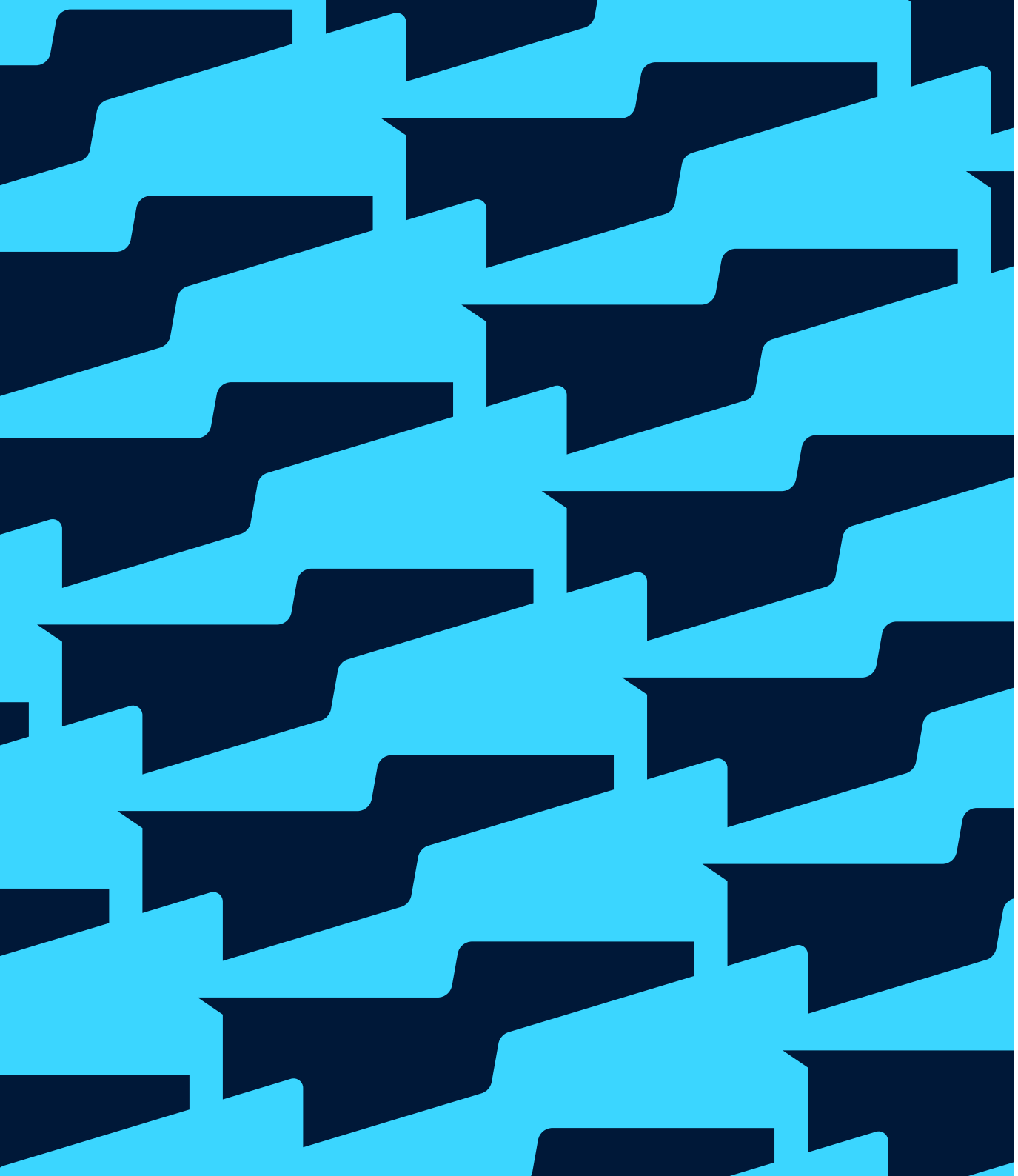


Game Plan 2023

Manchester City's Sustainability & Environmental Impact Report

Same passion

At Manchester City we are driven by a passionate belief that football can have a positive impact in our communities and empower better lives.

Sustainability is core to our business operations, development, events and community.

So, we set meaningful, credible goals aligned to our wider vision and purpose - building a sustainable organisation - eliminating risk, building resilience, creating opportunity.

Motivated by success and participation, we act responsibly with the interests of our fans, employees and the people of our cities at the heart of everything that we do.

Playing our part in the future of our communities, Manchester City's Game Plan, embedded in everything we do, sets out clear priorities on our journey to credible net zero – socially, environmentally, economically and measures & reports our impacts openly.

Pete Bradshaw
Director of Sustainability

The Etihad Stadium

Welcome back

After some 80 years playing at Maine Road, on August 10th 2003, Manchester City made its home debut in East Manchester – as the club returned to its original roots– with a visit from Barcelona.

The previous year, our city had hosted the XVII Commonwealth Games (M2002) at the stadium and at venues across the city and Greater Manchester – the incredible success of Manchester's games, lifted the spirit of a nation in its delivery, for the performance of the athletes and of the 10,000 volunteers who created an incredible welcome and atmosphere.

