in looking for and recording plant and animals species they are honing their abilities to recognise and document site biodiversity, collating records for the site species list.

Even a team as new to the task as this one are able to generate records for species not yet recorded on site, helping to establish an ever growing biodiversity baseline. At this stage the team is showing interest in the activity which by default draws their attention deeper into ecology and a mindset open to learning.

In the year ahead the contractor team will have more time scheduled with Niche to direct their activities, helping them to refine their biological recording and identification skills.

More technical methods such as moth trapping will be introduced with the team trained up to use the equipment independently.



# our healthy spaces and places



Common Pill Woodlouse (Leighton) | Large Red Damselfly (Dom) | Nuthatch (Daniel Lewis)



Red Valerian (Daniel Lewis) | Common yellow sedge (Dom) | Glaucous sedge (Dom)



Oval sedge (Dom) | Garden snail (various recorders) | White-lipped snail (Daniel Lewis)



Trailing bellflower (Dianel) | Dolerus triplicatus | Bird Cherry (Joel)



Parsley Blacklet, a type of hoverfly (Dom) | White deadnettle (Arrif) | Sulphur tulle, species of micro-moth (Daniel Williamson)

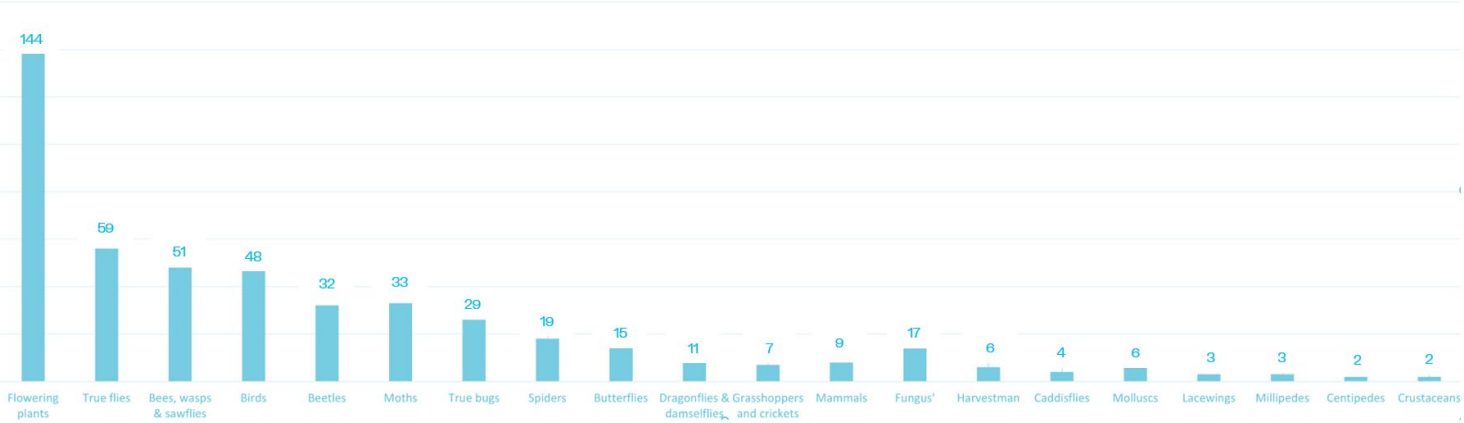


There have been 14 new additions to the site species list for the periods of April and May. The latest summary of species recorded on site now stands at circa 500.

**What does this tell us ? What does it mean?**

- That the CFA site is healthy, it's thriving and the wildlife helps create the very best environment for training, work and play - benefitting the wider neighbourhood and community

BREAKDOWN OF SPECIES RECORDED AT CFA (SUMMER 2024) - TOTAL 500





# City Football Academy – 2023-24 biodiversity actions...



Volunteer biological recorders visit site to record invertebrates (recording over 50 species, 20 new for site)

Acoustic bat and bird recording device used on site (23 bird species, +2 species of bat, common pipistrelle and brown long-eared bat)

RSPB garden bird watch completed in January - 10 species including kestrel and goldcrest

More habitat added to site in the form of deadwood, sand mounds, wildflower areas, new tree planting of native deciduous species

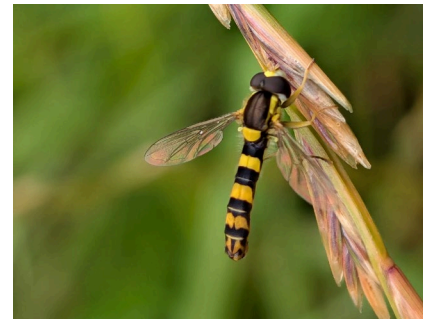
Bee bank created behind first team pitches

Three biodiversity workshops delivered for the maintenance contractors to upskill them in biodiversity

- [1] Creating a bee bank
- [2] An introduction to using iNaturalist for biological recording
- [3] Biological recording in the field

Guided bee walk delivered for Man City Staff in May

Site species list now stands at approximately 500 different species, an increase of 168 from the previous year's position. Some of the new additions include:



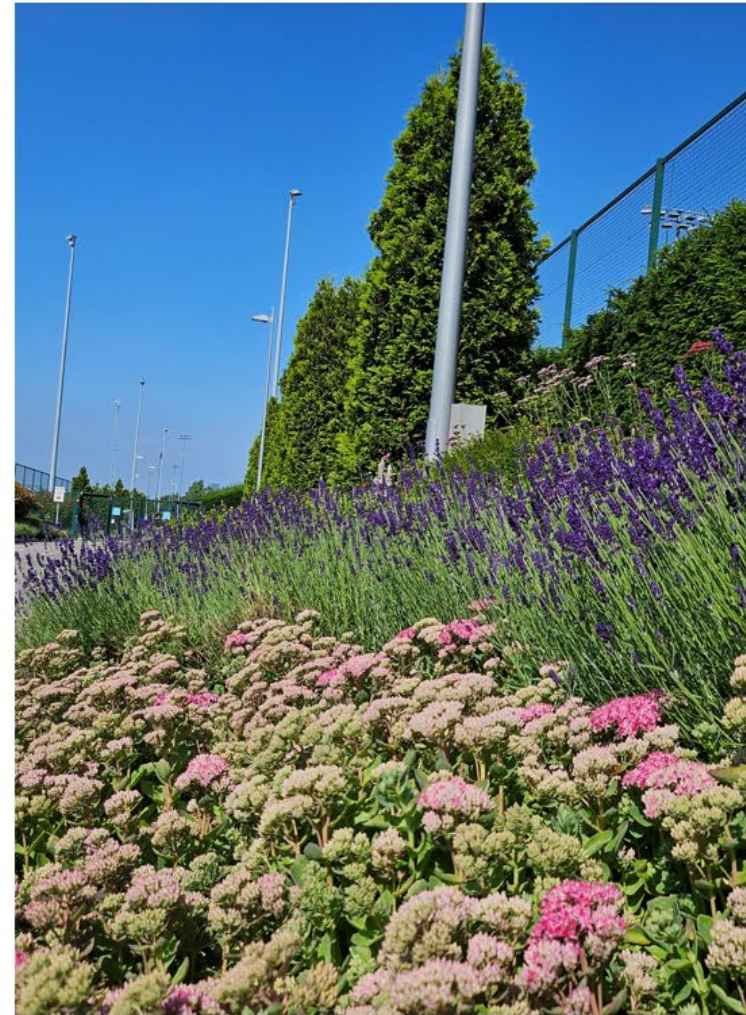
- Reed bunting
- Brown long-eared bat
- Bishop's Mitre Shieldbug
- Earpick Fungus
- Large red damselfly
- Emperor dragonfly
- Oxybelus wasp



Solitary bee nesting ; Common Globetail hover fly and native wildflower meadow - CFA



# City Football Academy – simply stunning – and hard-working...



- Cleaner air
- Flood prevention
- CO2 Absorption
- Safe wildlife corridors
- Local area improvement
- Urban neighbourhood wellness
- Visible, meaningful regeneration supporting local growth and community strength
- Statements of intent and confidence
- A new urban forest





# Mangroves future ecology

Manchester City's 'Mangroves' initiative is the evolution of the club's biodiversity and ecology strategy - to A positive greens spaces and places.

The priority for the five years to 2030 is to extend the quality and biodiversity gain at City Football Academy across the Etihad Stadium and Etihad Campus estate.

This is undertaken in line with the biodiversity action plans of our city council, combined authority and in collaboration with key partners.

Mangroves, launched formally in 2023, is available as a specific workbook to aid self-help in local communities, schools and colleges.

Importantly, the opportunities to create measurable and positive space includes small areas, tree-lined avenues and features, attention to SuDS through channels and sponge solutions and the creation of safe, manageable spaces and places for the club's fans, neighbourhood, workforce and partners.

Mangroves is an evolving project as part of the club's road to net zero - 2030.

**MANCGROVES 30**  
Biodiversity Action Plan 2025-2030

Focus to 2030

Establishment of the Etihad Stadium and Campus estate as a safe, sustainable, parkland setting...



Primarily:  
The ETIHAD CAMPUS estate with the urban realm around the stadium :

- North Stand
- Joe Mercer Way
- South (Legends) Stand
- West Stadium and City Walking route(s)
- East Stadium - now park
- Engaged local community

Campus Biodiversity Management Plan  
Campus net gain realisation

**TREES**  
The things we can (all) do...

Benefits of trees include:
 

- Reduce air pollution
- Improve air quality
- Reduce noise
- Improve mental health
- Reduce energy costs
- Improve water quality
- Reduce flood risk
- Improve biodiversity
- Improve soil quality
- Improve water retention
- Improve carbon sequestration
- Improve air quality
- Improve mental health
- Reduce energy costs
- Improve water quality
- Reduce flood risk
- Improve biodiversity
- Improve soil quality
- Improve water retention
- Improve carbon sequestration

**BOGS & PONDS**  
The things we can (all) do...

Benefits of bogs and ponds include:
 

- Improve water quality
- Reduce flood risk
- Improve biodiversity
- Improve soil quality
- Improve water retention
- Improve carbon sequestration
- Improve air quality
- Improve mental health
- Reduce energy costs
- Improve water quality
- Reduce flood risk
- Improve biodiversity
- Improve soil quality
- Improve water retention
- Improve carbon sequestration

**BALCONIES & PATIOS**  
The things we can (all) do...

Benefits of balconies and patios include:
 

- Improve air quality
- Improve mental health
- Reduce energy costs
- Improve water quality
- Reduce flood risk
- Improve biodiversity
- Improve soil quality
- Improve water retention
- Improve carbon sequestration

**MANCGROVES 25 30**  
An ecology and biodiversity action plan 2025-2030  
Game Plan - Manchester City's sustainability agenda



City Football Academy



**WORKING TO BE CREDIBLY NET ZERO BY 2030**

# Big Day Out – March 2024



Our big day out with staff volunteering realised 421 hours on the day, supported by forty hours from the club's landscape contractor. In addition, Connell Sixth Form College provided just over forty hours of student time and Bridge College 27 hours from students and staff.

The day included a major litter pick with the City Council and Co-op Live Arena along the Ashton Canal providing 20 hours from the club.

Additional to Big Day Out – 64 hours were provided over the spring, working with local primary schools designing and planning of new rain gardens.



# production and media – scaling up carbon emission measurement

## Background:

- Season 22/23 saw the beta testing of Man City’s carbon emission measurement programme across production and paid media
- The pilot for Gatorade’s campaign “Everyday Goals” employed measurement technology from vendors “Ad Green” and “Scope 3” with the results featuring in the 22/23 Sustainability Report.
- True to the commitments made last year, the City Studios and Commercial Media team expanded the programme to provide accurate measurement across 100% of commercial content productions and applicable paid media activations. **This write up plots the journey of “scaling up” the technology from a one campaign beta test, to full season monitoring.**
- “Ad Green” is the leading emission measurement tool for the creative industry. The self-serve platform allows detailed carbon calculations from all elements of a production shoot, across all 3 scopes.
  - For example, travel, set design, location energy, pre & post-production facility energy usage, food and wastage are all provisioned for. “Scope 3” similarly leads the digital marketing field providing complex and highly accurate logarithmic analysis of digital ad supply chain emissions, as well as offering solutions to decarbonise the programmatic ad supply chain network.
- Whilst challenges are still present in a universal unified cross-channel and cross-media carbon calculator, Scope 3 is leading the way for digital tracking outside of the “Walled Gardens” (Meta, Amazon, Google X and TikTok).

**Why is this important?** As a reminder, the digital advertising industry contributes to **3.5%** of Global Greenhouse Gas emissions and each campaign can emit on average 5.4 tonnes of CO2



# production and media – scaling up carbon emission measurement

## The numbers:

### Production:

- 170.77 tonnes of CO2 measured across 29 Commercial shoots
- Average of 0.82 tonnes of CO2 per shoot not requiring air travel, and 33.1 tonnes of CO2 per shoot requiring air travel

### Paid Media:

- CityPlay campaign – 677,625 grams (0.68 tonnes) of CO2, -0.33g per impression served, lower than Scope 3’s benchmark of 0.67g per impression.
- Xylem – “All to Play For” campaign – 1,624,155 grams (1.6 tonnes) of CO2 across 4.8m impressions – 0.34g per impression served

### Making our campaigns as carbon lean as possible:

- Over the 23/24 season, City Studios have looked to onboard a range of sustainability focused suppliers, such as “Vectar Set”. Vectar specialise in paper-based boards to produce 100% recyclable sets & props, offering up to 90% lower carbon footprint that traditional materials. This supplier has been used for a range of productions this season including for Midea, Xylem, Axi.
- Continued utilisation of local production facilities and suppliers based within Greater Manchester, to mitigate travel miles, alongside using sustainability focused edit house “Sustain Video” when additional edit support has been required, when available.
- City Studios also delivered a 59-day campaign for Xylem, focused on sustainability inspired messages on water issues and responsible water use. Being able to produce this campaign as sustainably as possible, whilst creating content that educates City fans on important sustainability themed content represents a huge area of growth for City Studios.

### Challenges along the way:

- As with all club activity, the majority of emissions is within scope 3 and with the commercial demands of pre-season tour and warm weather training camps, this will continue to remain a dominant contributor.
- With City Studios in a phase of high growth, season by season emissions total are likely to continue to increase moving into the 24/25 season.
- Universal measurement of carbon emissions across walled garden and the “open web” remains a challenge. While Scope 3 covers the programmatic “open web” space, the majority of the club’s media spend remains with the likes of Meta and Google, where such data sharing isn’t always possible.



Source: AdGreen, Scope3 and Double Verify





# production and media – scaling up carbon emission measurement

## What Next?

- The City Studios and Commercial Media Team want to make incremental gains and reduce emissions per shoot that don't include international travel, contributing to the wider organisational target of a 14% reduction YoY and net zero by 2030. The installation of solar panels across the CFA will make a major contribution to deliver “on-site” shoots powered by renewable energy across the campus, Studio 1 and post-production facilities.
- Providing catering for all commercial productions, to ensure clarity on what food is being consumed on each shoot and ensuring waste can benefit from the club's food disposal systems.
- Travel still remains the main emission contributor to domestic shoots. The team will explore electrification options for external transport (for example vans for equipment) to tackle this element. With an updated release of Ad Green's carbon calculator, increasing the accuracy of reporting is also a key focus.
- The team is passionate to showcase sustainability through creative storytelling wherever possible.
- Focusing on off-site productions and providing a clearer framework for suppliers - enabling them to provide more accurate measures of energy consumption.
- From a media perspective, the team will engage more consistently with the “Walled Gardens” and publishers directly to extract more emission data and reporting to complement the efforts of Scope 3.
- Increasing the deployment of “Scope 3” reporting across all applicable activity outside the “Walled Gardens”.
- Work closely with the club's media agency to access carbon planning tools across media. There has been significant progress made by industry bodies such as the IPA and Group M to improve the accuracy of carbon calculators in pre-campaign planning stage.



ADGREEN





# Manchester City's neighbours – continuous, meaningful participation...

Since 2001, local consultation has been paramount to City's commitment to the club's neighbourhood and community and to driving the legacy benefits of Manchester and the nation staging the XVII Commonwealth Games.

Manchester City began its 'neighbours forums prior to the club's relocation and its first home game in 2003 – in subsequent years, the club has worked with local residents and businesses to secure:

- Full and meaningful participation in operations and future planning
- Match day impacts across the community
- Community use of and participation in the Etihad Stadium
- Promotion and support in the bidding for new secondary education
- Clear pathways and opportunities for learning, training, jobs, careers
- Apprenticeships focused for local young people
- Expanded community work through City in the Community

In collaboration with Manchester City Council:

- A new, east Manchester sixth form college
- East Manchester Leisure Centre
- Manchester Institute of Health & Performance

In 2024, Manchester City refocused its neighbours meetings in order to reflect the changing nature and population of east Manchester and to support continued and new engagement in opportunities created by the club, supporting ongoing, local regeneration.



Consulting fans and community is a critical part of the club's commitments to meaningful regeneration.

CFA and Entertainment Destination/North Stand expansion



Local, accessible facilities changing peoples' lives.







# City Football Group

Climate Related Disclosure 2024

CSRD 2025 + (corporate sustainability reporting directive)

In 2023, Manchester City reported its climate related disclosure under TCFD in Game Plan '23.

As a development of the process, all City Football group clubs and operations have been assessed using the same process so that the full group operations are engaged.

In addition, the creating of an active working group to recognise and prepare accordingly for emerging CSRD legislation.



# 2024 report

In 2023, Manchester City reported its Environmental Risk and Opportunities in line with the UK Government Task Force of Climate Related Financial Disclosure (TCFD) in the CFG (City Football Group) annual report and in detail, within the annual Game Plan sustainability report (Game Plan 2023).

Climate change affects the clubs, our fans and communities across the world and in 2024, the disclosure report covers all **City Football Group** (CFG) clubs and primary operations.

This disclosure sets out our assessment of the climate-related risks, which impact our policy functions and operations, it also sets out the approach to managing the risks.

Using the more advanced, Manchester City Football Club risk register and assessment, the clubs and operations across CFG have used the format to assess and understand the risks and opportunities as they relate to and impact upon the various locations, cities and regions of the clubs.

Progress has been made in the year to June 2024 through the engagement of leadership teams and awareness of key people in all locations to develop the report and build action plans.