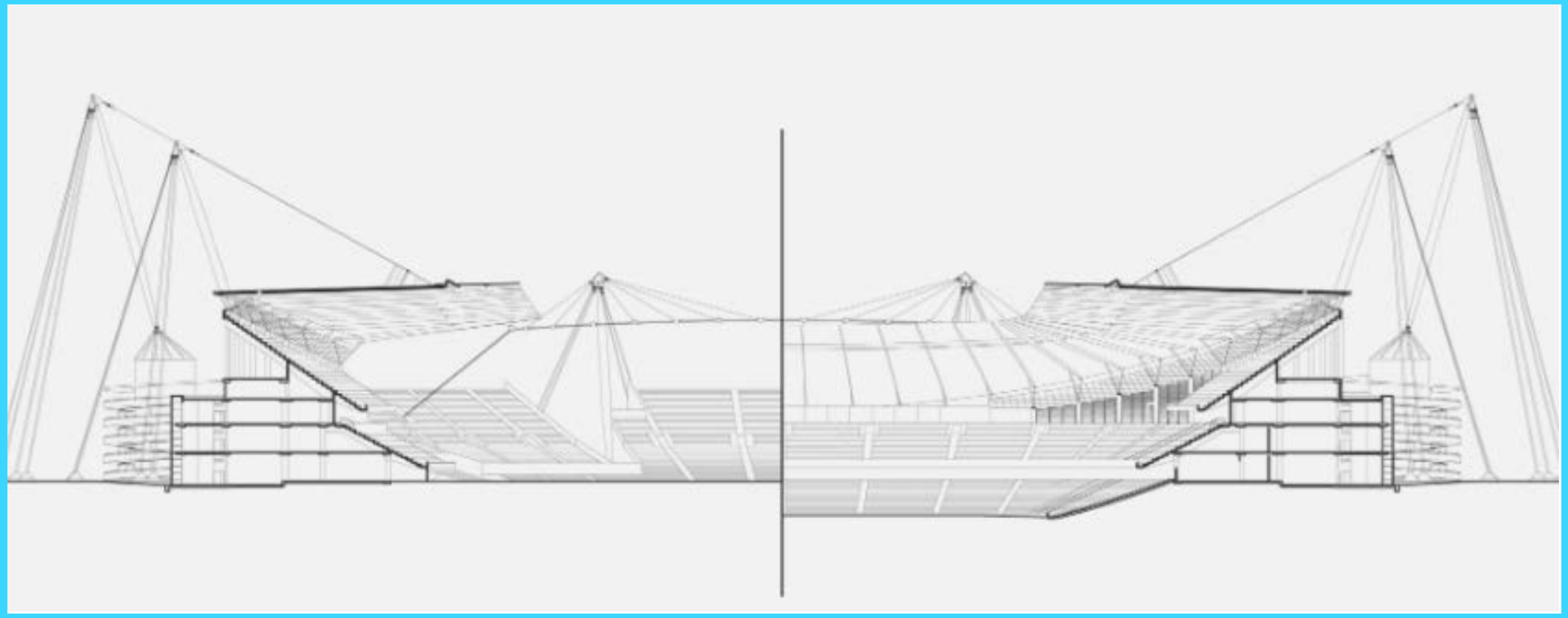
From the very start, it was clear that primary motivation for staging the Games was the event's ability to bring about meaningful, sustainable regeneration, securing lasting social and economic benefits.

The Games Legacy Programme sought to ensure that M2002 endured beyond just ten days of sport so that disadvantaged communities throughout the city and region would benefit from Manchester hosting the event.

Manchester 2002 was the largest Commonwealth Games in history and was also the first to fully integrate para-athletes into national teams, with their success included in the medal table.

The Games transformed East Manchester with Manchester City Football Club being the long-term anchor for the future...

Arup's design of the stadium with the metamorphosis from Games mode to football – the legacy of good planning and future benefit



Back to the future

...In the intervening two decades, the club has worked hard and invested heavily to help realise a positive impact across East Manchester and the wider region. The venues and the infrastructure of the Games continues to have impact two decades on and for the future too.

Now the Etihad Campus, our venues are open for local communities who can work and train alongside elite athletes, whilst many sports governing bodies have relocated their national headquarters to East Manchester – alongside the football club, there are now five, thriving national sports centres.

Manchester City Football Club, its fans, community, players, workforce and partners have helped create an incredible legacy of social and economic propriety added to which Manchester City has created its environmental impacts and protection portfolio so that there is a coherent and authentic sustainability agenda for our club – Game Plan.

Manchester City's new north stand, entertainment district and the Co-op Live Arena.

Manchester City's Etihad Stadium has played host to many incredible match days, to concerts and to an array of events and functions over the past twenty years, building memories, becoming the home of exciting, entertaining football, founding a whole new era of football and a family of fans and community.

2023 has realised the dawn of new era too with the announcement of further stadium expansion, a new Manchester Entertainment District with hotel and leisure and the impending opening of the new Co-op Live Arena.

Treble winners on the field – the next decade and beyond hold so much hope for the future as the club continues to build on its legacy, sustainably, engaging its communities and beyond the boundaries of its estate.

Summary
2022-2023...

Manchester City Football Club's 2022-23 sustainability report follows the trajectory of the club's values in social participation and engagement – and in environmental impact and protection.

The club's programme of working for credible net zero by 2030 remain the lynch-pin of the agenda.

The year to end May 2023 has been incredibly busy: successful on the pitch with all teams performing well and the club's men's team winning an historical 'treble'.

Inevitably, more matches played, greater numbers of fans and visitors, uplifts in all activity - from stadium tours to retail - results in greater environmental impact and higher C02 emissions – an uplift of some 50%, though this is also measured against the 2022 significant reduction of almost 32%. The year to May 2023 also measured full post-covid returns to activity and business, including a 2022 concert season.

Manchester City records all of its operations and the impacts across scopes 1, 2 & 3. 2022-23 also realised improved and more forensic measurement which has added to values over and above previous years of some 2,000 tonnes CO2.

Although the year was busier than previous years, the club did manage to reduce consumption in both electricity and water through a range of infrastructure interventions and a collective approach to consumption behaviours.

Greater levels of business and the acquirement of a new club (Bahia) in Brazil also saw business travel increase in the period too.

Positive development of the club's biodiversity and ecology programmes realised unique and new interventions, whilst waste continues to fall, seasonal foods – and wonky produce – grow further and more plastics are eradicated.

It’s been a good year:

- On target for credible net zero 2030
- Overall CO2 emissions trend remains downward
- Scopes 1 & 2 emissions reduced by 19% against base years 2015 & 2019 – 2023 will become a new base year to 2027
- Water and energy consumption and emissions reduced year on year
- New ecology initiatives to drive positive mitigation
- Mancgroves launched to promote biodiversity
- Knowledge development – more forensic reporting
- Increased the amount of different business areas under examination
- TCFD encompassed in 2022-23 – and CSRD ready
- New, practical fan travel and transport ideas tested
- Waste handling is down by more than 15%
- Social sustainability drivers reinforced to promote local opportunity, participation and engagement

Focus on our goals...

Game plan 2023 – the 19th annual sustainability report

With almost two decades of reporting both environmental impact and social values priorities – the 2023 Sustainability report provides a focus on Manchester City's goals – principally to realise credible CO2 Net Zero by the end of the decade.

The club is driven by a passionate belief that football can have a positive impact in our communities and empower better lives.

Manchester City is committed to growing a sustainable organisation, acting responsibly with the interests of fans, employees and the people of its cities at the heart of everything that it does.

The Priorities Are:

Energy & Water
Transport & Travel
Waste Reduction
Materials
Consumables & Food
Measurement & Reporting
Local, Active Participation
Impactful Biodiversity

Working to improve performance, to build a sustainable and responsible future for the club – fans, community, workforce and partners.