As we make progress in managing the climate risks to our internal operations. CFG's various and physical operations continue to work for credible net zero by 2030 – reducing emissions on average by 11% per annum and building meaningful mitigation, locally and collaboratively, so that club, Group and community impacts and opportunities are realised where our clubs and operations are based.

In turn, the investments made into CFG clubs and operations are made, hopefully, on the basis of trust and engagement in the process of climate and environmental protection, improvement and awareness, promotion active participation, learning and the building of safe places and communities so that in every sense our action empower better love through football.

## Scope:

**City Football Group** has responded to Climate Disclosure across the following clubs:

- Bahia - Brazil
- Bolivar - Bolivia
- ESTAC Troyes - France
- Lommel SK - Belgium
- Manchester City – United Kingdom
- Melbourne City - Australia
- Montevideo City Torque - Uruguay
- Mumbai City - India
- New York City – United States of America
- Palermo - Italy
- Shenzhen City - China
- Yokohama Marinos - Japan

In addition:

- Manchester City – City in the Community – United Kingdom
- City Football Education - Global

Using Manchester City's 2024 risks and opportunities register (Game Plan 2023), each of the operations have assessed risks against local conditions, changing environment and climate policies shared from key agencies, local authorities and from regional or national government so that there is recognised alignment.

From topics agreed, risk levels of 1 - 5 have been adopted – one being the highest risks and five being the lower risks – in some cases, the risks may not be wholly applicable.

The assessments will be shared with and actioned by local leadership teams under CFG governance through the global operations meetings and agenda.



# Manchester City – continuous environmental responsibility

The costs of managing climate-related risks are currently embedded in the annual sustainability budget, in the procurement budgets of operational functions and in capital programme.

Whilst the measurement of impacts across scope one emissions is addressed and managed through clear process, scope two emissions (and some scope three) are additionally covered in ESOS and SECR third-party reporting and audit – ESOS 3 taking place in Q2 of 2023 and reported in an annexe to the club’s 2024 full report

The costs associated with environmental uplift, protection and climate-related risks have been absorbed fully within all budget planning and management.

Extreme weather impacts the club by the disrupting operations - damaging assets, prohibiting attendances and events to proceed, increasing operational costs whilst adding financial and other burdens of recovery, repair and lost income.

These events can (and do) have a clear impact across our produce supply chains which have added burden but can also create possible opportunities with greater active engagement of all parties in the club’s Road to Net Zero (2030).

The club’s property portfolio covers an estate of circa 210 acres with a built property GIA of 1.34m sq m

The owned land includes some 43 acres of green space including some eight acres of wildflower and wild grass meadows, orchards, wetland and almost 3000 mature trees and five linear km of hedgerow – all managed to embrace positive, local mitigation and maximise absorption rates within the wider regional biodiversity and ecology plan.

- The club procures only 100% renewable electricity (PPA) – currently gas is used , though the Club is reducing its use of gas over time.
- More than 80% of the club’s water is recycled through a series of rainwater attenuation systems.
- All waste is managed through a reduction processed as priority, the recycled streamed with all compostable waste treated on site.
- The club already uses 100% renewable electricity within Manchester City and in many parts of the Group.
- A programme is underway (phase one) to generate energy on site
- In 2023 the club attained accreditation from ISO (14001) and a platinum accreditation from Greenage for the club’s hospitality undertaking
- In promotion of best practice, options and opportunities, both the club and City in the Community have dedicated STEM ambassadors.



The identification and management of climate change risks are built upon the club’s long-standing measurement and reporting of environmental impact and in line with other risk reporting including health and safety.

Actions and responses to the risks are fully engaged in the various operational and developmental functions across all club activity.

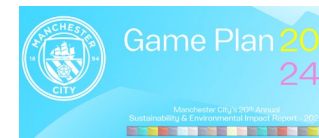
Environmental risk and the associated actions and works are reported through the club’s leadership team , global operations meetings and into the CRS Steerco.

Climate change is recognised and clearly identified as an operational and business risk.

Overall the process sits within the remit of the Global Chief Operating Officer through a dedicated role of Director of Sustainability.

CRS - Corporate Responsibility and Sustainability (CRS) Committee has an executive level Steerco overseeing a range of key and important club issues/functions – from environmental impact, social value, to community engagement – local procurement, employment and pathways to learning...

- Alongside the essential organisational reporting, club environmental, social and climate-related risks, opportunities and actions are shared through existing local neighbourhood networks and to the Club’s fans through its ‘City Matters Forum’ so that there is maximum opportunity to engage in full, to contribute to the agenda and in turn for wider mutual benefit.
- Across the club’s wider Campus (The Etihad Campus, Manchester) collaboration with other (non-owned) venues takes places for joint approaches to environmental risk and opportunity and again, for wider community benefit.
- The process for the club remains a dynamic one, seeking continual review and improvement is metrics, measurement and reporting , working, as appropriate, with industry lead bodies including the Premier League and UEFA.



The full detail of emissions, actions, priorities and net zero targets are covered in the annual Game Plan report



Key sustainability priorities 2025-2030



# City Football Group – outreach for risk and opportunity

Established in 2013, City Football Group is the owner of football-related businesses in major cities around the world, including football clubs, academies, technical support and marketing companies.

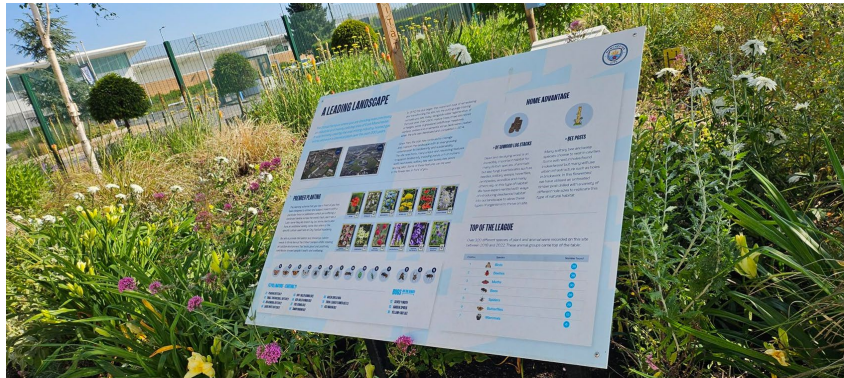
It is the Group’s ambition to increase participation in football on and off the field, to find and develop the best footballing talent, and to deliver an exciting and forward playing game.

By achieving these ambitions – playing attractive football, engaging a community of passionate fans and adopting a uniquely global yet local approach – City Football group is growing a sustainable and socially responsible organisation, consistent with what ‘City’ football has meant to people for over a century.

Today, City Football Group is the world’s leading private owner and operator of football clubs, with total or partial ownership of thirteen clubs in major cities across the world: Premier League Champions Manchester City in the UK, New York City FC in the US, Melbourne FC in Australia, Yokohama F Marinos in Japan, Montevideo City Torque in Uruguay, Shenzhen City FC in China, Mumbai City FC in India, Lommel SK in Belgium, ESTAC in France, Palermo FC in Italy, Bahia SAF in Brazil and partner Club, Club Bolivar.

CFG is majority owned by Newton Investment and Development LLC, with a significant minority shareholding held by global technology investment firm, Silver Lake (17.46%).

From 23rd September 2008 until December 2015, City Football Group was wholly owned by ADUG, a private investment and development company belonging to His Highness Sheikh Mansour bin Zayed Al Nahyan. From 25 July 2021, CFG’s ultimate parent undertaking is Newton Investment and Development LLC, a company registered in Abu Dhabi and also wholly owned by His Highness Sheikh Mansour bin Zayed Al Nahyan.

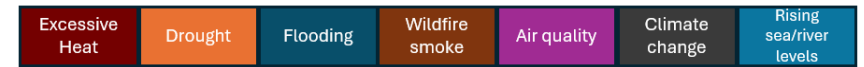


Building on the twenty-year reporting by Manchester City football Club, City Football group has engaged all of its clubs and specific operations across the globe to in the first instance, review and assess their own environmental risks and opportunities – following the model of Manchester and applying this to local considerations.

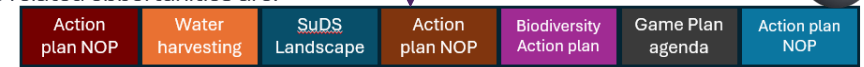
In addition, CSRD, being developed by Manchester City, will be rolled out across all CFG clubs and operations in the same timeline and in place for the 2025 reporting programme.

The reporting and governance structure already in place, embraces the CFG operations and will have a standing agenda item and action plans from the monthly global meetings and in addition, reporting actions, progress, requirements and all considerations of risk to the global risk Audit Committee.

The primary risks across CFG are:



Whilst the related opportunities are:



The primary risks and opportunities are most common across all operations.

A series of further considerations include:

- FOOD SECURITY & SUPPLY
- ENERGY SUPPLY, RESILIENCE AND COSTS
- PRACTICAL AND SUSTAINABLE TRAVEL OPTIONS

In respect of City in the Community, community activities, fan engagements and volunteering initiatives, appropriate considerations in NOPs are required to ensure risks are mitigated as far as possible and appropriate protection advice is provided.

This includes the care of fans affected by heat and direct sun at football fixtures, at concerts and in any outdoor promotions; workforce at all events and contractors in (for example) landscape management, construction, maintenance and community outreach.



NOP – Normal Operating Procedure  
- sits alongside EAP (Emergency Action Plan) and related specific risk assessments (RAMS)

# TCFD structure...

The general structure of TCFD in the UK

## TCFD – CORE ELEMENTS



### Governance:

How the club ensures best governance practice around climate-related risks and opportunities

### Strategy:

Ensuring that there is clear recognition of and planning for actual and potential climate-related risks and opportunities on the club's business, strategy and financial planning.

### Risk Management:

Club processes that are undertaken to identify, assess and manage climate-related risks.

### Metrics and Targets:

The use of clear and appropriate metrics to assess and manage climate-related risks and opportunities.

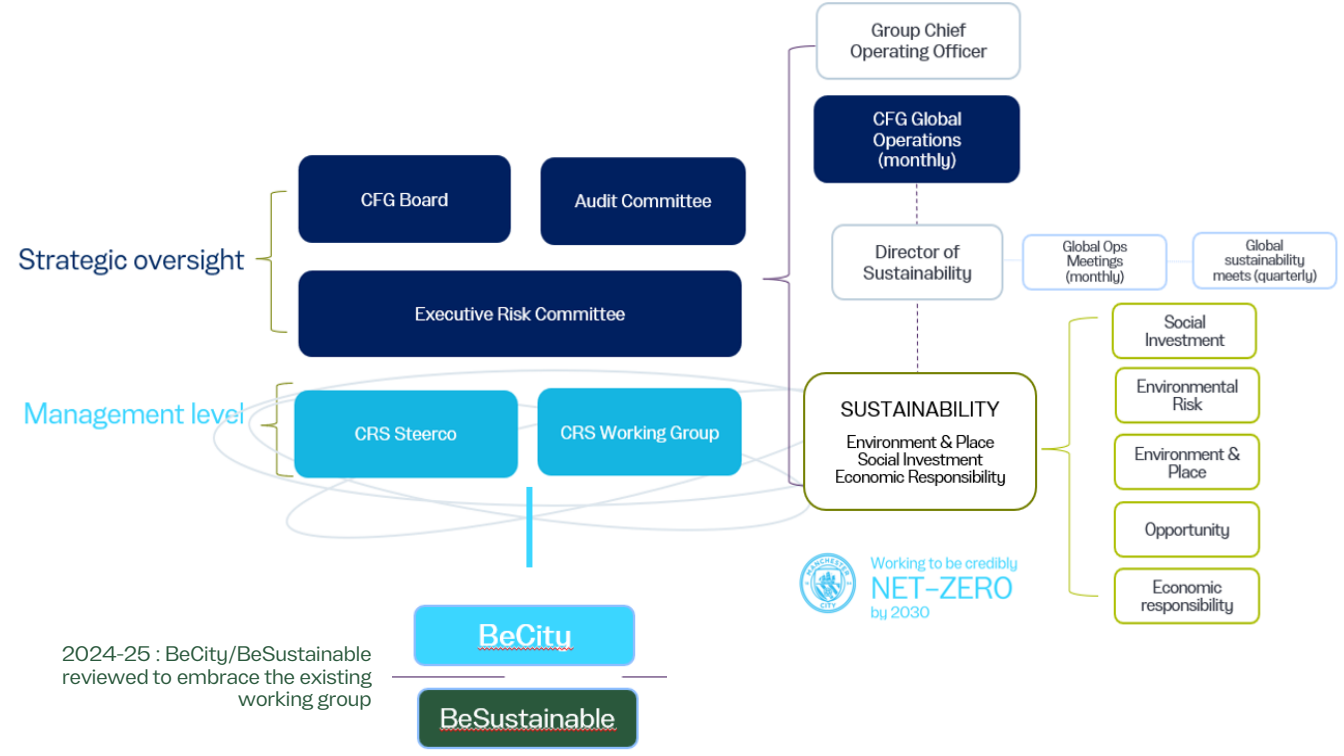
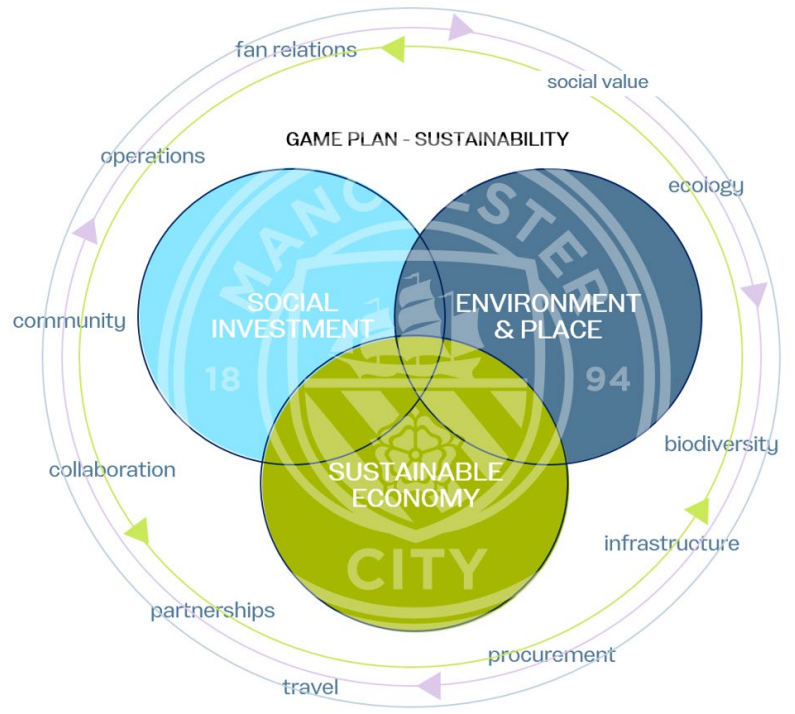
## THE PRINCIPLES OF EFFECTIVE DISCLOSURE

1	DISCLOSURE SHOULD REPRESENT RELEVANT INFORMATION
2	DISCLOSURE SHOULD BE SPECIFIC AND COMPLETE
3	DISCLOSURES SHOULD BE CLEAR, BALANCED AND UNDERSTANDABLE
4	DISCLOSURES SHOULD BE CONSISTENT OVER TIME
5	DISCLOSURES SHOULD BE COMPARABLE, AMONG COMPANIES IN THE SECTOR
6	DISCLOSURES SHOULD BE RELIABLE, VERIFIABLE AND OBJECTIVE
7	DISCLOSURES SHOULD BE PROVIDED ON A TIMELY BASIS

# governance & sustainability structure...

**Governance:**  
How the club ensures best governance practice around climate-related risks and opportunities.

**Sustainability** oversees the considerations of environmental risk and opportunity which has a reporting line to Leadership Team (LT) and through to Board via the Risk Committee and the CRS (Corporate Responsibility and Sustainability) Steerco



# TCFD disclosure...

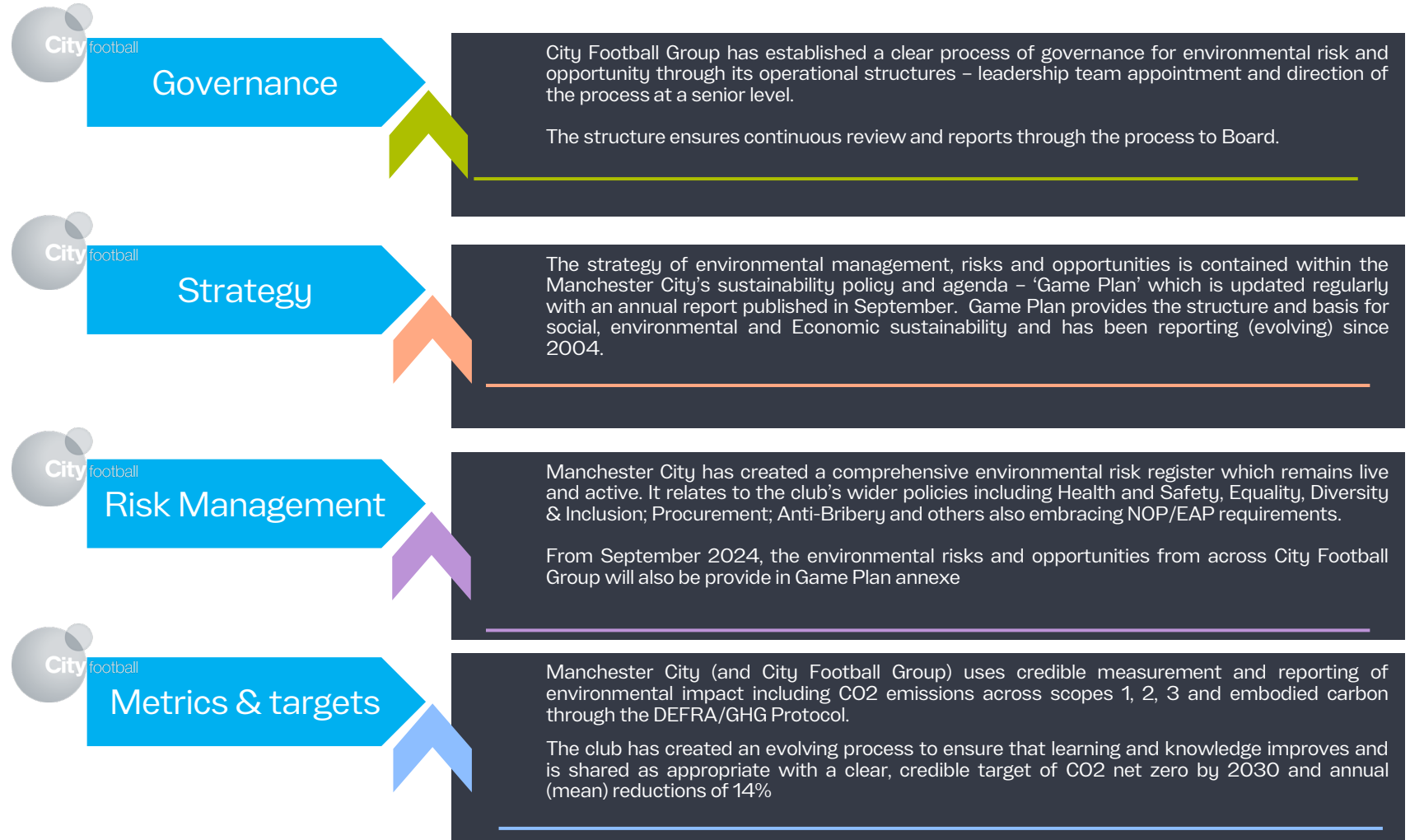
Manchester City (and City Football Group) have made clear commitments in its Game Plan strategy and across a range of related policy and strategy to work for best practice in environmental impact, risk and opportunity.

This is covered and shared annually, with regular updates and posted on the club's website for transparency.

The club recognises that wide-ranging, authentic measurement and reporting is critical to its own growth, resilience and reputation and is additionally the right and appropriate set of actions for the club's investors, partners, fans and community.

For TCFD, 2024 represents the second-year review and a full year of reporting compliance.

Additionally, disclosure encompasses all City Football Group (CFG) club operations where the leadership in Manchester is developed across the globe so that risks, opportunities and reporting is measured, reported and locally appropriate.



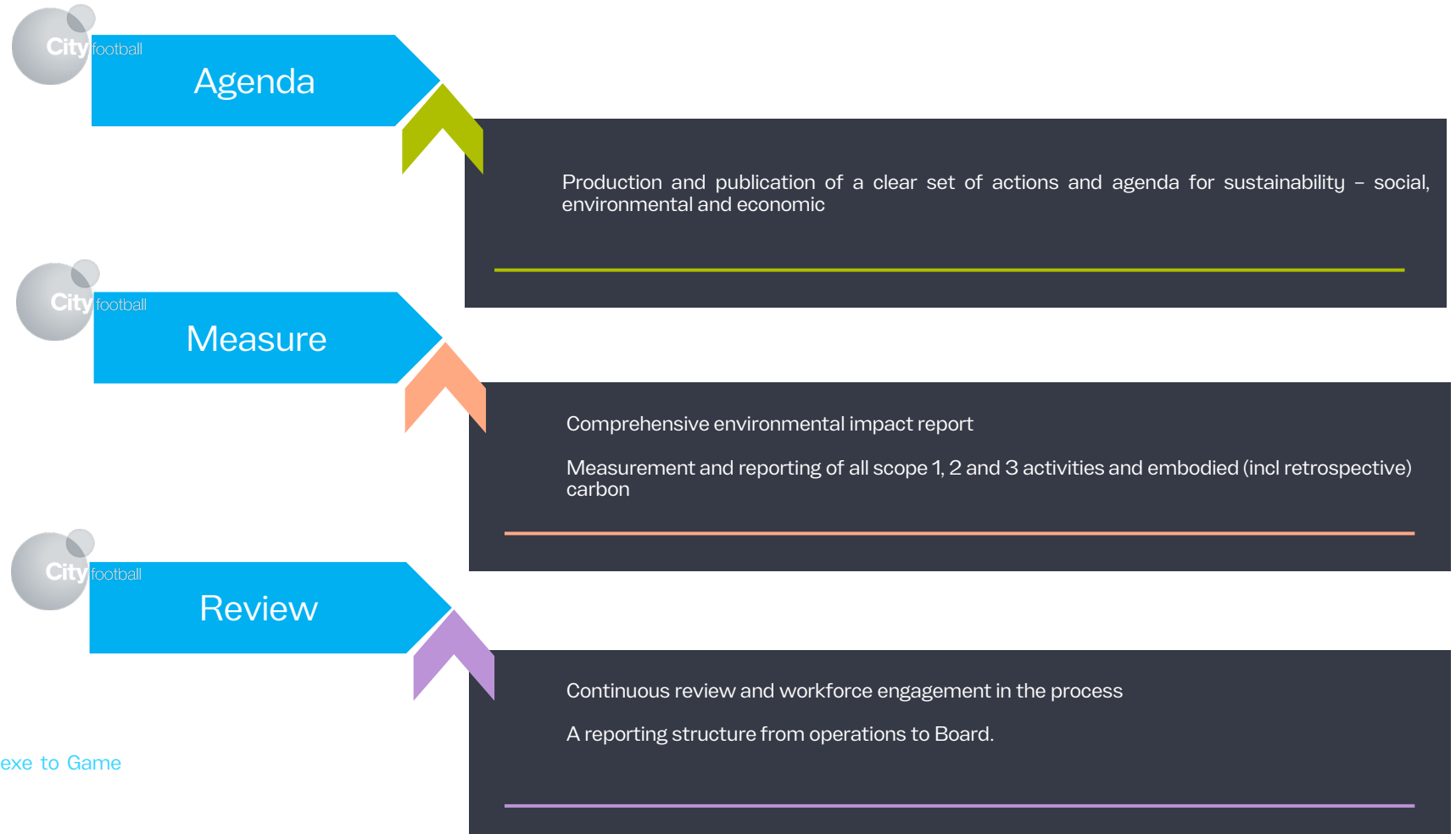
# TCFD strategy...

Manchester City (and City Football Group) have made clear commitments in its Game Plan strategy and across a range of related policy and strategy to work for best practice in environmental impact, risk and opportunity.

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the club recognises that wide-ranging, authentic measurement and reporting is critical to its own growth, resilience and reputation and is additionally the right and appropriate set of actions for the club's investors, partners, fans and community.

For TCFD, 2024 represents the second year of reporting compliance and the disclosure represents the club's first specific report in respect of this legislation.



Strategy is further covered in the annexe to Game Plan – policies and procedure





# TCFD risk management

TCFD – example part only from the MCFC Environmental Risk Register “ in full identifies both risk and opportunity highlighting the business impact risks and financial implications of said risks and opportunities. The critical risks HML are 1-3  
X code relates to awareness needs only

Recognising risk and its relationship with operations and overall resilience is a critical consideration – for example – in Manchester any imposition of industrial drought restrictions would make all pitches unplayable in just ten days – the need for options and protection of water supply is therefore, critical.

Risks should be considered based on the residual impact i.e., high risks may require more frequent reviews

RISK	Initial Risk IV	Consequence	Control Measure	Residual Risk HML	Financial risk HML
Continuous heavy rains	H	Flood	SuDS/RWAS maintenance and discharge	H	H
Heatwave - short	H	Potential drought	Adjustment of irrigation – staff and fan care	H	H
Heatwave - long	H	Drought	Options to focus pitches and stadium irrig.	M	H
Winds	M	Fall or flight hazards	Battening down of loose items - awareness	M	M
Lightning	L	Local strikes	Maintenance of LRs – open space restrictions	L	L
Snow	H	Immobilisation	Protect people welfare, preparation to clear	H	M
Fog	L	Low visibility	Protect people welfare – restrict actions/speed	L	L
Ice	H	Incapacity	Gritting regime – restrict actions and activity	H	M
Climate Change 1	X	Multiple impacts	To create awareness and learning to functions	X	L
Climate Change 2	X	Global Temp Rise above 1.5d	Active planning for org resilience	X	H
Water contamination	H	Illness - serious	Ensure appropriate treatment & monitoring	L	M
Land contamination and seepage	H	Illness - serious	Review all land conditions and monitor change	L	L
Petrochemicals - historical	L	Possible illness	Review all land conditions and monitor change	L	L
Petrochemicals - washdown	M	Local seepage	Ensure in place appropriate captures/training	M	L
Air Quality (contaminated)	L	Respiratory illness	Have in place alternative work options	L	L
Air Quality : Constr & demolition	M	Dust & debris	Create and act on risk assessments	M	M
Air Quality opportunity	H	Health and wellbeing	Shared weather reporting and assessment	L	L
Technology breakdown	M	Inability to operate	Have in place business continuity options	L	L
Technology deprivation	L	Inequality	Proactive knowledge of needs and options	L	L
Modal/mobility	L	Inequality	Positive engagement to create options	L	L
Woodland fire - on site	M	Smoke – local safety risks	Assess risk and ensure appropriate EAP	M	H
Woodland fire - off site	H	Smoke	EAP in relation to overhead poor air qualities	H	L
Water supply outage	M	Unfit facilities	Action plan for emergency supply	M	H
Energy supply outage	H	Unfit facilities	Action plan for emergency supply	M	H
Generators - Diesel	L	Leakage	Regular maintenance and inspection - prevent	L	L
River Medlock	L	Burst banks	Local liaison and weather reporting - action	L	L
Ashton Canal	L	Over topping	Local liaison and weather reporting - action	L	L

RISK	Initial Risk IV	Consequence	Control Measure	Residual Risk HML	Financial risk HML
Fuel shortage	H	Reduced facilities	Priority work and safety plan	H	H
Industrial actions	L	Alternative plans	Workaround supply or work action plan	L	L
Materials costs and supply	H	Impacts projects +	Ensure appropriate review and contingency	M	H
HAZMAT - leaks/spills	M	Danger to life	EAP review and shared awareness	M	H
Noise Pollution	M	Local disturbance	Ensure local regs followed and respect plan	L	L
Light Pollution	L	Environmental	Ensure local regs followed and respect plan	L	L
Health epidemics and pandemics	L	Impacts all - various	Plans of action – regularly tested	L	L
Fire – buildings	H	Safety first plan	Ensure EAP actions up to date - training	M	H
Notified animal product hazards	L	Reduced options	Knowledge of potential local impacts/actions	L	L
Bird Flu (eg Geese)	L	Appropriate actions	Knowledge of potential local impacts/actions	L	L
Changes in legislation & policy	M	Adaptability to change	Regular review – not least at annual report	L	L
Major incidents and emergencies	H	Respond to EAP	Updated EAP and contacts lists	L	H
Health, Safety, Welfare & Wellbeing	M	Total EAP/NOP awareness	Regular sharing of all H&S Documents	L	L
Wars and conflict	X	Mindfulness	To ensure responsive actions to relative issues	L	H
Local industries impacts	M	Local impacts assessment	Local risk assessment of industrial impacts	L	L
<b>SPECIFIC PROJECT RISKS</b>					
Potential Event		Risk Factor			
Building works	L	materials, pollution	Clear delineation of working areas and hazards	L	L
	M	noise,	To act within agreed policies and curfews	L	L
	H	traffic	Ensure banks management of all movements	M	L
Ground Works	L	inert disturbance	Knowledge of reporting and action process	L	M
Demolitions	L	materials, pollution	Clear action plan for all handling and hazards	L	M
	H	noise,	To act within agreed policies and curfews	L	L
	M	traffic	Manage traffic, holding spaces and banks	L	L
	H	inert & other disturbance	Clear action plan for all handling and hazards	L	M
	H	asbestos	Clear action plan for all handling and hazards	M	H
Landscapes	X	general considerations	Awareness, training	X	X
	M	traffic	Awareness, training	L	L
	L	waste handling	Clear action plan for all handling and hazards	L	L
Land Constraints (CWR)	L	Disturbance of contaminants	Refer to existing CWR plans	L	M



# metrics and targets...

In September 2016 Manchester City reassessed its operational targets and addressed all measurements using the DEFRA/GHG Protocol, updated annually from the DEFRA provided tool. This applies to direct club operations and to the wider supply chain wherever measurement is possible.

All of the club's operational climate-related/emissions targets are aligned to the 2015 Paris Agreement's aspiration to limit global warming to 1.5°C. As such across all activity, risk and opportunities the Club is seeking to reduce annual CO2 emissions by 14% and achieve credible net zero by 2030.

Manchester City recognises the importance of risk review and awareness – and in particular the issues of climate change and environment.

In its 2024 sustainability report, the club will encompass the environmental risk assessments and register of all **City Football Group** clubs and key operations – building relevant emissions reduction actions and targets – utilising GHG Protocol and the process as developed by Manchester City.

Manchester City also rebalances the baseline year (2015) every three years to ensure alignment is appropriate which has taken place in 2019 and again in 2023, the information and measurement of which is provided annually in Game Plan, the sustainability and environmental impact report (September)

The club's carbon reporting primarily follows the Greenhouse Gas Protocol across scopes 1, 2 and 3 and with an added provision for new and retrospective embodied carbon measured at an agreed 30% of combined emissions.

Verification of the results is undertaken through both SECR and ESOS by a third-party provider and is further tested within the ESG provision of the annual business report.

Annual (trend) CO2 reduction target 14%

Net Zero (credible) by 2030

kg CO2 e		Measure	Scope	kg CO2
<b>ELECTRIC (plug in)</b>				
CARS	Small	Km	2	0.04637
	Small	miles	2	0.07462
	Medium	km	2	0.05563
	Medium	miles	2	0.08954
	Large	km	2	0.06646
	Large	miles	2	0.10698
	Average	km	2	0.05728
Average	miles	2	0.09218	
<b>VANS</b>				
	Class 1 Van (up to 1.3 tonnes)	km	2	
	Class II Van (1.3-1.74 tonnes)	km	2	
	Class III (1.74 -3.5 tonnes)	km	2	
	Average (up to 3.5 tonnes)	km	2	
<b>HYBRID</b>				
CARS	Small	km	1	0.05860
	Small	miles	1	0.09431
	Medium	km	1	0.09251
	Medium	miles	1	0.14889
	Large	km	1	0.10515
	Large	miles	1	0.16923
	Average	km	1	0.09712
Average	miles	1	0.16630	
<b>VANS</b>				
	Class 1 Van (up to 1.3 tonnes)	km	1	
	Class II Van (1.3-1.74 tonnes)	km	1	
mini bus	Class III (1.74 -3.5 tonnes)	km	1	
	Average (up to 3.5 tonnes)	km	1	
<b>PETROL</b>				
CARS	Small	km	1	0.14836
	Small	miles	1	0.23877
	Medium	km	1	0.18659
	Medium	miles	1	0.30029
	Large	km	1	0.27807
	Large	miles	1	0.44752
	Average	km	1	0.1743
Average	miles	1	0.28052	
<b>VANS</b>				
	Class 1 Van (up to 1.3 tonnes)	km	1	0.21079
	Class II Van (1.3-1.74 tonnes)	km	1	0.20792
	Class III (1.74 -3.5 tonnes)	km	1	0.33276
	Average (up to 3.5 tonnes)	km	1	0.21962
<b>DIESEL</b>				
CAR	Small	km	1	0.13721
	Small	miles	1	0.22082
	Medium	km	1	0.16637
	Medium	miles	1	0.26775
	Large	km	1	0.20419
	Large	miles	1	0.32863
	Average	km	1	0.16844
Average	miles	1	0.27108	
<b>BIKE</b>				
	Motor Bike - small	km	1	0.08277
		miles	1	0.13321
	Motor Bike - medium	km	1	0.10086
		miles	1	0.1623
	Motor Bike - large	km	1	0.13237
		miles	1	0.21302
	Motor Bile - average	km	1	0.11337
		miles	1	0.18245
<b>VANS</b>				
	Class 1 Van (up to 1.3 tonnes)	km	1	0.14853
	Class II Van (1.3-1.74 tonnes)	km	1	0.189
	Class III (1.74 -3.5 tonnes)	km	1	0.27171
	Average (up to 3.5 tonnes)	km	1	0.2471
<b>HGVs</b>				
	Tractors on site	km	1	0.48713

## Vehicle travel kg CO2 in line with DERFA Protocol (2023)

Scope of travel reported responds to in place GHG guidance and covered in Game Plan accordingly.

Travel flights and hotel bed nights measured using the GHG Protocol : DEFRA Facto Applied : Dynamic

- Total Tonnes Co2e Tonnes
- Co2e per Traveller
- All reported air travel includes RF
- Manchester City also measures the full impact of its traveller hotel bed nights, related baggage handling and connected travel.
- All travel records a CO2 offset cost per travel mode.
- The full detail range is provided as part of the contract supply of transport and travel to the club.

Energy, water and fuel consumption is meter measured and recorded both by supplier and assessed, verified by third part broker – ECA (Energy Cost Advisors)

Additional calculators are used where DEFA GHG doesn't apply including Royal Mail and MyClimate.