Recognising that goals matter – all goals:

Manage our energy – realising all renewable provision

Collect and harvest water for all uses

Identify practical travel and transport opportunities

Reduce waste so that we achieve zero-waste recognition

Origin and life cycles of all materials (consumables and assets)

Promote local and impactful mitigation for greatest benefit

Engage all of our community in opportunities:

- Pathways to learning, work and careers, supply chains & procurement

Game plan is Manchester City's annual review and agenda for sustainable operations, development and events, measuring and recording all activity across scopes 1, 2 & 3 whilst including (+retrospective) embodied carbon.

Understanding the club's position and actions in 2023, help drive a clear route map to credible net zero by 2030. The Club will achieve this by way of authentic reporting and collaborative working.

What is net zero...

As Manchester City reports its 19th 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 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.

2022-2023

Environmental Impact Report

Results matter All of them...

In the past two decades we have:

- Reduced energy consumption – saving up to 2m kwh since 2019
- Chosen only renewable electricity
- Reduced waste and forbidden landfill
- Eradicated single use plastics and eliminating PET
- Created a new urban forest in East Manchester*
- Provided significant local employment
- Implemented a sustainable, local procurement process
- Harvested over 1bn litres** of Manchester's rainwater

Building on the club's social values – provided opportunities and pathways to careers and work, to learning and training.

Redeveloped over eighty-acres of former brown field site in local and meaningful regeneration.

* Described in the 2022 audit of CFA trees and biodiversity: IDV Tree risk assessment 14 December 2022 - IDV0109.VTA.01

** City Football Academy Rainwater Attenuation and Etihad Stadium Attenuation – 12m litres/month by 84 months = 1.08bn

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.

2023 is the club's 19th annual reporting year.

- Improving our 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.

People matter
All people...

The local and global sustainability journey, the roads to CO2 net zero and understand the risks associated with climate change - and indeed the opportunities - it's imperative that people across our community of fans, neighbourhood, workforce and partners are openly and realistically informed and listened to.

Working with fans and community representatives helps achieve the change we need whilst working for practical and meaningful solutions to every issue, ranging from waste and congestion, to energy and water.

The club's work with schools, colleges, community groups and individual, particularly through the community foundation – City in the Community (CITC) – provides positive opportunities for participation and engaging with a range of learning pathways, action plans and consultation.

Game Plan and the sustainability agenda is embedded in workforce functions, operations, development, events and planning – as such engaging with staff in group meetings and club-wide training is a key, annual programme.

Manchester City's partners are highly valued across all club activities and many or all of them have significant commitments to social, environmental and/or economic sustainability enabling joint promotions and activities that can lift the profile and active participation in respective agendas.

Opportunities, are shared across our communities so that we work towards credible net zero 2030 – together, fully understood.

Measured Impacts & 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 embodies 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 – from the UN Sustainable Development Goals to Manchester's own ambition for net zero city by 2038 with active membership of the Manchester Climate Change Partnership and the British Association of Sustainability In Sport (BASIS).

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.

GREENHOUSE GAS PROTOCOL

Department for Environment Food & Rural Affairs

HM Government

CO2 emissions

In the year to end may 2023, Manchester City's co2 emissions increased overall by 50.6% This compares to the previous year reduction of 31.8%

The club played more matches and had greater numbers of fans attending all events – in addition, owing to continued growth, additional travel was engaged and predicted.

2022 also realised the return of concerts to the etihad stadium following the covid years.

It must also be noted that as the club develops its measurements, and recording and becomes more forensic and more in-depth emissions data is gathered which represents around 20% of the rise.

MCWFC, away fans travel and commercial media are all newly added measurements.

Taking this into account, the like-for like uplift is c9%

Key scopes 1 & 2 emissions from 2015 and 2019 remains downward at 19% - the overall trend remains downward at c13%

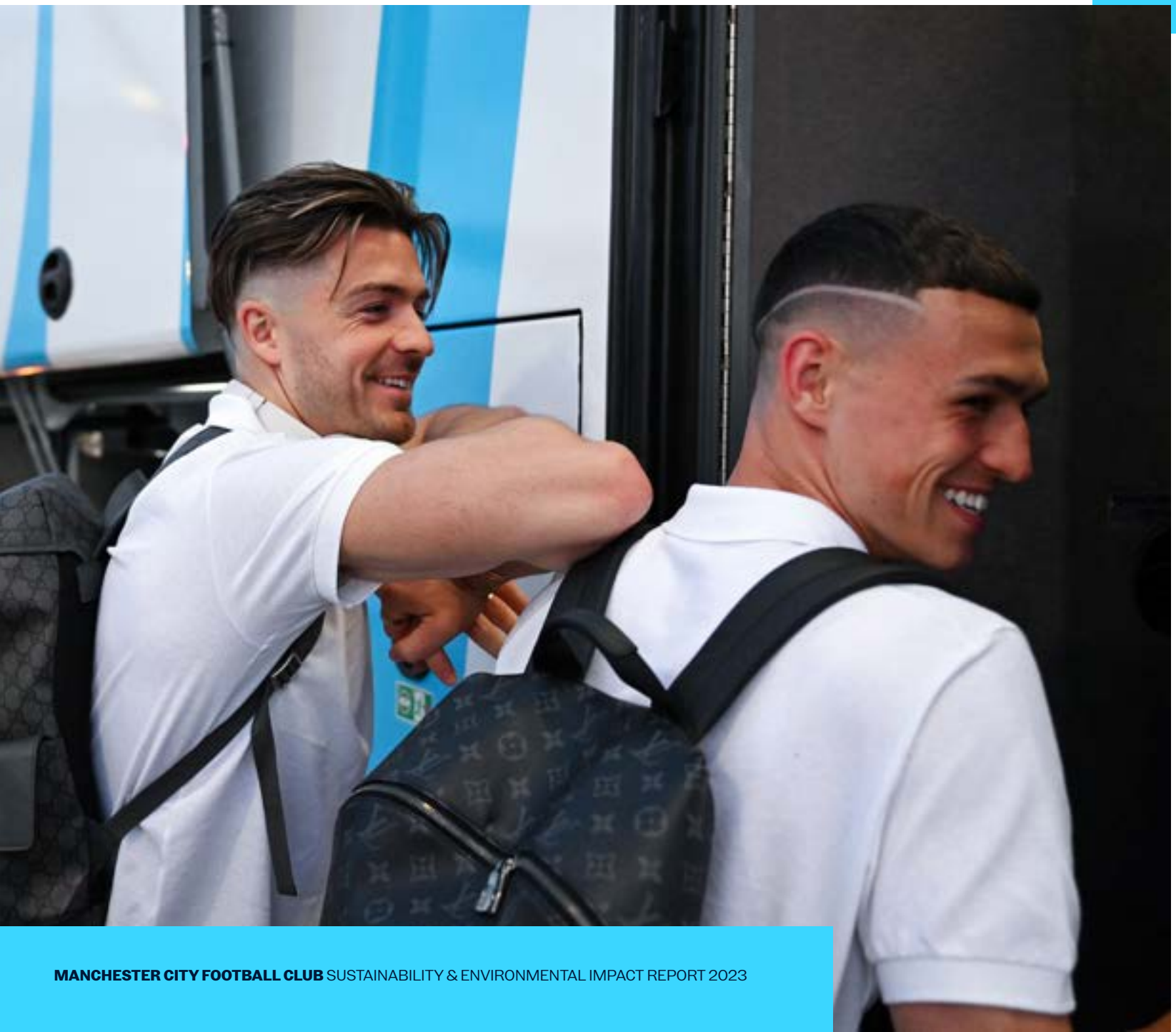
Manchester City fans' away travel – over 30 away matches – the allowance (ghg protocol) for all city fans travel/hotels is 784 t co2 – which is in addition to this total (as it may be double counted with the home-host club)