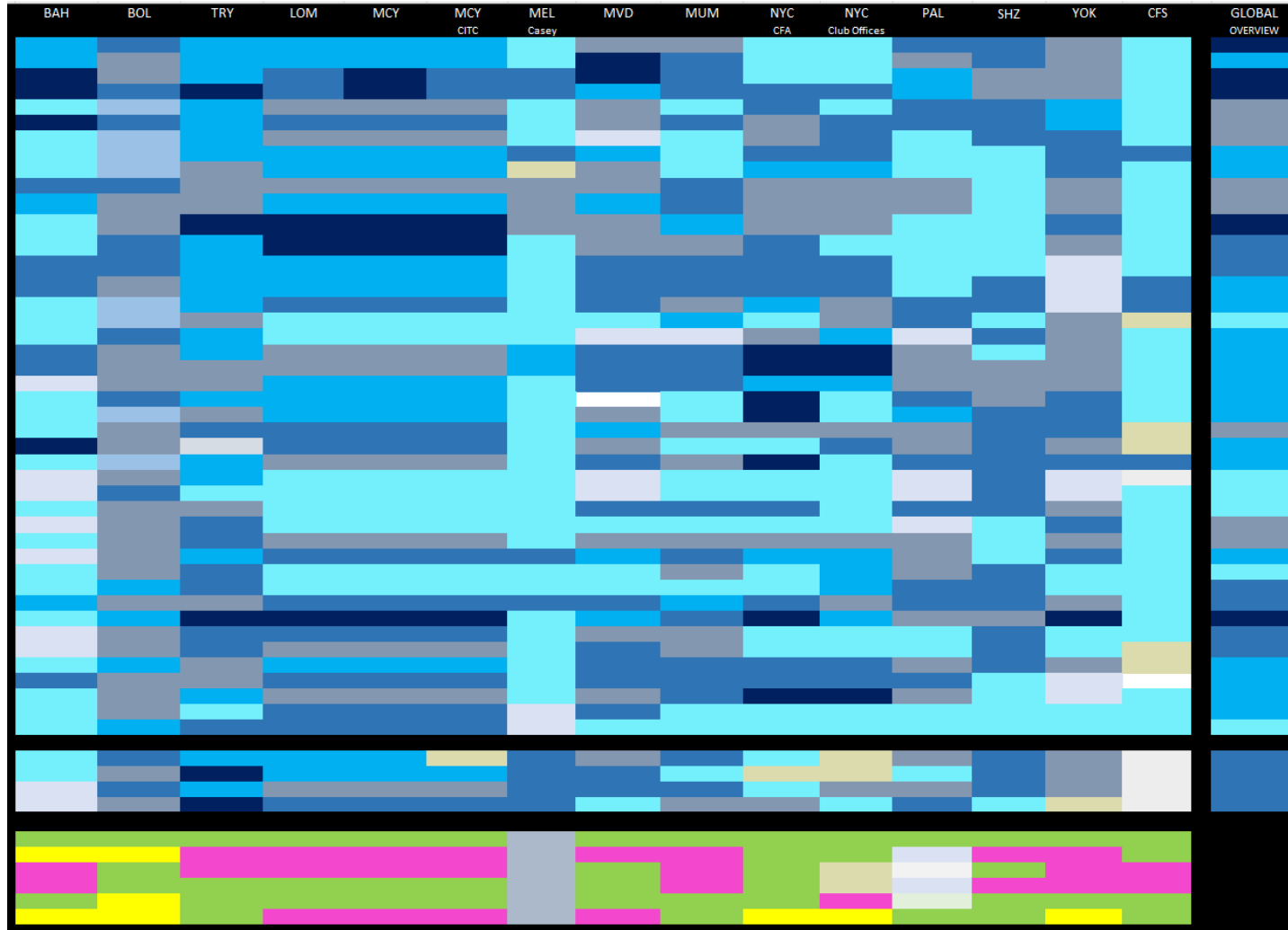
Waste is measured based on the tonnage handles and recycling etc measures provided by OCS.

Refrigerants and leakage by appropriate, verified contractors.

Construction and related work by appointed contractors within procurement scopes of works



# 2024 CFG environmental risk...



## Colour palette

In recognising both risks and opportunities, all clubs and operations have assessed the critical and primary indicators according to local resources and available information, knowledge and experience.

Using a scale of 1 – 5, (1 being the highest risk and 5 being the lowest), CFG operations have identified environmental risks (and associated opportunity) in their relevant tons, cities and regions.

The CFG colour palette is created to provide a simplified overview of the risks across the Group

The darker colours provide the highest risk whilst the lighter colours the lower risk



The responses are covered on the following pages.

CFG Leadership teams and management acknowledgment :

- Actions in place
- Actions not yet started
- Actions in discussion

# 2024 CFG environmental risk...

## CFG Scales of risk – environmental

Page 1

Potential Event	Risk Level	Risk Factor	Consequences	Bahia	Bolivar	ESTAC Troyes	Lommel SK	Manchester City	Manchester City CITC	Melbourne City Casey	Monte Video City	Mumbai City	New York City CFA	New York City Club Offices	Palermo	Shenzhen City	Yokohama	City Football Schools	
Continuous heavy rains	1	Flood		1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	
	1		Drains overwhelmed																
	1		Building damage																
	1		Landscapes damage																
	1		Inaccessible areas																
	1		Wildlife welfare																
	1		Restricted public travel unplayable pitches																
Heatwave - short	1	Potential drought																	
	1		Reduced owned water supply																
	1		Need for mains supply																
Heatwave - long	1	Drought																	
	1		Reduced owned water supply																
	1		Need for mains supply																
	1		Reduced mains supply																
	1		Dried grasses – pitches Dried landscapes																
Heat - excessive	1	Restricted activity	Illness, postponed events																
Winds	2	Fall or flight hazards	Injuries to people																
Lightning	2	Local strikes	Injuries to people																
Snow	1	Imobilisation	Injuries to people																
			Injuries																
Fog	2	Low visibility	Injuries to people																
Ice	1	Incapacity	Injuries to people																



# 2024 CFG environmental risk...

## CFG Scales of risk – environmental

### Page 2

Potential Event	Risk Level	Risk Factor	Consequences	Bahia	Bolivar	ESTAC Troyes	Lommel SK	Manchester City	Manchester City CITC	Melbourne City Casey	Monte Video City	Mumbai City	New York City CFA	New York City Club Offices	Palermo	Shenzhen City	Yokohama	City Football Schools
	Manchester			1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5
Climate Change 1	3	Multiple impacts	Multiple implications															
Climate Change 2	3	Global Temp Rise above 1.5	Significant risk															
Water contamination	1	Illness - serious	High risk illness															
Land contamination and seepage	1	Illness - serious	High risk illness															
Petrochemicals - historical	2	Possible illness	High risk illness															
Petrochemicals - washdown	2	local seepage	Localised contamination															
Air Quality (contaminated)	2	Respiratory illness	Breathing conditions															
Air Quality : Construction & demolition	3	Dust & debris	Breathing, Grit, Visibility															
		Added traffic	Noise, Pollution															
Air Quality opportunity	1	Health and wellbeing	Absorption and health uplifts															
Technology breakdown	2	Inability to operate	Financial, closure, safety, Security															
Technology deprivation	2	Inequality	Loss of access and mutual opportunity															
Modal/mobility	2	Inequality	Loss of access and mutual opportunity															
Woodland fire - on site	4	Smoke	Immediate multiple threat															
Woodland fire - off site	4	Smoke	Potential air quality issues															
Water supply outage	3	Unfit facilities	Limited accessibility															
Energy supply outage	1	Unfit facilities	Limited accessibility															
Generators - Diesel	4	Leakage	Chemical/Biohazard															



# 2024 CFG environmental risk...

## CFG Scales of risk – environmental

### Page 3

Potential Event	Risk Level	Risk Factor	Consequences	Bahia	Bolivar	ESTAC Troyes	Lommel SK	Manchsster City	Manchester City	Melbourne City	Monte Video City	Mumbai City	New York City CFA	New York City Club Offices	Palermo	Shenzhen City	Yokohama	City Football Schools
	Manchester			1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	CITC 1 to 5	Casey 1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5
Local river overflows	5	Burst banks	Stadium access threat															
Local canal overflows	5	Over topping	Stadium & CFA threat															
Fuel shortage	4	Reduced facilities	Inability to back up															
Industrial actions	4	Alternative plans	Various implications															
Materials costs and supply	3	Impacts projects +	Need to make change															
Leaks/spills of hazardous materials	1	Danger to life	Critical knowledge/actions															
Noise Pollution	5	Local disturbance	Aotions to reduce impact															
Light Pollution	5	Environmental	Aotions to reduce impact															
Health epidemics and pandemics	4	Impacts all - various	Responsive action plan															
Fire - buildings	1	Safety first plan	Critical knowledge/actions															
Notified animal product hazards	4	Reduced options	Adaptability & awareness															
Bird Flu (eg Geese)	5	Appropriate actions	Adaptability & awareness															
Changes in legislation & policy	3	Adaptability to change	Information & Comms plan															
Major incidents and emergencies	4	Respond to EAP	Critical knowledge/actions															
Health, Safety, Welfare & Wellbeing	1	Total EAP/NOP awareness	Critical knowledge/actions															
Wars and conflict	5	Mindfulness	Adaptability & awareness															
Local industries impacts	5	Local impacts assessment	Local awareness knowledge															



# 2024 CFG environmental risk...

Page 4

Potential Event	Risk Level	Risk Factor	Consequences	Bahia	Bolivar	ESTAC Troyes	Lommel SK	Manchsster City	Manchester City CITC	Melbourne City Casey	Monte Video City	Mumbai City	New York City CFA	New York City Club Offices	Palermo	Shenzhen City	Yokohama	City Football Schools
	Manchester			1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5	1 to 5
<b>SPECIFIC PROJECT RISKS</b>																		
<b>Potential Event</b>	<b>Risk Level</b>	<b>Risk Factor</b>	<b>Consequences</b>															
Building works	1	materials, pollution	environmental compromise															
	2	noise,	environmental compromise															
	2	traffic	environmental compromise															
Ground Works	1	inert disturbance	environmental compromise															
Demolitions	1	materials, pollution	environmental compromise															
	2	noise,	environmental compromise															
	2	traffic	environmental compromise															
	2	intert & other disturbance	environmental compromise															
	1	asbestos	health risks															
Landscapes	3	general considerations	environmental compromise															
	3	traffic	environmental compromise															
	3	waste handling	environmental compromise															
Appointed contractors	3		Non conformation															
<b>MANAGEMENT ACTIONS</b>																		
MANAGEMENT TEAM AWARENESS SESSION PLANNED				yes	yes	yes	yes			yes	yes	Yes	Yes	Yes	Yes		yes	
ENVIRONMENTAL EMERGENCY PLAN IN PLACE				yes	2	No	No			No	No	No	Yes	Yes	No		no	
ALTERNATIVE STADIUM VENUE AVAILABLE				No	yes	No	No			yes	Yes	No	Yes	N/A	No		no	
ALTERNATIVE TRAINING VENUE(S) AVAILABLE				yes	yes	Yes	Yes			yes	Yes	No	Yes	N/A	No		no	
BUSINESS CONTINUITY FULLY CONSIDERED/ADDRESSED				Anticipated	3	Yes	Yes			yes	Yes	Yes	Yes	Yes	Yes		yes	
IS THE RISK SHARED AT CLUB LEADERSHIP MEETINGS				yes	3	Yes	No			Anticipated	No	Yes	Anticipated	Anticipated	Yes		anticipated	

Note - the full CFG Register will be shared at Global Ops

## June 2024

Review:  
Continuous -  
with full check review January 2025



# 2024 CFG environmental risk...

Understanding local, regional and continental changes helps provide the critical health, wellbeing and safety requirements for City Football Group, it also ensure that investments are made cognoscente of environmental impact made upon operations and caused by operations.

The recognition of climate change and impact underpins CFGs commitments to community and social value and allows the profile of CFG brands, assets and reputations to help and support fans, communities, partners and workforce in the uplift and improvement in our neighbourhoods, cities and regions.

Empowering better lives through football.

## CFG Global Reach and identified risks & opportunities



- Flood risk
- Drought
- Heat impacts
- Climate risks including rising sea levels

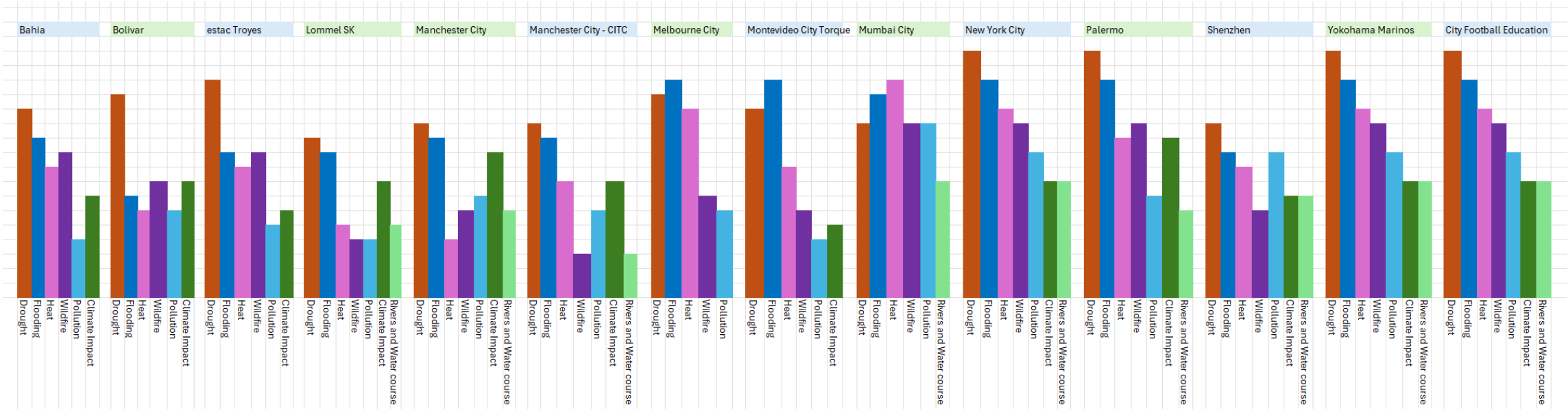
Information is based on local research and identification of regional and local authority assessments and action plans between 2022 and 2024





# 2024 CFG environmental risk

## Primary risks indicator by club/operation



### Actions:

#### In operations and 2025 + budget building : (capex and opex)

- Review of Sustainable Drainage (SuDS);
- Circular Economy/reduction in waste;
- Water Harvesting and attenuation;

#### Clarity of CO2 emission reduction targets and review of Science Based Targets (Group);

- Create appropriate, local mitigation plan
- Building of resilience and continuity plans;
- External programme audit and review



# 2024 CFG risk disclosure... 1

## Disclosure and reporting 2024 across City Football group clubs and operations

**TCFD** | TASK FORCE ON CLIMATE-RELATED  
FINANCIAL DISCLOSURES



Disclosure	Reporting
<p><b>Governance</b></p> <p>A description of the governance arrangements of the company in relation to assessing and managing climate-related risks and opportunities</p>	<p>The Group has established a clear process of governance for environmental risk and opportunity through its operational structures, leadership team appointment and direction of the process at a senior level.</p> <p>The Sustainability function within the Group oversees the considerations of environmental risk and opportunity. The overall process sits within the remit of the Group Chief Operating Officer through a dedicated role of Director of Sustainability. There is a reporting line to the Group's Leadership Team and through to Board via the Risk Committee and the Corporate Responsibility and Sustainability ('CRS') Steerco.</p>
<p><b>Strategy</b></p> <p>(b) A description of how the company identifies, assesses, and manages climate related risks and opportunities</p>	<p>The Group's current climate risk assessment methodology assesses the risks and opportunities the Group may face in the years up to 2030 as a meaningful medium-term timeframe for risks and opportunities to emerge, and to reflect typical business planning cycles and which are in line with Manchester's overall target for a net zero city by 2038.</p> <p>The actions taken and planned by the Group have a focus on operational and transition risks associated with the rapid changes needed by 2030 to cut emissions in line with the Paris Agreement, including: carbon budgeting, direct action and the engagement of all associated parties.</p> <p>The Group has now established a 'risks and opportunities' Task Group chaired by the Group Chief Operating Officer to ensure all risks are recognised and there are robust and resilience plans for business protection and continuity.</p> <p>In 2024, Group Chief Executives and Chief Operating Officers agreed to commend and support the formation of club representatives for sustainability and climate action so that locally-related issues, risks and opportunities would be investigated, understood and action plans created, all in line with and embracing the (Manchester) net zero 2030 target.</p>
<p><b>Risk Management</b></p> <p>(c) A description of how processes for identifying, assessing, and managing climate-related risks are integrated into the overall risk management process in the company</p> <p>(d) a description of:</p> <ul style="list-style-type: none"> <li>(i) the principal climate-related risks and opportunities arising in connection with the operations of the company, and</li> <li>(ii) the time periods by reference to which those risks and opportunities are assessed</li> </ul>	<p>The identification and management of climate change risks are built upon the Group's long-standing measurement and reporting of environmental impact. The Group has created a comprehensive environmental risk register which remains live and active. It relates to the club's wider policies including Health and Safety, Equality, Diversity &amp; Inclusion; Procurement; Anti-Bribery and others also embracing NOP/EAP requirements. Risks and opportunities are identified at subsidiary level and reported up through the Group, with risk identification carried out by the Sustainability function and formally reviewed and approved through the Risk Committee.</p> <p>Actions and responses to the risks are fully engaged in the various operational and developmental functions across all Group activity. Environmental risk and the associated actions and works are reported through the Group's Leadership Team, global operations meetings and into the CRS Steerco.</p> <p>This is further detailed in the 'Game Plan' published on Manchester City Football Club's website.</p>





# 2024 CFG risk disclosure... 2

## Resilience reporting 2024 across City Football group clubs and operations

**TCFD** | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES






Disclosure	Reporting
<p><b>Resilience</b></p> <p>(e) a description of the actual and potential impacts of the principal climate-related risks and opportunities on the business model and strategy of the company.</p> <p>(f) an analysis of the resilience of the business model and strategy of the company, taking into consideration of different climate-related scenarios.</p>	<p>With the continued growth of the Group and successes both on and off the pitch, it's imperative that the business strategy provides resilience to climate and related risks, particularly the physical risks. This includes areas of high risk such as drought and flooding, supply shortages and particular transport infrastructure considerations – both operationally and for fans and visitors. The club is managing its risks including risks to the physical landscape, property, operations and to both fan and community activity.</p> <p>The Group is managing its risks and actions based on the 1.5 degree C scenario but is also looking closely at both 2-degree and 4-degree risks to the physical landscape, property, operations and to both fan and community activity.</p> <p>Creating a CFG-wide working group, commissioned by the Global Operations Leadership, work is in progress to assess all conditions, risks and opportunities to build resilience and confidence across all parties</p>
<p><b>MANCHESTER CITY &amp; CITY FOOTBALL EDUCATION</b></p>  	<p><b>Manchester City</b> is working in collaboration with a range of city and regional originations including Manchester City Council and as a pioneer member of the Manchester Climate Change Agency. This will ensure that the club remains informed of the changing scenarios, climate, risks and opportunities as they apply to its own work, locally, regionally and nationally.</p> <p>Additionally, Manchester City is working with a number of specialist partners (eg Niche environmental) and ID Verde to manage its green estate in light of research for current and future operations.</p> <p>Water attenuation, energy generations and protection of events, services, training and community sessions are adopting to changes including heat, not least to ensure continued wellness and wellbeing.</p> <p><b>Risk level overall : M</b></p> <p>CFG:</p> <p>All of the CFG clubs and City Football Education have completed their own environmental risk assessments, also recognising opportunities. Dedicated personnel have been identified in each club and operations with a series of joint workshops undertaken throughout 2024-25 to build on the theme.</p> <p>The global headlines and key risk identified are presented in detail and graph form in Game Plan 2024.</p>



# 2024 CFG risk disclosure... 3

## Resilience reporting 2024 across City Football group clubs and operations






Disclosure	Reporting
<p>BAHIA</p> 	<p>Bahia take account of key local strategies:</p> <ul style="list-style-type: none"> <li>• Salvador – Plan for Mitigation &amp; Adaption to Climate Change</li> <li>• Bahia Forum on Global Climate Change &amp; Biodiversity</li> </ul> <p>Local assessment in Bahia undertaken by club staff in line with local knowledge and stargeties recognise that drought is the greatest risk to all club activities.</p> <p>These considerations might have the greatest and most immediate impact upon club operating whilst there are options and opportunities to address and plan for mitigations</p> <p>Although no immediate threats are identified, it is clear that Salvador has changing weather patterns, notably around dry period and flash flooding.</p> <p>Risk level overall : M</p>
<p>BOLIVAR</p> 	<p>Bolivar respects:</p> <ul style="list-style-type: none"> <li>• UNDP – Bolivia – 31 specific targets by 2030</li> </ul> <p>Local assessment in both La Paz and Santa Cruz, the locations of club facilities recognise drought as the most and an immediate risk – the club as such is already taking action to invest in water attenuation and abstraction.</p> <p>Local teams from Bolivar work with the local authorities in la Paz and Santa Cruz to ensure sustainable development is included in all projects.</p> <p>Risk level overall : M</p>
<p>ESTAC TROYES</p> 	<p>ESTAC Troyes:</p> <ul style="list-style-type: none"> <li>• Revision of Agenda 21 Plan City of Troyes (Chamagne Metropole)</li> </ul> <p>The team in Troyes recognise that drought is the greatest risk to all club activities.</p> <p>These considerations might have the greatest and most immediate impact upon club operating whilst there are options and opportunities to address and plan for mitigation – seasonal flash flooding is also a consideration in all planning.</p> <p>Regional risks for wild fires are also a consideration for the club with actions plans for business continuity a priority.</p> <p>Risk level overall : M</p>



# 2024 CFG risk disclosure... 4

## Resilience reporting 2024 across City Football group clubs and operations



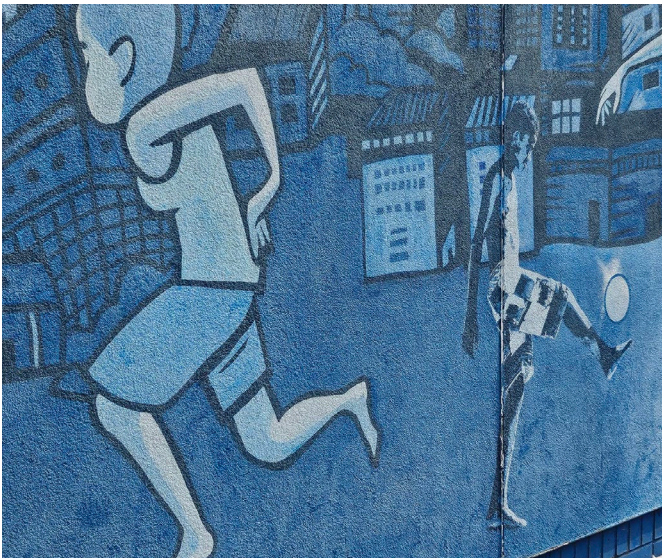
Disclosure	Reporting
<p>LOMMEL SK</p> 	<p>Lommel SK has identified:</p> <ul style="list-style-type: none"> <li>Provincial Strategy for Limburg</li> </ul> <p>As with all clubs, the greatest risk in Lommel is long dry speal leading to drought conditions – work is underway to identify water resilience alongside the club’s wide range of sustainable operations and development.</p> <p>Lommel has an active working relationship with its local authority and strong collaboration in all activities including sustainability and actions to address the climate emergency in Lindburg.</p> <p>Risk level overall : M</p>
<p>MELBOURNE CITY</p> 	<p>Melbourne City is working with the City of Casey:</p> <ul style="list-style-type: none"> <li>City of Casey Climate Action plan (2022-2030)</li> </ul> <p>The City of Casey has a robust and detailed climate action plan, to which the club’s officers are attached and fully engaged.</p> <p>Flooding presents the highest risk locally but the weather patterns and climate impacts in the region have also realised ling, dry spells and as such drought and impact from wildfires score highly in risks too.</p> <p>Recent relocations have created a positive understanding of risks and a relationship with the local authority where this strategy sits.</p> <p>Risk level overall : M</p>
<p>MONTEVIDEO CITY</p> 	<p>Montevideo City also addresses its government agencies:</p> <ul style="list-style-type: none"> <li>Montevideo Environmental Law Programme</li> </ul> <p>‘The Submerged City’ (November 2022)</p> <p>Locally, the team in Montevideo have recognised flooding as the greatest risk and sustainable drainage has been adopted across the club’s training facilities.</p> <p>Although drought has a risk to Montevideo City, actions in water attenuation have been engaged to help reduce the risk, with continual review.</p> <p>Risk level overall : M</p>





# 2024 CFG risk disclosure... 5

## Resilience reporting 2024 across City Football group clubs and operations

**TCFD** | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

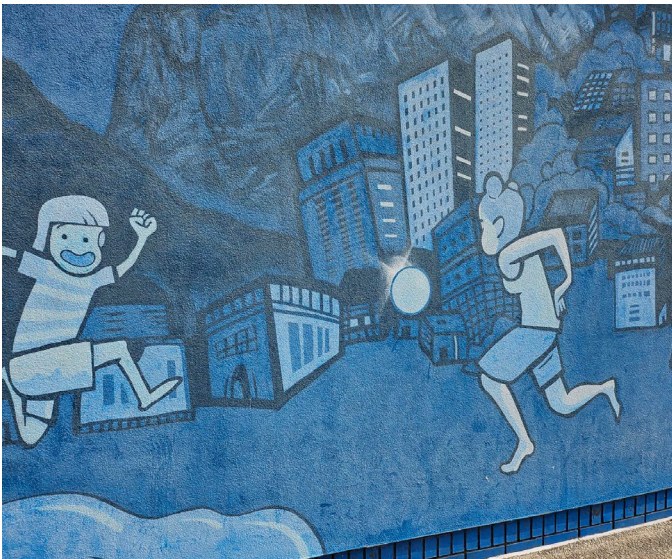


Disclosure	Reporting
<p>MUMBAI CITY</p> 	<p><b>Mumbai City</b></p> <ul style="list-style-type: none"> <li>Mumbai Climate Action Plan (2022)</li> </ul> <p>Heat conditions and flooding present the greatest risk in Mumbai – the local team continue to review the issues and changing climate conditions. Mumbai might be susceptible to rising sea levels so further understanding of any related risks is in progress.</p> <p><b>Risk level overall : M</b></p>
<p>NEW YORK CITY</p> 	<p><b>New York City – linked to</b></p> <ul style="list-style-type: none"> <li>New York State Department of Environmental Conservation</li> <li>US Environmental Protection Agency</li> <li>City of New York Mayor’s Office of Climate &amp; Environmental Justice (Adapt New York)</li> </ul> <p>New York’s facilities and emerging venues are across wide locations – but the joint concerns are focused on drought, flooding, heat and the impact of wildfires.</p> <p>With major developments in progress in Queens, the recognition of immediate and specific issues most relate to flooding as New York may be subject to rising sea levels including the borough of Queens – NYCFC has a specific focus on its stadium development and any new facilities where ground waters may present development considerations.</p> <p><b>Risk level overall : M</b></p>
<p>PALERMO FC</p> 	<p><b>Palermo FC</b></p> <ul style="list-style-type: none"> <li>Sicily Environmental Fund</li> </ul> <p>By far the most urgent consideration in Palermo is Drought – conditions and changing patterns identify this as a major concern for the region. Water attenuation and management is a priority and the Sicily Environmental Fund provides the club with essential guidance.</p> <p>As ever with drought, flooding comes into perspective and there is also need for awareness of wildfires.</p> <p><b>Risk level overall : M</b></p>





# 2024 CFG risk disclosure... 6


**Resilience reporting 2024 across City Football group clubs and operations**  
+ Metrics and targets engaged



Disclosure	Reporting
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<p><b>SHENZHEN PENG CITY</b></p> 	<p><b>Shenzhen Peng City:</b></p> <ul style="list-style-type: none"> <li>Shenzhen Climate Change Action Plan</li> <li>'A Sustainable Path to Prosperity' (Low Carbon City/Sponge City/Zero Waste City)</li> <li>Development &amp; Reform Commission – City of Shenzhen</li> </ul> <p><b>Flooding and drought are key considerations in all Shenzhen operations.</b></p> <p><b>The city has a robust and well-thought-out action plan alongside which club officials are taking full account to protect all interests.</b></p> <p><b>The other main consideration for operations is rising heat levels.</b></p> <p><b>Risk level overall : M</b></p>
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<p><b>YOKOHAMA F MARINOS</b></p> 	<p><b>Yokohama F Marinos</b></p> <p>Yokohama is a CDP 'A-List' City</p> <ul style="list-style-type: none"> <li>Watching brief – Tsuruni River Basin</li> </ul> <p>Similar to all clubs, drought and flooding remain the major concerns for Yokohama – in relation to stadium operations, flooding is the highest risk albeit that the local authority has created flood diversion routes and a local flood plain.</p> <p>It's imperative that the Yokohama team stay abreast of developments – notably in relation to the Tsuruni River Basin</p> <p><b>Risk level overall : M</b></p>
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<p><b>Metrics and Targets</b></p>  <p>(g) A description of the targets used by the company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets.</p> <p>(h) The key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based.</p>	<p>The Group has created an evolving process to ensure that learning and knowledge improves and is shared as appropriate with a clear, credible target of CO2 net zero by 2030 and annual (mean) reductions of 14%.</p> <p>For 2023/24 the Club's actual CO2 emissions rose against results of the previous year; primarily within scope 3 (indirect activity with the reintroduction of a summer concert season (2022) after the COVID-19 pandemic. As a, there is an increase in gas consumption of 20% in the year resulting in a relative increase in CO2 emissions. Electricity and water consumption each reduced. Overall, the Club's location-based emissions reduced by 4% and the market-based emissions reduced by 66% (baseline year 2019-20).</p> <p>This is detailed in the 'Game Plan' published on Manchester City Football Club's website.</p> <p>From 2024-2030 the group will establish new metrics to measure, and report against climate and environmental risks and opportunities and reduce risk across the board.</p> <p>For 2023/24 an assessment of the overall resilience of the club (business model) against all risks identified has been marked as High (H) – urgent and short term action required, Medium (M) – continuous assessment and relation to onward budget building or Low (L) – recognition that all actions are covered. Noted above (and detailed in game Plan 2024) – all clubs have an overall medium risk level with some high level risks (drought, flooding, heat and wildfires) showing across the board.</p>
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# csrd plan of action

## Corporate Sustainability Reporting Directive (CSRD)

In November 2022, the European Parliament adopted CSRD reporting which means the EU is officially expanding sustainability reporting as part of its move to a green and sustainable economy. The new rules, which large companies need to follow, will see more organisations provide more detailed reporting on sustainability issues in a strategy to strengthen sustainable investment.

The EU is bringing sustainability reporting in line with financial reporting, with the introduction of the Corporate Sustainability Reporting Directive (CSRD). The new framework will be rolled out in a phased approach from 2024 through 2025. It will require companies to report on how sustainability issues, such as climate change, impact their business and how their operations in turn affect people and planet – a unique principle called ‘double materiality’.

The new regulation updates previous corporate sustainability reporting under the 2014 Non-Financial Reporting Directive (NFRD), which some companies will already have been following. CSRD is much more ambitious than NFRD and pitches Europe as a frontrunner in this space due to its advanced rules that extend beyond the continent.

### How will the changes affect City Football Group?

CFG will need to be more detailed in its sustainability reporting, covering issues such as environmental, social and human rights, plus governance factors – whilst all of this is in place, it will require an appropriate reporting format, typically within a sustainability remit which provides headline and executive summary to the corporate business report in a dedicated section.

### Reports must cover:

- **Environmental matters – including science-based targets, EU Taxonomy and climate risk-related reporting.**
- **Social matters and treatment of employees.**
- **Respect for human rights.**
- **Anti-corruption and bribery.**
- **Diversity on company boards (in terms of age, gender, educational and professional background).**

### Companies will need to provide information that is:

- **Qualitative and quantitative.**
- **Forward-looking and retrospective.**
- **Based in the short, medium and long-term.**

The CSRD also features mandatory assurance for reporting by an independent assurance service provider against sustainability reporting standards.

## What are the opportunities?

Rather than just seeing CSRD as a mandatory requirement, there are benefits for CFG, our clubs and operations:

- Streamlining and transparency are vital for any reporting. CSRD reduces the risk of greenwashing and provides clarity for external stakeholders, whether those are investors or consumers.
- Reporting gives enhanced credibility, and the chance to attract external investment and comparability in the market.
- Regulation such as CSRD makes climate reporting standard practice and part of everyday business. That means companies can play a part in taking tangible climate action, and prove their plans are based on science-based parameters, while also tracking their implementation.

**During Q3-Q4 of 2024, CFG will create a series of global workshops with the full approval of CFG leadership and the leaders of each club and operations in order to establish the CFG CSRD Reporting programme – in order that climate related disclosure and the wider social and economic requirements of CSRD are covered and ready for auditing and subsequent reporting in line with requirements of the legislation.**

**Manchester City and CFG will work to remain ahead of the game with its sustainability agenda, social value, community programme and established policies in place.**



These standards are being developed by the European Financial Reporting Advisory Group (EFRAG), with additional technical advice from other European agencies. The standards will be shaped to EU policies, but also feed into and incorporate global initiatives. The first set of standards are expected from June 2023. Better accessibility of information is also part of the new directive and companies will need to make sure their information feeds into a digital open access database.

According to the European Commission (EC), CSRD aims to lower companies' reporting costs over the medium to long-term. The EC has said that while there might be increased costs initially, 'most companies will face an increase in costs anyway because of the growing demand from investors and other stakeholders for corporate sustainability information.'





# policies annexe...



## Manchester City's Sustainability policies and practices (2022 - 25)

Collation of practices and procedures providing a backdrop to the club's actions

For amendments, updates, information:

[pete.bradshaw@mancity.com](mailto:pete.bradshaw@mancity.com)



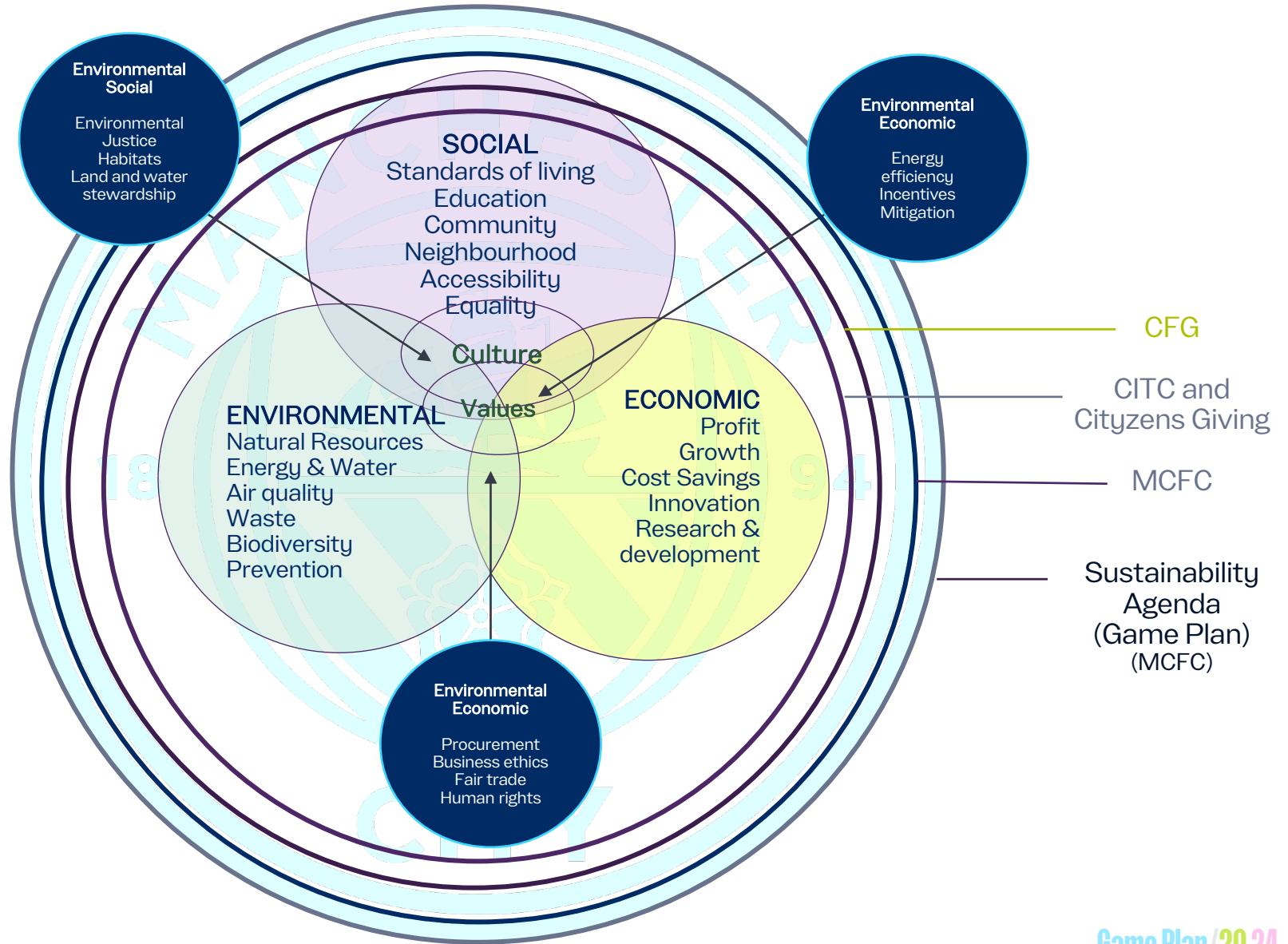
# pillars of sustainability...