Area/function	2021-22 Previous full year ops	2022 - 23 CO2 operational	Scope 1	Scope 2	Scope 3	Change actual	YOY Change trend
Operations:							
Match Day Operations (Etihad Stadium)	2,447.6	**2,876.3**	130	1,157	1,589	+428.7	+17.5
Match Day Ops (CFA Stadium)	653	**732.4**	25	581	126.4	+79.4	+12.2%
Non Match Day Ops	2,422	**2,761.5**	44.2	2,061	656.3	+339.5	+14%
Travel:							
Authorised Travel (business)	974.4	**969.07**	-	-	969	+5.38	+05%
Claimed travel (averaged by distance and joint diesel/petrol claims)	10w6.5	**124.5**			124.5	+18	+16.9%
Purchased travel – local – by taxi	9.76	**10.36**	-	-	10.3	+0.6	+6.2%
Match day fans - MCFC all home travel	7,648	**7,160**	-	-	7,160		-6.4%
Match day fans – MCWFC all home travel	-	**589.6**			589.6		-
Match special away days – 2023	-	**5,665**			5,665	+5,665	-
Match day Visiting fans – all games (av 3,240)	-	**636.3**			636.3	+636.3	-
Match Day - Player Travel Men's first team (incl hotels)	898	**931.04**	-	-	931.04	+33	+3.7%
Match Day – Women's Team Travel (incl hotels)	145	**78.49**	-	-	78.5	-66.5	-45.9%
Academy + EDS – incl Educational and scholars" travel	173	**162.05**	-	-	162.05	-10.9	-6.3%
Workforce commuting	309	**317**	-	317	-	+8	+2.6%
Concerts 2022 – specific overall emissions	-	**1031.6**	40.5	26	965.15	-	-
Energy:							
Electricity (zero carbon – PPA)	0	**0**	-	0	-	-	-
Gas	1,060	**1,282**	-	1,282	-	+2.2	+20.9%
Water (distribution and plant)	76	**54.7**	54.7	-	-	-	-28%
Fuel (incl gen diesel– emissions (0.8-0.93 kg CO2/kWh)	142	**108**	108	-	-	-0.4	-23.9%
Other:							
Materials & Waste	12.2	**10.6**	-	-	10.6		-13.1%
Biodiversity	1.6	**1.3**		1.3		-0.3	-18.8%
Refrigerants (new)	-	**0.3**	-	0.3	-	-	-
Digital assets and digital creation (new)	-	**5.6**	-	5.6	-	-	-
Construction + refit	17	**14**	3	5	6	-3	-17.6%
Misc Allowance and Other Operations	6	**11**	3	4	4	-5	-45.5%
T CO2 e (t) operational	17,101.1*	**25,532.7**	408.4	5,440	19,684		+29.3%
Mitigation (all encompassed)	1,022	**1,321**	122.5	1,632			
Actual total	16,079.1	**24,211.7**	530.9	707.2			+50.6%
If retrospective embodied CO2 added :	4,823.7	**7,263.5**					
Embedded (embodied) CO2 + 30%	20,902.8	**31,475.2**					

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

2022 numbers adjusted post past report to add revised emissions. (Game Plan 2022)*

*CHANGE TREND % is based on the performance against 2015, 2019, 2023



CO2
Scopes 1-3

2015-2023 Trend

GHG Scopes 1, 2 and 3 categorise the different kinds of carbon emissions a created in business operations and across the wider value chain.

Scope 1 emissions

This covers the Green House Gas (GHG) emissions that the club makes directly — for example while using boilers and owned/ leased vehicles.

SCOPE 1	2022-23	2021-22	2020-21	2019-20	2018-19 Base Year	2014-15	CHANGE AGAINST 2015 %
Refrigerants	0.4	0.4	0.4	0.4	0.3	0.3	+33.3%
Match day operations	2,876.3	2,447.6	2,538.4	690	2,638	2,789.6	+3.1%
General operations	2,761.5	2,422	2,765.6	231	2,778.8	2,803.6	-1.5%
Leased/owned vehicles	12	10	6	22	16	21	-42.9%
Generator fuel	142	208	72	100	186	191	-25.7%

c23% reduced.

Scope 2 emissions

These are indirect emissions - including the electricity and gas the club buys for heating and cooling which is being produced on its behalf.

SCOPE 2	2022-23	2021-22	2020-21	2019-20	2018-19 Base Year	2014-15	CHANGE AGAINST 2015 %
Electricity (location)	0	0	0	0	1185	986.2	-100%
Gas	1,283	1,060	1,446	1,054	1,487	1,554	-17.4%
Water (dist)	72	76	79	42	40	46	+56.5
Refrigerants	0.2	-	-	-	-	-	-
Scope 1 Location-based	2,889	2,735	2,681	3,336	-	-	-
Scope 1 Market-based	0	0	0	6	6	6	-100%

50.6% reduced.

Scope 3 emissions

More challenging – this covers all the emissions associated, not with the club directly, but that the club's indirectly responsible for, up and down its value chain. For example, from buying products from its suppliers, and from its retail activities, fan and all match day travel (incl teams) – Scope 3 is the largest and most complex grouping.

Overall, headline scope 1 & 2 emissions reduced by 19% against base year (2019).

Manchester City – scopes 1-3 headliners

The measurement 'test' year of 2014-15 is based on the point of the Paris Agreement and the ambition to reduce carbon emissions – it also represents a full operational year. 2018-19 is also a key measurement in respect of full operations pre-covid.