## POLICY GUIDE

Wherever practical and possible, Manchester City will seek to plan, develop and operate its facilities, contracts, supplies and services in the most sustainable manner – taking into account the key pillars of social, environmental and economic consideration.

The *three issues of sustainability* is a tool for defining the *complete sustainability* challenges.

- Social
- Environmental
- Economic





# social value...

## POLICY GUIDE

Social Value is a critical and inherent part of City's DNA

- The club will work through all its operations, developments and events to ensure that local opportunity is a key consideration.
- Creating skills and learning pathways, routes to work and careers will be part of every project.
- City in the Community will be the key delivery agent of this work alongside key club functions.
- Respect for equality, diversity and inclusion within the club's EDI policy is paramount.
- That participation and inclusivity across all community groups, including fans will be engaged.

## Policy notes

### What is Social Value?

Increasingly, organisations are considering their activities holistically, taking account of the wider economic, social and environmental effects of their actions.

**Social Value** serves as an umbrella term for these broader effects, and organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

Public sector bodies can take social value into account through their policy and spending decisions to maximise the benefit for the communities they serve. Businesses can make decisions both about what they do and how they do it in ways that add social value.

For businesses with corporate responsibility or sustainability policies, social value reporting is the obvious next step, as it allows them to externalise these policies by tying them to measurable actions and report them in a way that their clients and other stakeholders can relate to.

The club aims to measure social value in a meaningful way across a wide range of activities.

The work we do to engage community, volunteering, education and learning pathways, environmental and neighbourhood benefits and improving health, safety and wellbeing are critical considerations.

Working in collaboration with key Manchester organisations, the club will seek to create a 'Manchester Tool Kit' that will credibly and authentically record and measure environmental impact, CO2 footprinting in all forms and importantly, social value impact in our community, neighbourhood and workplace.

Alongside this sustainability policy document,  
The emerging CFG CRS Framework  
and  
CITY IN THE COMMUNITY  
provides wide-ranging and significant community outreach,  
engagement and development.

Its actions and results are reported separately





# impact environmental...

## POLICY GUIDE

Environmental impact and protection will be an essential consideration on all of our activities.

- The club is working to achieve credible CO2 net zero by 2030
- Annually, across all activity, the club shall seek to achieve at least 14% emissions reduction.
- Management of waste and materials must be front-ended in all considerations.
- The club will work towards becoming zero-waste as quickly as possible.
- An active and meaningful mitigation programme will work alongside all projects (Manor Grove)
- Manchester City recognises the climate change emergency and will measure and report its actions transparently.

## Policy note

Recognising the issues and importance of climate change and the declared climate emergency, Manchester City will continue to measure and react to its operations and activities, certainly to ensure and protect its brand and commercial positions, but to do this with understanding and responsibility.

Where appropriate, the club will work to address all waste and inefficiency in energy and utilities; transport and travel; building operations; events management and in its infrastructure development.

Sustainability Action Groups will be established and work in various themes during the course of any year identifying issues and opportunities and to bring forward actions that realise positive and meaningful change.

The club understands that environmental issues and impact spread beyond its boundaries and properties and could have a significant impact on the lives and wellbeing of people across the community, those who live in our neighbourhood; our fans, stakeholders and partners.

Working across all its activities, the club could equally make a positive impact with improved environmental (natural, urban, built). The club will seek to do this by way of engaging locally with people with whom it lives and works, with key agencies and advisers and with the wider city and regional authorities.

Climate Change impacts on our neighbourhood, city and planet:

**The global increase in temperatures can influence** the physical, biological and human systems.

### Physical:

The melting of the poles, lead to glacial regression, melting of snows, warming and thawing of permafrost, flooding in rivers, streams and lakes, droughts (including in rivers and lakes), coastal erosion, rise in sea levels and extreme natural phenomena.

### Biological:

A key biological impact is reduction and death of flora and fauna in our land and marine ecosystems, wildfires and flora and fauna displacement searching for better life conditions.

### Human:

Climate change **affects and destroys crops and food production, causes disease and death**, destruction and loss of economic livelihoods and the migration of climate refugees.

## Drought and energy challenges

For our families, our fans, our community and our futures – Manchester City Football Club recognises and intends to respond constructively and practically to the challenges and disruptions of climate change

The impacts of drought and energy rationing have become very real to many territories in the past year – so a key action is to ensure that there are action plans in place and that we understand and respect our communities in this too





# economic criteria...

## POLICY GUIDE

Manchester City Football Club will drive its activities with **best value**, fairness & equality, key to its financial management – and shall seek practical efficiency in its operations.

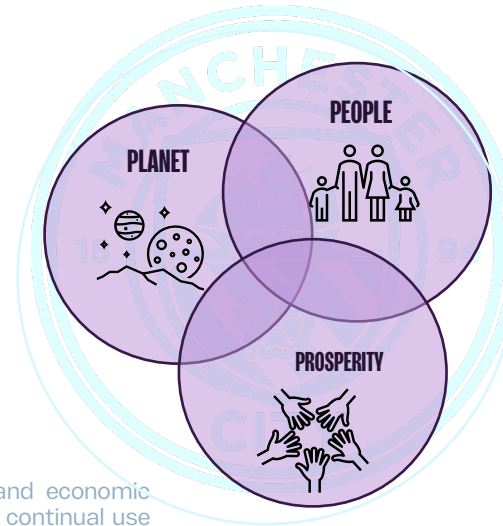
The club will promote an open and fair process in its procurement, tendering and appointments.

Alongside the process of best value, the Club will seek to identify and engage locally with manufacturers, suppliers, contractors (etc) of goods, services, products and events.

The club has experienced some very positive results from circular economy/triple-bottom-line (TBL) initiatives – whilst not provided as a key policy

– the TBL opportunities will be considered where practical and future options within all budget building.

**Best Value – alongside responsible and sustainable options will drive our programmes – these are not exclusive**



## Policy note

A **circular economy** is a financial, budgetary and economic structure that works to eliminate waste and the continual use of resources.

Such practices employ the principles of reduction, reuse, repair, share, refurbishment and at the end, recycle. This creates a close-loop system that can include items and resources being used within an organisation or shared with others.

Circular economies reduce waste at least and identify reliable, local opportunities where investments and procurement impacts positive in the economy too.

Provenance and details of the supply chain and its actions are taken into account, ensuring that the whole process has social and environmental benefits – local employment, accessibility, and best working practices; sourcing and waste policies.

Opportunities and actions include re-purposing of items and of waste – such as composting.

Proponents of the circular economy suggest that a sustainable world does not mean a drop in the quality of life for consumers, and can be achieved without loss of revenue or extra costs for organisations.

## Triple Bottom Line (TBL)

Traditionally, business leaders concerned themselves with their bottom lines – or, the monetary profits their businesses made. Today, more leaders have begun to think *sustainably*.

The triple bottom line theory expands the traditional accounting framework to include two other performance areas: the social and environmental impacts of their company.

These three bottom lines are often referred to as the three P's: people, planet, and profit.

“**People**” considers employees, the labour involved in a corporation’s work, and the wider community where a corporation does business...

The “**planet**” piece of the triple bottom line indicates that an organization tries to reduce its ecological footprint as much as possible. These efforts can include reducing waste, investing in renewable energy, managing natural resources more efficiently, and improving logistics.

**Prosperity** – While every business pursues financial profitability, triple bottom line businesses see it as one part of a business plan. Sustainable organizations also recognize that “profit” isn’t diametrically opposed to “people” or “planet.”

–  
ref Univ Wisconsin





# carbon budget...

## POLICY GUIDE

Manchester City Football Club will work within committed frameworks set by the Manchester Climate Change Agency, UN SDGs and work towards goals set by the UK Government – Committee on Climate Change to achieve or better targets.

The club recognises that the priority is to change actions to improve the environment and realise positive reductions in its emissions – whether direct or indirect.

In addition, good practice in sustainability actions should result in over efficiency uplifts and support an improved budget performance.

In the immediate term, the club will continue to measure (and address its CO2 impact, noting that there is a CO2 budget associated with the net difference in activity and approved mitigation. The Club's CO2 budget will be presented annually.

**The club will annually identify and work towards our carbon reduction and budget commitments – net zero 2030**

## Policy note

### Carbon budgets: how we monitor emissions targets

Through the Climate Change act (UK Govt 2018) the government has committed to:

Reduce emissions by at least 100% of 1990 levels (net zero) by 2050

Contribute to global emission reductions, to limit global temperature rise to as little as possible above 2°C

### Carbon budgets:

To meet these targets, the government has set five-yearly carbon budgets which currently run until 2032. They restrict the amount of greenhouse gas the UK can legally emit in a five year period. The UK is currently in the third carbon budget period (2018 to 2022).

The current rate per tonne CO2 for UK carbon is £83.03 (2024).

The club will engage carbon budgets in scopes 1 & 2 in the first instance and create a plan for scope 3 – building its carbon budget in the build-up to 2030 with a focus on local mitigation solutions.

**Companies** can develop their own carbon budgets through the Science Based Targets Initiative.

Signatories commit to develop science-based emissions reduction targets (SBTs) to ensure that corporate decision-making is aligned with climate science and the global 2°C effort. SBTs provide a verifiable way to assess whether a company is making a genuine and defensible contribution to global emissions reductions.

Adherence to SBTs should also avoid greater future costs should urgent action be required to drive deeper cuts. The figure below outlines the potential for a company of setting (and sticking to) an SBT.

### A global perspective of carbon budgets

Playing an increasing role in business strategy and planning, carbon budgets – an allowable amount of emissions within a defined time period – are used to assess regulatory, market, and reputational risks, set goals and track progress. In this article, we provide insights for their use.

While the global carbon budget has a robust scientific basis, its allocation is highly contested. Apportioning emissions to countries, sectors or companies involves economic, technological and ethical considerations.

However, the Paris Agreement has clarified key elements of national and corporate carbon budgeting. The goal of the Paris Agreement is to limit global average temperature rise to “well below” 2 degrees Celsius (2°C), and pursue a limit of 1.5°C.

In response, companies and governments are increasingly developing their own 1.5-2°C carbon budgets to use as tools in scenario construction, risk assessment and strategic guidance.





# energy and water...

## POLICY GUIDE - energy

The club will seek to reduce (or eradicate) all non-essential consumption.

The club will promote best practice in energy and water behaviours.

All electricity procured will be from credible 100% renewable sources

The club will seek to **generate** all or most of its energy – from credible, renewable sources and to store generated energy in reliable and managed battery storage facilities on site

The club will not permit the development of any new facilities (including major refits) with gas installations – except in exceptional cases.

Alongside infrastructure, the club will work proactively across all its operations to adjust workforce and other behaviours to reduce energy waste and eliminate fugitive energy.

## POLICY GUIDE - water

The club will work with Campus neighbours and its water regulator to bring about a tested and credible sustainable programme that will realise potable water consumptions reductions targeting up to 50% by 2025 and a reduction in storm (surface) water discharging by way of harvesting of 80% by 2025.

The club will manage a safe water process that protects water consumption from its own sources wherever possible.

There will be a proactive approach to maintaining the mains potable water supply, reducing demand where possible

In all activity, the club will ensure appropriate, sustainable water provision and discharge

SuDS (Sustainable Drainage Systems) form a part of current and all future developments and planning.

### Policy note:

A key element of managing our energy and water is to ensure best use of our national and global resources and to reduce our greenhouse gas emissions to overall net zero by 2030 and within our energy and water to actual zero in the same period.

In this, the club will be supporting the UK Government's Climate Change Act (2008) and will provide leadership in this field.





# energy and water...

## Relevant guides and legislation

The Clean Growth Strategy Leading the way to a low carbon future..

UK Govt.

Clean growth means growing our national income while cutting greenhouse gas emissions.

Achieving clean growth, while ensuring an affordable energy supply for businesses and consumers, is at the heart of the UK's Industrial Strategy.

It will increase our productivity, create good jobs, boost earning power for people right across the country, and help protect the climate and environment upon which we and future generations depend.

## THE UK'S DRAFT INTEGRATED NATIONAL ENERGY AND CLIMATE PLAN (NECP)

UK Govt – Dept for Business, Energy & Industrial Strategy

The Climate Change Act 2008 set in legislation the UK's approach to tackling and responding to climate change. It introduced the UK's long-term legally binding 2050 target to reduce greenhouse gas emissions by at least 80% relative to 1990 levels.

It also introduced 'carbon budgets' which cap emissions over successive 5-year periods and must be set 12 years in advance. The Climate Change Act also requires the UK to produce a UK Climate Change Risk Assessment (CCRA) every five years. The CCRA assesses current and future risks to and opportunities for the UK from climate change. In addition, the Climate Change Act requires the UK Government to produce a National Adaptation Programme (NAP) to respond to the risk assessment.

Finally, the Climate Change Act gives powers to the UK Government to require certain organisations to report on how they are adapting to climate change through the Adaptation Reporting Power. Request for advice on UK climate targets The UK is committed to maintaining a robust climate framework that takes into account evolving scientific knowledge on climate change. Following the publication of the Intergovernmental Panel on Climate Change's (IPPC) special report on global warming of 1.5°C, the UK Government asked our independent experts, the Committee on Climate Change (CCC), for their advice on the implications of the Paris Agreement for the UK's long-term emissions reduction targets, including on setting a net zero target<sup>4</sup>.

UK Govt has requested advice on: • setting a date for achieving net zero greenhouse gas emissions across the economy • whether we need to raise our 2050 target of cutting emissions by at least 80% relative to 1990 levels to meet international climate targets set out in the Paris Agreement • how emissions reductions might be achieved across the economy • the expected costs and benefits in comparison to current targets

## Ofwat

Water is essential to life. Good quality water, sanitation and drainage services are fundamental to our society.

But the challenges we face will make delivering safe, reliable, efficient and affordable services increasingly difficult. Historically, providing water and sewerage services has been a fairly predictable business.

The companies could use well-developed tools, approaches and past experience to make reasonably accurate forecasts of what, where and how much to invest. Now we face a much wider range of uncertainty. For example, uncertainty about climatic conditions – temperature, wind, drought and excess rainfall.

Also, uncertainty about the levels of demand, which could be altered by changing weather patterns, population growth, lifestyle, demographic shifts and geographic coverage. Simply relying on the solutions of the past will not be enough to continue to deliver the services of the future.

Nor do we know the nature and extent of the innovative solutions we need to develop. We need better information to make choices about what we invest in, where we invest and how we can ensure we do it at a price we can afford.

Meeting these challenges will make an essential contribution to our way of life, the health of our environment and the competitiveness of our economy.







# energy and water...

The region's power network operator (Electricity North West Limited) sets out vision to support the changing energy landscape which will benefit millions of people and businesses across the North West.

Electricity North West, the region's power network operator has launched its vision for how it will help transform how energy is delivered across the North West, from electric vehicles to community energy schemes.

The report, 'Powering the North West's Future', sets out its innovative plans to meet the Government's energy decarbonisation challenge by supporting people, businesses and energy producers across the North West region

By 2050, the UK is tasked with achieving an 80 percent reduction in carbon emissions. Last year, for the first time, more than half of all electricity consumed in the UK was generated from zero carbon sources and these new demands means the power network and the infrastructure in place needs to transform and adapt with new and innovative ways to ensure the power continues to flow...

...Created by the views and expectations of its stakeholders, Electricity North West's DSO report highlights eight key areas that will help achieve the region's decarbonisation targets in the organisation's new role as active Distribution System Operator:

- Electric vehicles
- Community energy
- Renewable energy sources
- New energy markets
- Electricity for heat
- Flexible consumption
- Active consumer
- Supporting economic growth

Secretary of State for Environment, Food and Rural Affairs

“ The government has launched its new water strategy for England, Future Water. This includes: sustainable delivery of secure water supplies, an improved and protected water environment, fair, affordable and cost-reflective water charges, reduced water sector greenhouse gas emissions and more sustainable and effective management of surface water.

1. Water is essential for life. It is vital for our health and wellbeing, and for agriculture, fisheries, industry and transportation. Healthy water resources are necessary for a high-quality natural environment. Water provides us with countless benefits as we swim in it, sail on it, water our gardens and take pleasure in the plants and animals which depend on it. Healthy water environments, such as wetlands and floodplains, also provide natural water storage and flood protection.
2. The drought in South East England in 2004-06, and the floods of 2007 have brought into focus the pressures we know climate change will bring. Future Water, our new water strategy for England, is our response.
3. Future Water sets out how we want the water sector to look by 2030, and some of the steps we will need to take to get there. It is a vision where rivers, canals, lakes and seas have improved for people and wildlife, with benefits for angling, boating and other recreational activities, and where we continue to provide excellent quality drinking water. It is a vision of a sector that values and protects its water resources; that delivers water to customers through fair, affordable and cost-reflective charges; where flood risk is addressed with markedly greater understanding and use of good surface water management; and where the water industry has cut its greenhouse gas emissions. The vision shows a sector that is resilient to climate change, with its likelihood of more frequent droughts as well as floods, and to population growth, with forward planning fully in tune with these adaptation challenges.
4. In short, our vision is for sustainable delivery of secure water supplies and an improved and protected water environment.

”





# food actions...

## POLICY GUIDE

- That it will come from reliable and secure sources
- That the club and its contractors shall identify and maximise local growers and manufacturers with credible supply chains throughout
- That wastage will be minimised throughout the process
- Fair prices and trade will be undertaken with farmers, growers and suppliers
- Every effort will be made to maximise seasonal food options
- Sourcing of food will be made that protects our oceans and seas, our forests and woodlands
- That vegan and vegetarian options will be continue to be made widely across all offers and that each GA outlet will host and promote vegan options
- No single use plastics will be used anywhere in our food production or sales, nor in the sales of beverages and by end 2022-3 season, all PET options will have been eradicated

## Policy note:

Manchester City has worked over the past decade to ensure it sources good, quality food – locally wherever possible. The club recognises that match and event days require great menus that offer fans and visitors a world leading experience. The club aims to ensure this continues – responsibly and with care for our environment and planet and demonstrating that best practice can be wholly sustainable.