SCOPE 2	2022-23	2021-22	2020-21	2019-20	2018-19 Base Year	2014-15	CHANGE AGAINST 2015 %
Commuting	317	309	323	68	384	464	-31.7%
Business travel	969.07	974.45	948.54	26.77	943.89	948.8	+2.1%
Teams travel	1,171.58	1,682.32	1,382	1,087.4	1,573.7	1,440	-18.6%
Fan travel	8,781	7,642	6,788	643	7,320	6,989	+25.6%
Broadcast and digital	21.2	20.8	-	-	-	-	-
Waste	9.65	12.2	14.35	6.5	16.7	21.5	-55.1%
CAPEX programme	78	77	68	30	54	785	-90.1%
Embodied (+retro) CO2		5,112	-	-	-	-	

c16% reduced.

CO2 embodied

Manchester City also seeks to recognise and record its embodied carbon both current and retrospective.

Embodied carbon is the amount of carbon emitted during the construction of a building. The extraction of raw materials, the manufacturing and refinement of materials, transportation, installation and disposal of old supplies can all produce embodied carbon emissions.

Retrospective measurement is based entirely on a sq/m built against the overall carbon emissions in a given year (2019) and adding a 30% tariff to the total – this continues indefinitely.

Emissions audited...

Manchester City Football Club Ltd is a 'large unquoted company' under the Streamlined Energy and Carbon Reporting regulations so must report annually on greenhouse gas emissions from Scope 1 and 2 Electricity, Gas and Transport.

Scope	Description	Emissions Source	Based	tCO2e			
				2019/20	2020/21	2021/22	2022/23
Scope 1	Combustion of fuel on site and transportation	On site: Natural Gas Transport: Diesel	Location	1,140	1,510	1,200	1,351
			Market	1,140	1,510	1,200	1,351
Scope 2	Purchased energy	974.45	Location	3,336	2,681	2,735	2,889
			Market	6	0	0	0
Scope 3	Indirect Emissions	1,682.32	Location	56	45	97	111
			Market	56	45	97	111
Total			Location	4532	4236	4032	4351
			Market	1202	1555	1297	1462
Intensity Ratio	tCO2e / £1m Turnover		Location	9.47	6.79	5.72	6.10
			Market	2.51	2.49	1.84	2.05
Energy Usage Total	Total kWh consumed	Electricity, Natural Gas, Petrol, Diesel		20,641,819	20,976,802	20,917,437	21,697,109
	Renewable %	Electricity		99.8%	100%	100%	100%

Methodology

The reporting period is the most recent financial year 01/07/2022 to 30/06/2023. 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. All measured emissions from activities which the organisation has financial control over are included as required under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, unless otherwise stated in the exclusions statement.

The carbon figures have been calculated using the DESNZ/BEIS 2023 carbon conversion factors for all fuels, other than the market based electricity which has been taken from Shell Energy as the UK supplier.

Year on Year Emissions

Country	Units	Base Year 2019/20	Second Year 2021/22	Previous Year 2021/22	Current Year 2022/23	% Year on Year	% Year on Year	% Change from Baseline
Location Based	tCO_2e	4,532	4,236	4,032	4,351	-5%	8%	-4%
Market Based	tCO_2e	4,351	1,555	1,297	1,462	-17%	13%	-66%

Emissions Detail by Scope

		Location Based Method				Market Based Method			
SCOPE 1	**Units**	**Base Year 2019/20**	**Second Year 2021/22**	**Previous Year 2021/22**	**Current Year 2022/23**	**Base Year 2019/20**	**Second Year 2021/22**	**Previous Year 2021/22**	**Current Year 2022/23**
Scope 1 Combustion	tCO_2e	1,118	1,504	1,190	1,340	1,118	1,504	1,190	1,340
Scope 1 Transport	tCO_2e	22	6	10	10	22	6	10	10
Total Scope 1	**tCO_2e**	**1,140**	**1,510**	**1,200**	**1,351**	**1,140**	**1,510**	**1,200**	**1,351**
Total Scope 1	kWh	6,092,234	8,165,626	6,386,509	7,295,077	6,092,234	8,165,626	6,386,509	7,295,077
Scope 2 Purchased Energy	tCO_2e	3,336	2,681	2,735	2,889	6	0	0	0
Total Scope 2	**tCO_2e**	**3,336**	**2,681**	**2,735**	**2,889**	**6**	**0**	**0**	**0**
Total Scope 2	kWh	14,310,601	12,627,046	14,143,213	13,950,557	14,310,601	12,627,046	14,143,213	13,950,557
Scope 3 Transport - Employee Mileage	tCO_2e	56	45	97	11	56	45	97	111
Total Scope 3	**tCO_2e**	**56**	**45**	**97**	**11**	**56**	**45**	**97**	**111**
Total Scope 3	kWh	238,984	184,130	387,715	451,475	238,984	184,130	387,715	451,475
Total All Scopes	**tCO_2e**	**4,532**	**4,236**	**4,032**	**4,351**	**1,202**	**1,555**	**1,297**	**1,462**
Total All Scopes	**kWh**	**20,641,819**	**20,976,802**	**20,917,437**	**21,697,109**	**20,641,819**	**20,976,802**	**20,917,437**	**21,697,109**

Manchester City's market based emissions increased from 4,032tC02e in 2021/22 to 4,351tC02e in 2022/23. This is as emissions increase of 8%. Against the 2019/20 base year, location based emissions have decreased by 4%.

Scope 1 emissions increased from 1,200tC02e in 2021/22 to 1,351tC02e in 2022/23, an emissions increase of 12.6%. Against the 2019/20 base year, this is an 18.5% increase.w

The emissions associated with on site combustion (natural gas and diesel generators) decreased, from 1,504tC02e in 2020/21 to 1,190 tC02e in 2021/22. However, site combustion emissions were 6% higher than the 2019/20 base year. This is due to higher diesel consumption.

Natural gas consumption increased from 5,807,365kWh in 2021/22 to 7,010,775kWh in 2022/23, a consumption increase of 20.7%. This resulted in an emissions increase of 222tC02e associated with natural gas consumption.

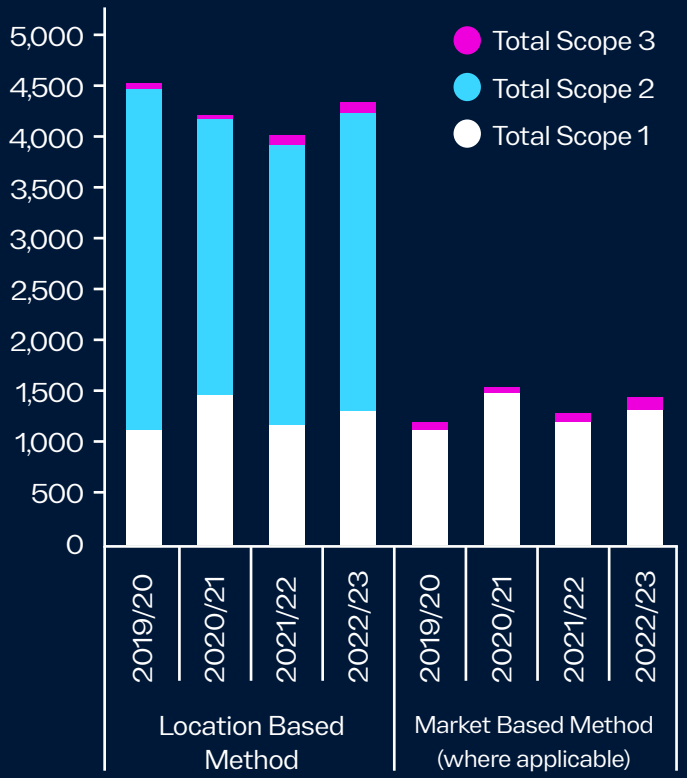
Emissions Detail by Scope

		Location Based Method				Market Based Method			
Fuel type	**Units**	**Base Year 2019/20**	**Second Year 2021/22**	**Previous Year 2021/22**	**Current Year 2022/23**	**Base Year 2019/20**	**Second Year 2021/22**	**Previous Year 2021/22**	**Current Year 2022/23**
Electricity	tCO_2e	3,336	2,681	2,735	2,889	6	0	0	0
Natural Gas	tCO_2e	1,054	1,446	1,060	1,282	1,054	1,446	1,060	1,282
Petrol	tCO_2e	42	32	29	37	42	32	29	37
Diesel	tCO_2e	100	78	208	142	100	78	208	142
Total	**tCO_2e**	**4,532**	**4,236**	**4,032**	**4,351**	**1,202**	**1,555**	**1,297**	**1,462**
Electricty	kWh	14,310,601	12,627,046	14,143,213	13,950,557	14,310,601	12,627,046	14,143,213	13,950,557
Natural Gas	kWh	5,734,060	7,895,480	5,807,365	7,010,775	5,734,060	7,895,480	5,807,365	7,010,775
Petrol	kWh	182,935	131,265	121,883	158,692	182,935	131,265	121,883	158,692
Diesel	kWh	414,223	323,011	844,976	577,085	414,223	323,011	844,976	577,085
Total	**kWh**	**20,641,819**	**20,976,802**	**20,917,437**	**21,697,109**	**20,641,819**	**20,976,802**	**20,917,437**	**21,697,109**

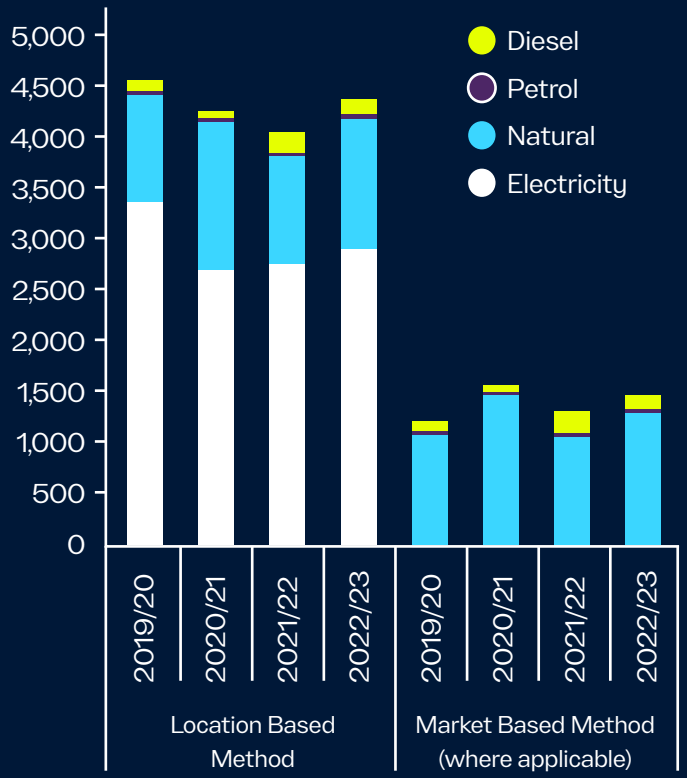
The emissions associated with scope 1 transport (diesel) increased from 9.6tC02e in 2021/22 to 10.5tC02e in 2022/23. However, scope 1 transport is down by 53.3% against the base year.

Scope 2 electricity consumption decreased from 14,143,213kWh in 2021/22 to 13,950,557kWh in 2022/23. Scope 2 location based emissions decreased by 5.6% as a result. Against the base year, electricity consumption has fallen by 2.5%. Scope 2 location based emissions have reduced by 13.4% against 2019/20 as a result.

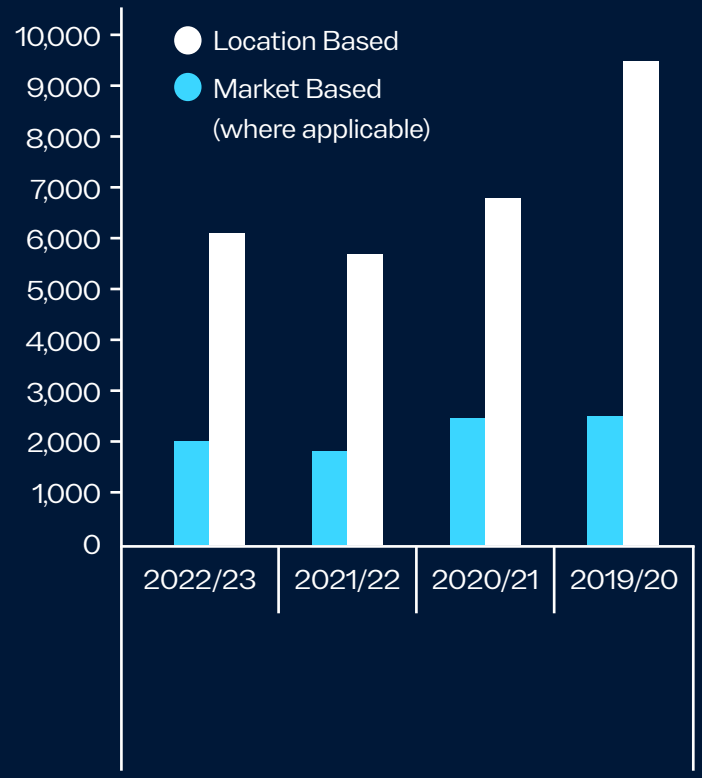
EMISSIONS DETAIL BY SCOPE



EMISSIONS DETAIL BY FUEL TYPE 2019-23



INTENSITY RATIO - tCO2e/£1M TURNOVER



Emissions Detail as reported under SECR – 2022-23'

The location-based method reveals what the Club is physically putting into the air The market-based method shows emissions that the Club is responsible for through its purchasing decisions. Both pieces of information tell an important story about the Club's carbon footprint and carbon reduction strategy.