Vegan and vegetarian choices are readily available at all times, the club has reduced food waste and is implementing sustainable schemes to ensure efficiency.

Reduced packaging has changed how we prepare and deliver food and ingredients – just moving to sustainable milk supplies in staff catering has removed over 8,000 plastic milk bottles from the business.

What we eat not only affects our own health, but also the environment. Food is at the heart of many environmental issues – it's a significant contributor to climate change and responsible for almost 60% of global biodiversity loss...

.. If we're to build a future where people and nature thrive, we need to reconsider the food we eat and how it's produced.

Livewell – our work on sustainable diets – looks at the food changes we need to make to keep temperature rise below 2 degrees.

Livewell demonstrates a diet that can reduce our carbon footprint and our impact on water and land.

But we cannot achieve systemic change on our own. That's why we work with business leaders and policy-makers to help transform the UK food system – in particular through the adoption of sustainable diets.

**Manchester City is already engaging  
to promote best practice and best value opportunities  
for our food and for food and living well promotions**

## We will work to affect...

- By Choice - less and better meat
- Eradicate all our food waste
- Seasonal food offerings
- Support Great farmers
- Be and buy – Bee friendly
- Pledge to eat better
- Practical nutrition and advice across our food offers
- Work proactively in the anaerobic digestion project

*Good food should be tasty, healthy and great for the environment.*





# transport fan travel...

## POLICY GUIDE

The club will work in tangent with other and:

- Liaise with fans and supporters in finding new and practical travel solutions
- Work with local people and elected members to ensure local life disruption is minimised
- Find ways of making walking and cycling – all or part way – exciting, interactive, safe and exciting for all
- Look for good, reliable and sustainable public transport opportunities
- Find acceptable and long term opportunities for car parking, access and movement
- Reduce or eradicate non-essential travel
- Use technology to host meetings and small events where possible
- Promote active travel where practical
- Support accessible transport futures

### Policy note:

Going to and getting home from the match should be convenient, easy, affordable, fun, safe.

... we need to secure options that make match day – and match night – easy-in/easy-out – with great options for walking and cycling – the best and incredibly reliable public transport – joined up/integrated tickets with benefits offers for those who take these options

For people who do drive, then we must find the best solutions for parking, access and egress – keeping local life intact and supporting initiatives for electric cars and better transport.

We want and need our fans and visitors to have a total experience from doorstep and back – we need to look after our neighbourhood and seek not to clog it up and for all of us, improve our air quality and environment

This is, the club recognises, a huge challenge.

The club will work in partnership with its fans and communities to realise practical and sustainable transport solutions

## The Greater Manchester Transport Strategy 2040

Transport in Greater Manchester is changing. Our vision is for: 'World class connections that support long-term, sustainable economic growth and access to opportunity for all.

To achieve this, we have an ambitious plan to establish a fully integrated, high capacity transport system across Greater Manchester.

We've developed the Greater Manchester Transport Strategy 2040 on behalf of the Greater Manchester Combined Authority (GMCA) and Greater Manchester Local Enterprise Partnership (LEP).

It sets out long-term proposals to create a cleaner, greener, more prosperous city region through better connections and simpler travel.





# transport business travel...

## POLICY GUIDE

Travel to events and meetings (etc) is often inevitable, with no options in the interest of the club and business.

However, options to travel include conference calls, by audio or visual; combining travel with multiple appointments and by joint travel plans that minimise environmental impact.

- Club staff will seek to maximise our efficiency in all travel and transport activity.
- The detail of all travel distances, cost and CO2 emissions will be fully recorded and reported.
- This will include related activity including hotel bed nights and baggage handling.
- It is imperative that the club's travel policy is followed throughout.

## Authorised travel

Staff travelling to and from official business, meetings and events account for around 20% of the club's CO2 footprint.

Travel is undertaken to support club and business structures, security and futures and where travel is critical to meetings and events, all of our workforce will be required to consider the most efficient and sustainable form of travel available that fulfil the appointment and also protect the safety and security of staff members.

The club will in future, ask staff to consider not just cost of such travel – important as that is – but also the CO2 footprint and their impact in this.

## Flights –

Manchester City recognises that flights to and from events, meetings, matches etc are a key part of the club's operations.

Taking flights must be in line with the overall travel policy in all events and travel/flights may require a pre-travel authorisation form (available on Pitch Side Intranet).

Flights including chartered travel take into account the general safety and welfare of players and staff as appropriate and for which a full recognition of the needs and impact will be measured and recorded.

Details, including CO2 emissions of all flights and related events must be recorded for measure and report

## Fleet vehicles

Some of the club's fleet vehicles are already electric.

In the course of renewing leasing contracts and in purchasing new vehicles – including working units such as tractors and mowers – the Club shall investigate every opportunity to procure electric options first, hybrid secondarily and where petrol/diesel (etc) in unavoidable, to identify the most efficient options.

## Deliveries and service vehicles

The club shall work to identify how all service and delivery vehicles – often operated by third parties – can be promoted and encouraged to be sustainable and efficient – this will include those associated with security, street care, delivery of goods, construction

## Workforce transport

Staff getting to and from work (or external meetings) have options in how they travel.

For many staff, the use of private motor vehicles in the most efficient option available, especially where shifts, irregular and unsocial hours are worked.

This can ensure their flexibility and help protect their personal security.

The club will however, promote opportunities and identify incentives for those who use electric or sustainable hybrid vehicles

The club has identified a cycle supplier/retailer that provides price incentives for staff and scholars, with safe storage, changing and drying facilities provided.

There is an existing discount provision for the use of trams on the Greater Manchester Metrolink system available to staff.

The club will continue to identify opportunities and incentives for cycling, walking and public transport where these are taken as a regular form of travel and transport.

The club will work constructively across its activities in active travel to promote health benefits and create positive, interactions





# procurement and best value...

## POLICY GUIDE

### Procurement sustainability priorities:

Work with suppliers to ensure that not only are they sustainable but also this ethos runs throughout their supply chain

With new contracts coming live, ensure that sustainability is at the heart of the contracts and that we introduce robust SLA's and KPI's around this to ensure these are implemented and measured

Working as part of the sustainability team at Man City ensure that we set new benchmarks in Sustainability and ensure that all suppliers we onboard are aware of this and will work to the same, if not higher, standards.

Ensure there is a clear link and requirement within contracts of supply and services to the club's overarching policies of equality and fairness, inclusion, anti-bribery, health and safety, safeguarding – and others as shared.

### Policy note:

Manchester City buys (procures) goods, services and materials from a wide range of suppliers and contractors, across all of its operations.

The purchase of goods, services and materials (etc) is driven by the club's need for quality and best value and the club will seek to ensure it drives these key priorities throughout.

Notwithstanding, the need to ensure that all our procurement meets ethical, socially responsible and sustainable credentials is no less important.

The club's procurement team work actively across all functions and areas of work to understand and deliver for all aspects of the club's work.

Supporting this is the need to actively consider:

- Local procurement  
Does the provider/supplier have a local presence and in turn support local purchasing, manufacture
- Local employment/engagement  
That the supplier/contractor (etc) has commitments to engaging local people in employment and jobs opportunities
- Ethical best practice  
There is evidence of sourcing of materials; that the supplier has fair employment and equality credentials etc
- Wider sustainability commitments  
That there is a clear understanding of sustainability, that climate change, social and environmental commitments matter
- Long life/full life values  
That our contractors, suppliers (etc) recognise the widest benefits of long life materials, materials first, reduction and reuse before waste and what the vales are in this respect including embedded CO2
- Impact  
That the work we undertake with suppliers and contractors (etc) measures and shares information about environmental and social impact of their actions – whether directly or on behalf of the club and that such measurement is shared openly to aid continuous improvement

Procurement has driven a series of changes that work economically for the club and have important environmental and social values too. Examples are:

- Purchasing LED board in the North West rather than importing from other countries.
- Challenge around travel, questioning journey's to reduce carbon impact and also reduce travel fatigue on travellers
- Our workwear products are now wrapped in sustainable plant based, 100% recyclable wrapping. The bags are produced using Green PE, which is a thermoplastic sustainable resin made from sugar cane. This means they are produced from 100% renewable material that's also 100% recyclable.
- Green PE has environmental credentials which are all the way down its own production chain. Sugar cane raw ingredients is a water efficient crop that captures carbon dioxide during photosynthesis. Further CO2 is sequestered from the atmosphere by the ethanol used to make GreenPE.
- Each kilogram of green plastic produced using the method saves 2.7kgs of CO2 when compared to the conventional oil-based polythene.
- Included weighted scoring in our tenders for sustainability. The set of questions aren't a yes and no answer, we ask them to detail their policies, how they implement them and what the benefits are. We use this to understand the suppliers investment in sustainability.
- Ensuring local suppliers are used on contracts wherever possible and are also considerations for our contractors e.g. Baxter Storey having locally sourced produce.
- Living wage is included in all tenders and forms part of the contracts with our suppliers





# waste handling...

## POLICY GUIDE

The priority for Manchester City is to **reduce waste at source and at every level.**

- The club will work across all of its operations and developments, with its partners, suppliers and contractors to realise significant reductions, eradication and continuous review.
- We will also work across our staff and fans to promote best practices.
- This will include all operational materials, consumables, food, building products, technology, packaging (inward and outward).
- Where eradication isn't possible, all attempts will be made to ensure re-purpose and reuse followed by recycling options
- The club does not and will not send any materials to landfill. A sustainable waste centre is provided and will be managed to facilitate positive change.
- Landfill by third parties including in construction must be approved in full.

## Policy note

This policy note relates to actions, to staff, contractors, suppliers as appropriate and partners of Manchester City Football Club. It outlines the club's strategy and policy to waste management and the club's stated intention to reduce waste at source, reuse and recycle wherever possible and to work constructively for auditable and universally sustainable operations.

Although the policy document stands alone, it forms a part of the Cleaning and Waste Management Operations specification (amended Oct 2019).

The Cleaning and Waste Management Specification, Waste Management Policy and associated tenders and audit are compiled and coordinated by the club's Procurement and Facilities Management teams in consultation with the Director of Sustainability. Where appropriate, this document and any appended specification and annexes form the club's responses to planning application and may therefore be conditional

This document may also be used as an annexe to the Club's external contractors and suppliers from time to time in that it may form guidance to Club expectations and aspirations around contractor behaviours, waste and environmental management. This does not replace the needs and obligations of appointed contractors and it should be accepted only as part of a wider environment programme of the club, or of local and national legislation.

The policy recognises that the management and handling of waste is governed by law and failure to comply may result in fines and/or imprisonment. Individuals as well as organisations can be complicit.

Manchester City Football Club is committed to reducing its impact on the environment by managing its waste in an efficient and sustainable manner and to ensure that the process builds upon its achievements, year on year. Further, all waste handling, recycling and reuse shall be audited throughout and form an essential part of the club's annual sustainability/environment report.

## Waste compound provision

The club operates two sustainable waste compounds – one at the Etihad Stadium and one at City Football Academy.

Both provisions have facilities for recycle streaming and managing waste responsibly.

Composing remains a key provision.

Manchester City's waste compounds also provide access at the Etihad Stadium to adjacent venues to promote best practice in waste management and reduction.

## Litter:

The club recognises that its actions and activities – notably on match and events days creates local challenges of pollution, congestion and litter.

In agreement with Manchester City Council, the club undertakes a local area litter pick and street clean within twenty-four hours of each and every event.

The breadth of the clearing takes into account major fan routes and is agreed in line with the Council and with regular local residents' meetings.

The club will continue to work for programmes and engagement with fans and suppliers to reduce litter waste at source





# waste handling...

## EU Landfill Directive

Landfill is a major source of methane (CH<sub>4</sub>) – a powerful greenhouse gas with significant contribution to climate change. Methane is produced when biodegradable materials such as paper and food waste decompose in the absence of oxygen. For this reason the UK Government and the EU have agreed the EU Landfill Directive. Council Directive 99/31/EC on the landfill of waste.

In 2000 the UK Government produced a national waste strategy which outlines the need for change towards a more sustainable approach to dealing with the mountains of waste we produce in the UK on an annual basis.

The club recognises its responsibilities in sustainable development and operations and across the organisation, staff, partners, contractors and supporters will be engaged with in order to promote and realise best practice and the promise of good neighbourhood.

**Sustainable waste management means less reliance on landfill and greater amounts of reuse, recycling and composting.**

## Objectives

Every employee of the club will take reasonable steps to minimise the waste they produce. Where items are no longer required the options should be considered:

**Reduce** – Avoid the need to discard materials in general. Order quantities of goods that are needed, joint order with other teams if possible, avoid stock-piling.

Ask suppliers to take back any packaging or re-usable items.

Require suppliers to reduce their packaging of goods inward

**Re-use** – When an item is no longer needed it does not mean another department or person can't make use of it. Consider passing on equipment to others before you dispose of it.

The club will seek to establish a resource space for items of stationery and other useful products where those no longer needed but in working order can be returned and used by others.

For items that no longer work, follow the recycling path.

**Recycle** – The club provides a range of recycling stations and opportunities at all its facilities, these must be used where provided with details of current recycling and reuse options available on the intranet.

**Disposal** – The club operates a waste management contract that seeks to reuse all waste and does not promote landfill. Whilst this provides a constructive response to general waste, reduction at source and targeted reuse/recycling remains the preferred options (see above)

All waste disposal of waste disposal complies with the Environmental Protection Act 1990 - Duty of Care.

## Operations & responsibility

The responsibility for adhering to this policy applies to all staff, contractors, and partners without exception.

The club's Facilities Management (FM) oversees the management of waste through the Cleaning and Waste Management Contract. all handling is undertaken through the appointed contractor. Heads of Department, Facility Managers and Team Leaders must ensure appropriate awareness and adherence to the policy and its practices and that appropriate provision is made for the policy to be discharged.

There are various compliance needs for specific waste handling (eg food, clinical waste) and the facility manager/head of department where there are specific needs must ensure compliance both with the Club's policy and the legislation as it applies.





# waste handling...

## Changing expectations in the UK

Change is a constant feature of **UK waste policy**. Since the publication in 2000, of the Waste Strategy for England and Wales, significant changes, largely driven by EU waste laws, have been made to how waste is produced and disposed of in the UK. Building on the gains of the 2000 policy, the Government in 2007 published a new Waste Strategy for England.

### Key features

#### Waste Hierarchy

The UK- wide policies on waste are built on a concept known as the waste hierarchy. The hierarchy focuses on prevention, preparing for reuse and recycling followed by other methods of recovery, for example energy recovery and lastly disposal. Prevention, preparing for reuse and recycling should be given priority order in any waste legislation and policy.

#### Diversion of waste from the landfill

Based on the waste hierarchy, a key objective of government policy is to reduce the level of waste going to the landfill and to get people to recycle more. The 2002 Landfill regulations (as amended by the 2005 regulations) and Landfill Allowance Trading Scheme (England) and Landfill Allowance Scheme (Wales) impose new restriction on the type and amount of waste that can be disposed of in landfills in England and Wales. Scotland and Northern Ireland also have similar landfill regulations

#### Hazardous Waste Disposal

New waste laws affect the way hazardous waste can be disposed of in England and Wales. (Scotland and Northern Ireland have equivalent regulations). Although it may still be possible for individual householders to dispose of a small quantity of hazardous waste in the normal waste collection, larger amounts would have to be disposed in special managed waste facilities. It is no longer possible to dispose of hazardous liquid waste, batteries, whole and shredded tyres in landfills in the UK. The Environment Agency provides guidance on what to do if you produce, move, receive or dispose of hazardous waste.

#### Increase recycling

The objective is to get more households in the UK to do more recycling and composting of waste. Several measures have been put in place to encourage the general public to consider waste as a resource and adopt a recycle and reuse culture.

#### Reduction of waste from the economy

The amount of waste produced by industries and businesses around the UK is quite high. In England, for example, commercial waste amounted to a nearly a quarter of the total waste produced between 2002-03. The UK waste policy aims to reduce the amount of waste produced by the commercial sector.

Different policy changes have been made to get businesses and industries to reduce waste. For instance, new laws on Producer Responsibility Obligations- Producers Responsibility Obligations (Packaging Waste) Regulations 2005 as amended by the Producer Responsibility Obligations (Packaging Waste) Regulations 2007 requires businesses to have recover and recycle a certain amount of packaging. Further, they are required to design their products in such a way that encourages easy dismantling and recycling at the end of the life cycle. Please note that Producer Responsibility Obligations also cover WEEE and End of Life Vehicles.

#### Shared Responsibility

UK waste policies operate on the basis of "shared responsibility." Everyone generates some amount of waste, so everyone has a part to play in preventing further waste growth. All parts of society also have a responsibility to reuse, recycle and dispose of waste properly.







# ecology and biodiversity...

## POLICY GUIDE

Manchester City will protect its ecology and biodiversity to ensure that both the club and local area benefits from a healthy environment.

- Trees, hedgerows and green spaces will be protected in all events
- Where projects negatively impact biodiversity – an agreed process of rectification will be engaged.
- New green space will be developed in line with the policy document – Mancgroves.
- Manchester City will respect and protect wildlife and related habitat across its estate.
- Annual progress and health of the estate reports will be undertaken and shared accordingly.
- Wherever possible and practical, mitigation initiatives will be undertaken within the local area.

## Policy note

All plants, animals, insects and microbes contribute to our planet's biodiversity with each individual species playing its own unique part.

Without biodiversity, we would not have clean air, water or soil. Our sources of food, raw materials and even our climate is affected by diversity of species, or lack thereof.

## Enhancing biodiversity on our premises

Biodiversity enhancement isn't limited to major projects or new developments – refurbishment projects can also take steps to promote biodiversity.

Through the incorporation of ecological features and management regimes, spaces can be improved to provide habitat for wildlife.

Initiatives can include;

- Green roofs
- Living walls
- Bird/bat boxes
- Plant low-maintenance native species on site
- Plant butterfly/bee-friendly species on site
- Bug hotels, beetle banks and bee posts
- Wetlands, ponds, swales

All works and projects will embrace the club's  
MANCGROVES initiative

## Manchester City's Biodiversity Action achievements:

The club has recorded significant progress in its biodiversity programme since 2014

- Starting a biological recording program (currently around 500 species)
- Introducing a large amount of wildlife friendly plants across the site
- Introducing chemical free maintenance zones.
- Introducing a long grass regime under the tree corridor.
- Moving over from petrol to electric hand held equipment.
- Sourcing bulk local materials to reduce packaging and carbon footprint.

During 2023-25, the club will be ensuring that the landscape programme is protected and continues to be monitored for its growth and health along with the progress of wildlife habitat

Amongst the improvements on site has been the bee population and the Biodiversity action group has engaged with external advisers to ensure appropriate local action.

As part of the club's CO2 offsetting, the Bio/d Team will work to and create a 'Planting Action Plan', that addresses trees, wild meadow/grasses and hedgerow – for long-term outcomes – this is a process 2019-24





# people and place...

## POLICY GUIDE

The Club's Sustainable Action Group – People and Place will review actions and activity for the workforce through 'be-City' – whilst the club will also revitalise its neighbourhood engagement plan.

In major projects and works – the club will further develop its local employment and procurement with learning, skills and personal development

The club will share appropriate vacancies with key agencies including Manchester City Council and One Manchester

Inward and Outward volunteering is valued by the Club and will remain a key focus

### Policy note:

#### Social Sustainability for people and community...

From a business perspective, social sustainability is about understanding the impacts of our business and operations on people in our neighbourhood, community, fan base and workforce.

In the triple bottom line (TBL) model, social sustainability is the least quantifiable part of sustainability. The TBL is an accounting framework of three parts: social, environmental and financial. The TBL framework has been adopted by organisations to evaluate performance. The three aspects interrelate to determine an organisation's performance.

In corporations, social sustainability performance issues include: human rights, fair labour practices, living conditions, health, safety, wellness, diversity, equity, work-life balance, empowerment, community engagement, philanthropy, volunteerism, and more.

Though social impact, or social sustainability, issues are not easily quantifiable or measurable, they are easier to identify.

## People and Place

Manchester City Football Club, founded in 1894, evolved from a community initiative that had an initial aim of changing the lives for the better, of people in its community.

Although the club today operates in a highly commercial and successful framework, the importance of community and neighbourhood is as relevant and as key as ever it was.

The club, through City in the Community, undertakes outreach with respect and focus amongst the Greater Manchester community and in a series of critical themes and social requirements that engage people of all ages.

Through Cityzens' Giving – a City Football Group programme, the Club is able to provide leadership and support to community initiatives world-wide.

The club's workforce and ensuring that Manchester City is a great place for its employees results in a series of activities, such as be City – an employee activity programme; wellbeing week and activities and the promotion as key priorities of fairness, equality, health & safety, working conditions and the sharing of innovation, ideas, energy and enthusiasms.

The club's investments and infrastructure projects have provided a decade of growth and new initiatives in East Manchester, realising local employment, training and apprenticeship of over 70%, whilst local procurement provided access to supply for an array of local manufacturers, suppliers and services

This supports wide area place making, this represents faith in the club's neighbourhood, fans, and staff





# materials and fabric...

## POLICY GUIDE

Targets for our consideration:

- To uplift the percentage of products bought and used that originate from recycled/re-purposed materials
- To ensure that materials and assets at end-of-life are firstly considered for re-use by the club or by others
- That all operations and projects have had due consideration given to their sustainable maintenance, operations, cleaning and component replacements
- To reduce all packaging used by the club and through suppliers and contractors
- To know and understand provenance of all materials
- In food – to recognise the options and benefits of local supply, food miles and seasonal focus

## Policy notes

In building, **environmentally-friendly materials (also known as green building materials)** are those in which, for their production, placing and maintenance, actions of **low environmental impact** have been performed.

They have to be **durable, reusable or recyclable, include recyclable materials** in their composition and have to be from resources of the area where the building activity will take place –they have to be local materials.

These materials also have to **be natural** (soil, adobe, wood, cork, bamboo, straw, sawdust, etc. and must not be spoilt by cold, heat or humidity).

**In consumables** – reducing impact and ensuring sustainability applies across all operations from the type, sourcing and amount of materials and products used in cleaning, in soaps, personal hygiene; in paper products, tissues and the items used to clean and maintain services.

Reduction in chemicals where practical and products not tested on animals remains a priority and not permitted.

**Packaging** is a major consideration in sustainability – working, though year-on-year reductions to eliminate packaging where possible and practical.

**Plastics** in operations, in our food services and in construction can be challenging to replace, though options exist and through inventive practice and innovation – full circle sustainability is achievable.

## Materials

Manchester City Football Club, directly, through its contractors and suppliers and in its procurement, will seek to build on its actions to date that work towards reducing and eradicating waste, removing harsh and damaging chemicals from processes and operations and ensuring that its products and materials, including consumables, are sourced ethically, that they have not been tested on animals and that they meet the highest standards of environmental control.

The club has embarked on a programme of removing single use plastics from its business and match/concert day – saving over 800,000 single use plastic cups on match days; removing plastic milk bottles from is staff catering and providing all staff with keep cups and refillable water bottles.

Not only do these action provide high levels of environmental improvement, they are cost-effective and create practical exemplars of good practice, both in our club operations, but also as markers for fan, staff and community personal targets.

Considerations in changing materials used in construction and in our property fixtures, fittings and furnishings will create significant challenges in the period ahead, but every consideration will be given to the options available.

Packaging too –both inward and outward - is being addressed. The scope for change here is not small, but neither are the processes needed. It's a journey, but the club is working to take the necessary steps.

The club will work constructively and positively with it partners and suppliers to find good, credible options and shall seek to research and learn.





# measurement and reporting...

## POLICY GUIDE

- Manchester City will measure all of its actions, operations, developments and events authentically and transparently.
- The club will use the DEFRA GHG Protocol wherever possible (for most actions) or an alternative identified and notified carbon calculator where needed
- The club will measure and report across all scope (and phases) 1, 2 & 3
- The club will seek to measure all embodied carbon in its projects and will use an approved process to measure, record and acknowledge retrospective embodied carbon.
- The environmental impact report will be a key part of the club's annual sustainability report and agenda – typically published by 1 October each year.

## Policy note

Science-based targets provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their greenhouse gas emissions.

The Paris agreement in 2015 saw 195 of the world's governments commit to prevent dangerous climate change by limiting global warming to well below 2 degrees Celsius. This signalled an acceleration in the transition to a low carbon economy.

Many companies are already demonstrating they have the skills, expertise and ingenuity to make this a reality – but need ambitious emissions reduction targets that ensure the transformational action they take is aligned with current climate science.

Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered “science-based” if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

Manchester City measures and reports its CO2 emissions using GHG (DEFRA) Protocol and also reports under SECR and ESOS.

## According to the Carbon Trust :

A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product.

A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO2e). The carbon dioxide equivalent (CO2e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO2. CO2e is calculated by multiplying the emissions of each of the six greenhouse gases by its 100 year global warming potential (GWP).

A carbon footprint considers all six of the Kyoto Protocol greenhouse gases: Carbon dioxide (CO2), Methane (CH4), Nitrous oxide (N2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs) and Sulphur hexafluoride (SF6).

## Types of carbon foot-printing

The main types of carbon footprint for organisations are:

### Organisational

Emissions from all the activities across an organisation, including buildings' energy use, industrial processes and company vehicles.

### Value chain

Includes emissions which are outside an organisation's own operations (also known as Scope 3 emissions). This represents emissions from both suppliers and consumers, including all use and end of life emissions.

### Product

Emissions over the whole life of a product or service, from the extraction of raw materials and manufacturing right through to its use and final reuse, recycling or disposal.

### Supply chain

Emissions from the raw materials and services that are purchased by an organisation in order to deliver its service(s) and/or product(s).





# links and references...

Manchester City's updates and agenda headlines can be found via [mancity.com](https://www.mancity.com):

<https://www.mancity.com/club/manchester-city-sustainability-1>

All of the information provided is correct at time of measurement

Some measurements are estimates and allowances.

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The main CO2 measurement tool is the DEFRA Protocol

GHG Protocol

<https://ghgprotocol.org/>

City Football Group : <https://www.cityfootballgroup.com/>

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Manchester Climate Change Agency : <https://www.manchesterclimate.com/>

DEFRA protocol : <https://ghgprotocol.org/Third-Party-Databases/Defra>

## 2024 Sustainability and Environmental Impact Report

compiled by

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September 2024

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Manchester City – sustainability and environmental impact archive reports (2004-2023) available on request.





# campus strategic framework...

The Etihad Campus is home to a range of sport, leisure and entertainment facilities and venues which include the Etihad Stadium, City Football Academy, the National Cycling Centre, National Squash Centre, regional athletics, tennis, swimming and water polo.

The Campus has evolved since 2002 when it was hosted the Commonwealth Games and has since staged wide range of events – sport and concerts, with development continuing into the future.

The Etihad Campus venues and partners have created a Framework for Sustainability – a strategic vision document outlines the over-arching direction for the development and stewardship of the Campus, and the key principles for embedding sustainability into every aspect of it. It is the lead framework document for the Campus, acting as an umbrella for all other strategies and proposals.

Manchester City's Game Plan reflects and embraces all part of the Framework.

The club will collaborate with all venues and partners to support and evolve the framework and commitments to net zero.

## The Etihad Campus

### Strategic Sustainability Framework

## Strategic context

This Strategic Vision has been developed to support relevant local priorities, set out in key strategy documents for Greater Manchester and the City, whilst also ensuring that the development and growth of the Campus is positively aligned with wider global trends.

It is vital that the evolving and likely future expectations of local residents, as well as visitors, investors and potential occupiers from around the world, are factored into the vision and strategic priorities for the Campus as it evolves over time. Its pivotal role in the lives of local people, coupled with the global audience it will attract, demand such an approach.

The Strategy is therefore intended to cover the period to 2040, which is consistent with the horizons for other key Greater Manchester strategies and the likely period over which the Campus will be fully realised. The alignment of the Strategic Vision with the headline objectives of the "Our Manchester" and the "Our People, Our Place" Strategies, as well as with the UN Sustainable Development Goals, is illustrated in the appendix.

However, expectations in the global economy are changing rapidly, so the Strategy will be reviewed and updated regularly – at least every five years, but driven by key delivery milestones – in response to relevant new challenges, opportunities or legislative changes, ensuring that the Campus remains fit-for-purpose in the dynamic world around us.

Global drivers of change shaping the Strategic Vision:

Demographics & Urbanisation	→
Environmental Breakdown	→
Connectivity & Automation	→
Globalisation & Inequality	→

The Campus Strategic Sustainability Framework

Key local frameworks to which this Strategic Vision aligns:

← "Our Manchester" Strategy
← "Our People, Our Place" Greater Manchester Strategy
← Emerging Greater Manchester Spatial Framework
← Manchester City Football Club Sustainability Action Plan

The Strategic Vision, in turn, supports the UN Sustainable Development Goals

## Strategic pillars

The strategic vision aims to put the Campus in a league of its own for sustainability, with a focus on pioneering positive outcomes and impacts across four key themes. These four themes support complementary vision elements which, in combination, reflect the sustainability ambition for the Campus and provide the over-arching framework for all activity there.

- Climate & Nature Positive**  
 The Campus is a beacon of Manchester's rapid transition to a zero carbon city, rich with wildlife and green infrastructure
- Vibrant & Inclusive**  
 The Campus works for everyone, with all users of the Campus making a positive difference to the needs and priorities of the local community.
- Healthy & Active**  
 The Campus is a world-class destination for sport, performance and leisure that inspires healthy lifestyles and workplaces.
- Open & Connected**  
 The Campus is fully integrated into the fabric of the City, with excellent transport connections that support sustainable travel.

Key principles to guide the design, delivery and stewardship of the Campus are set out under each of these four pillars. All partners will be expected to adopt them, so that a positive contribution can be demonstrated to Manchester's Social Value Framework and Net Zero Carbon goals.





# local networking etc...

Manchester City engages in collaborative initiatives that help out city and venues work for the best environmental and social outcomes.

Manchester Climate Change Agency is a professional partnership of which the Club is an active participant.

SALSA was founded by the club to create networking and knowledge exchange in Campus venues and operations.

## MANCHESTER CLIMATE CHANGE AGENCY

### MANCHESTER CLIMATE CHANGE PARTNERSHIP

Manchester Climate Change Partnership was established in 2018 and brings together organisations from across the city's public, private, community, faith, health, culture, and academic sectors that share the common goal of helping Manchester to limit its greenhouse gas emissions and build resilience to a changing climate.

Its aim is to work with the Manchester Climate Change Agency, Manchester communities and other relevant partners to ensure the city develops and successfully implements a climate change strategy aligned with the latest science and built on the views of city stakeholders.

## MANCHESTER S • A • L • S • A<sup>®</sup> SPORT AND LEISURE SUSTAINABILITY ALLIANCE

Greater Manchester

### SPORT AND LEISURE SUSTAINABILITY ALLIANCE

A network of Manchester sport and leisure organisations and people - working for active, responsible and sustainable venues & facilities, events & services - for social value, accessible provision, participation and inclusion.

Throughout, assuring mutual respect, integrity and working individually and collectively to support our city and region in net zero CO2 (2038)





# notes of reference...

Where emissions are estimated or covered by an allowance, they have been created using one of the key tools (GHG Protocol or MyClimate).

They are provided based on event-related surveys and snapshots, relating to wider fan and other surveys provided in Game Plan 2024.

Estimates and allowances should be taken as such with margins of error at circa +/-5%

## Fan events in Manchester

The celebration of Manchester City's 'Four in a Row' winning season included a city centre street (open top bus) paraded and an open air presentation at Cathedral Square/National Football Museum.

Over 100,000 fans attended the event across the city with a range of transport modes from walking and public transport to car journeys. On the basis that the majority of the crowd was local, within Greater Manchester – assumptions are made that there was mixed modes utilised and there was an average round trip of 14 miles.

Understanding local parking and traffic challenges, it is likely that most of the crowd used local transport services and a locals will have walked all or part of the way.

Snapshot reviews tend to support this

Therefore, of the 230,000 crowd – approx. 100,000 will have used car travel at (say) three people per vehicle – so 33,000 car journeys of (say) 14 miles (vehicles types measured is average petrol = 462,000 miles travelled = 88t CO2 (GHG Protocol).

For stage build and services etc – an additional 22 t CO2 is added based on general knowledge of the logistics engaged.

## Refrigerants

Where the club's HVAC systems are recorded as fully services and with no detectable leakages, a small leakage (CO2) emission is included (typically 0.2) as during repairs and planned maintenance there is inevitable leakage of the inherent gas. All information for HVAC is provided through reported maintenance schedules.

## RETAIL

The official online store received 257,000 transactions with 11m sessions through the club's partner (Stich'd). 60% made the journey on non-match days – based on snapshot consultation – the average drive was 16 miles – most people using medium sized petrol cars – as such (GHG) – the CO2 emissions associated are 123.1 tonnes – including allowances for various sized vehicles and that customers may have visited as part of multiple site journeys. For online the measurement is based on UK postage of 275,000 shipped items (Royal Mail CO2 Calculator is 218.kg/parcel (incl) which equates to 59.95 tonnes CO2 (incl warehousing and handing outward, and in delivery).

All utilities, refrigerants, business, players and authorised travel; commuting; fuel consumptions, digital and waste handling are measured as accurate and audited through SECR (and in 2023 ESOS3) so are not estimates of allowances.

Some considerations are measured using MyClimate

Formal CO2  
measurement

[ghgprotocol.org](http://ghgprotocol.org)

[CO2myclimate.org](http://CO2myclimate.org)

## MCFC Team Travel

Is reported from actual data provided from the club's travel provider and includes all travel modes, hotel bed nights and associated baggage/handling etc.

## Match day fan travel

Six home matches attended : v Nottingham Forest on 23 September 2023; (att 53,413) – Brighton & Hove Albion 21 October 2023 (53,466) - Crystal Palace 16 December (53,112) – Everton 10 February 2024 (52,187) - Newcastle 16 March 2024 (52,126)– fans were also surveyed at three women's team home games where the av crowd for the season was 7,196.

Av 63 people surveyed for parking and 20 people using public transport and/or walking. The test groups albeit relatively small align with the much wider (800 people) in previous surveys of 2022.

The surveys asked for type of vehicle, number of passengers, distance travelled.

The measurement assessed was via GHG Protocol (2023).

## WORKING FROM HOME

The information we used is based on DEFRA/GHG Protocol (recommendations) for calculations.

Activity	Unit	Total kg CO <sub>2</sub> e per unit
Office Equipment	per FTE Working Hour	0.03168
Heating	per FTE Working Hour	0.30907
Homeworking (office equipment + heating)	per FTE Working Hour	0.34075

## Stadium match/concert parking

Manchester City undertook an extensive fan survey in 2022 covered in game Plan 2022.

For 2023 – an overlay of match day survey was undertaken at six match day to ascertain types of changes and actions with the results measured using GHG protocol extended to parking capacity and uptake.

Public transport was also reviewed in the same way to account for any changes

the season had there additional events and a concert season of five nights.

The measurement of ancillary provision = across all activities, but notably match days is made through liaison with the service provider – for example broadcaster, police, even construction)

## Mitigation – CO2 absorption

Manchester City has undertaken an extensive review of the sequestration of CO2 across its green spaces, = 1,600 mature trees, c 7km of hedgerow, 44 acres of managed grass and almost 30 acres of wild grasses, meadow, wildflowers and wetlands – this maximising absorption measured through (primarily):

- Ecomatcher
- Woodland Carbon Code
- City of Trees

## Conferences & Events – Etihad Stadium

Utilising both DEFRA-GHG and MyClimate the 134,000 attending delegates ranged from 20,517 attending from across the UK – 11,968 local (Greater Manchester/NW and circa 1,709 from overseas. The assumptions made were against distances of travel from pilot destinations/origins – car travel and local based on the emissions from a large sized petrol car at 22 miles round trip and one occupant. The overseas travel is based on a known origin – Lyon, France and the round-trip emissions of 0.439 t per passenger. An allowance of 10% has been added to cover hotel bed nights and misc activity.







*WORKING TO BE CREDIBLY*  
**NET ZERO** *BY 2030*