WRI GHG require location based methods as key measure.

This throws up a conflict some areas e.g. electricity which is wholly renewable and the market base is zero emissions.

Match day...

Match day example based on five matches data 2022-23

2022-2023 there were 31 match days at the Etihad Stadium – 1,581,330 fans visited the stadium in the season of which 128,737 were hospitality fans

2022-23 realised a greater number of home games, increased attendances and all related activity.

The mid-winter months also proved colder than the previous year and significant ancillary activities such as retail increased. Therefore, in 2022-23 the overall home match day emission impact was 11,500 t CO2.

	CO2 (tonne)	Informationt	Diff
Energy	37.7	Both gas and electricity are used and accurately measured. Parts of stadium ops also switches to diesel generators – this is also included ion the measurement.	5
Fan Travel (City fans)	28.7	Most fans attending matches do use their cars to travel to and from the Etihad Campus. Fan travel form the greatest individual CO2 impact and it's a critical record for credible reporting and net zero ambitions	5
Fan travel (visiting fans)	20.5	Assumes 70% capacity and further season distance (Southampton) embracing all travel modes (estimate) – Includes allowance for international (UEFA CL) visiting fans.	5
Team Travel (all/immediate)	4.8	Most team travel is very local and managed. The allowance shared includes individual player and related staff travel to and/or from match day, full distance travel of Team Bus, escorts etc.	5
Staff & contractor travel	4.5	Staff and contractor travel is varied for every match day – and includes all Club staff travel and the various vehicles – of all sizes that travel to support match days	5
Waste handling	0.66	Results from match day handling of specific materials, litter and vehicle movements. This includes all handling – food – recycling – digester waste – hard waste. Data thanks to OCS.	6
Broadcast	0.65	Based on visual evidence of match day (un-plugged) set ups and estimated distances Note- Broadcast companies are very good at their own CO2 measurement	4
Police	0.41	Based on information shared from Greater Manchester Police – numbers of vehicles, officers and points of origin for match day (with thanks to GMP)	4
Horses	0.1	Challenging to measure accurately but a horse employed over (say) four hours could produce around 5kg CO2 x (say) six horses x (say) 29 events = 0.29 / 29 = 0.11 per match day	4
Food (concessions)	2.3	Alongside the food preparation and service across the stadium proper – there is a range of external concessions providing a range of foods and offerings that are reported separately	5
Retail	1.8	The club's retail provision – form its main store and smaller on site units uplifts and responds to higher numbers on match days which requires additional resources including packing, printing etc	5
Digital assets	1.0	Based on available information, the outputs of match day specific digital screens, advertising boards and ribbons – related consumption	5
Misc materials and services	5.75	A wide range of activities and services – for example printed matters, flags, promotional items, brochures additional litter receptacles, barriers and security hardware – all add to the CO2 footprint - this is an allowance for all these matters	4
Fan zones and entertainment	1.8	City Square and Blue Carpet provide incredible entertainment for fans on match day – the various infrastructure, transport, support and (eg) PA equipment required is included here	4
Post match (direct)	2	There are always issues and items to address post match – this includes repairs and also the clearing of litter from a wide neighbourhood area – undertaken within 24 hours of every match or event day	4
Total	**370.97**		**5**

2022 hosted five nights of concerts with c. eight nights and days of active build and demounting

General travel and actions of concert fans is different to football, though numbers are greater and the set up complex.

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

As such, five nights eq provides a 2022 concerts CO2 emissions at c 1031.6 tonnes.

Concert example from the Ed Sheeran (four nights) and Liam Gallagher (one night) events

June 2022

	CO2 (tonne)	Informationt	Diff
Energy	38.5	Both gas and electricity are used and accurately measured. Parts of stadium ops also switches to diesel generators – this is also included ion the measurement.	=
Fan Travel (Concert fans)	47.4	Concert fans have a wider variety of transport usage – in the most part, fans travel from wider origin points, utilising public transport, notably rail and coach.	=
Concert build	80	An allowance based on the visible record of stage and associated build, logistics and plant movements on site – covering both construction (bump in) and demounting (bump out) processes and identifiable hardware.. The transport of infrastructure is also accounted for. (HGV)	=
Acts and their travel	18.8	Limited information is provided so calculations are estimated based on vehicular movements and the understanding of prior and forward travel to venues as part of the overall tour – assumptions made about home venue air travel	=
Staff & contractor travel	4.7	Staff and contractor travel including stewarding, catering and specific concert staff – estimated based on snapshot over one performance night	=
Waste handling	1.25	Results from match day handling of specific materials, litter and vehicle movements. This includes all handling – food – recycling – digester waste – hard waste. Data thanks to OCS.	=
Broadcast	0.5	Allowance only for specific promoter filming and related activity	=
Police	0.22	Based on information shared from Greater Manchester Police – numbers of vehicles, officers and points of origin for match day (with thanks to GMP)	=
Food (concessions)	4.66	Alongside the food preparation and service across the stadium proper – there is a range of external concessions providing a range of foods and offerings that are reported separately – for concerts there are added bars and related provision	=
Retail	1.5	This relates only to recognised concert merchandise as witnessed	=
Digital assets	1.5	Based on visible information in the concert stage set up and related consumption	=
Misc materials and services	2.0	A wide range of activities and services – for example printed matters, flags, promotional items, brochures additional litter receptacles, barriers and security hardware – all add to the CO2 footprint - this is an allowance for all these matters	=
Fan zones and entertainment	1.8	City Square and Blue Carpet provide incredible entertainment for fans on concert day (mixed) – the various infrastructure, transport, support and (eg) PA equipment required is included here	=
Post concert (direct)	3.5	There are always issues and items to address post match – this includes repairs and also the clearing of litter from a wide neighbourhood area – undertaken within 24 hours of every match or event day	=
Total	**206.33**		=

Energy & Water

2022-23 consumption:

Electricity:

Manchester City used 13.034m kwh of electricity In 2022-23 (June-May incl) – this is a reduction of over 1.1m kwh in the year.

Manchester City's electricity is zero rated for CO2 emissions

Gas:

The club used 5,771,383 kwh of gas in 2021-22. In the same period 2022-23 the consumption of gas was 7.04m – an increase of 1.2m kwh over the year – largely a result of a colder winter period (February-March 2023)

The consumption of gas realised 1,287 tonnes CO2 emissions in the year – an increase of 227 tonnesCO2e

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

CFA Energy Centre – CHP Engines

Water:

In 2021-22 the club consumed 179,222 cu/m of water – in the year 2022-23 this reduced by 7,425 cu/m to 171,797. The management of water realised 72 tonnes CO2e in the year – a reduction of 4 tonnes.

With our partner – XYLEM – Manchester City also signed up to the wash for work pledge to continue providing clean water for all employees. The club is also working actively towards being water positive

WASH 4 WORK

xylem
Let's Solve Water

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

R32R

407C

R-410A

Is a near-azeotropic mixture of difluoromethane (CH2F2, called R-32) and pentafluoroethane (C2HF5, 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 C02 (lifespan) returning 19.5 tonnes/annum – ops and embed
- Etihad Stadium = 1493.5 tonnes co2 (lifespan) returning 99.5/annum – ops and embed
- The whole system in respect of gaseous leaks resulted in under 02.3t/ annum

Travel

Fan journeys...

Manchester City Home Matches - Etihad Stadium

In 2021-22 Manchester City undertook an extensive survey of its fans and match day travel and transport information and as reported in Game Plan 2021-22.

The review of 2022-23 fan travel builds on this to provide an update and highlight practical options for future travel as trialled during the season.

The number of home matches held at the Etihad Stadium in 2022-23 was 31, this is four more than in the previous season.

Attendances overall were also up on the previous season by around 5.8%. At 1,581,330.

The total home fan C02 travel emissions for 2022-23 7,160 a reduction of 488t C02

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

2023 travel to Wembley in respect of rail strike action, resulting in greater coach and car journeys and the Club's success in the Champions League with flights and related travel to Istanbul is added as a 'cup success' value – based on all available data, numbers and travel modes.

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%)
- 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

Added emissions

2023 car and road travel to Wembley (adjusted for rail strike action) provides – 614t CO2

Travel of fans to Istanbul, with allowance for local travel and generally economy class return flights = 2,832t CO2 (myclimate) with 1t CO2 for hotel bed nights allowance = 2,843 plus 47 = 2890

Manchester City's Mayfield event for home-based fans attending the celebration and the Treble winning Manchester parade have a t CO2 allowance of 23 tonnes.

Travel

Fan journeys...

Manchester City Women home matches

CFA – ACADEMY

Manchester City Women's Football Club entertained an average crowd of 3,169 in the season 2022-23 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.

For the season, there are no available statistics for any international fan travel so only domestic travel is included – The total home fan C02 travel emissions for 2022-23 589.6t C02

2022-23 is the first year consideration of MCWFC fan travel impacts which will become more sophisticated in future reports.

Travel modes

Fan travel:

- 76% of people drive to match days in their own car
  - Of which, 82 % get a lift with someone else
- 18% use Metrolink (tram)
- 3% appear to use public transport, almost all related to service buses.
- 3% taxi

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 2022-23 – 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 are parked on local streets where there are no current restrictions or violating parking restrictions.(23%)
- 70% of all car journeys were under 10 miles
- 26% were 10-30 miles
- 4% above 30 miles
- 78% of cars were petrol
- 9% hybrid
- 8% diesel
- 5% electric
- With some 1.3m miles travelled by cars across all match days, the (av types of fuel) the C02 emissions is 334 tonnes.
- The use of all public transport equates to 202 tonnes C02
- An allowance of 10% is added for all other match-day related vehicular movements = 53.6

Travel

Fan events...

The celebration of Manchester City's treble winning season included a city centre street (open top bus) paraded and an open air presentation at St Peter's Square/ Oxford Street

Around 230,000 fans attended the events across the city with a range of transport modes from walking and public transport to car journeys.

Therefore, Manchester City fans attending the treble winning parade produced some 88t CO2 (GHG Protocol).

The practical staging of the event produced an additional 22 t CO2

The hosting of the Fan Zone at Mayfield depot provide avenue for 6,000 local fans within an existing venue created 0.9 tonnes CO2.

Events staged pre or post-match in City Square, adjacent to the Etihad Stadium are already counted within the club's match day operations.

Equally, events associated with match day blue carpet are also part of match day operations measurements.

City in the Community (CITC) Blue Run event is captured in stadium non-match day operations, including participant travel, equipment, set up and street clean.

Travel

Business & Authorised...

Manchester City

Business Travel

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

In the year to end May 2023 – there was an uplift in all travel of around 38%.

The overall CO2 associated with business travel rose from 1,473.2 tonnes (1.2 tonnes per traveller) to 2,780.7 (1.9 tonnes per traveller), this represents an increase of 1,306.9 tonnes. However, this includes all CFG (City Football Group) travel – the Man City apportioned travel is c30% of the total – thus = 834.2 tonnes CO2

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 35,188 miles producing CO2 emissions of 10.36 tonnes.

Claimed mileage resulted in 271,500 petrol miles and 140,415 diesel miles – providing CO2 emissions of 43.4 tonnes and 81.1 tonnes respectively. Total being 124.5 tonnes CO2.

Therefore, the total CO2 emissions for all authorised business travel in the year to end May 2023 is 969.07 tonnes CO2

Travel

City teams...

In 2022- 23 the total emission were 931.04 tonnes CO2 for Manchester City's teams' travel and hotel nights:

851.95 tonnes CO2 - first Team Men

78.49 tonnes CO2 – Women's Team

0.6 tonnes CO2 – home stay emissions

This also includes the summer '22 tour to the US and the travel associated with the First Team travel to/from Istanbul for the UEFA Champions' League Final

All aircraft and coach positioning is also included.

Overall, there was an increase in CO2 emissions of 33.04 in the year, notwithstanding extra matches played and two away day finals.

Man City First Team

Air travel accounted for 791 tonnes CO2 in 2022-23 (101g/pass/737 sized aircraft)

Rail travel – the first team used coach or air travel in 2022-23 largely owing to uncertainty and the reality of industrial action and cancelled services.

27 of all Manchester City first team matches used air travel – this includes the summer '22 tour and all cup competitions.

Five of the domestic matches used intercity rail and four wholly via coach.

In respect of distances – air travel accounted for 40,070 miles per aircraft – of which 26,389 miles were team passenger flights and 13,681 were aircraft positioning.

The CO2 reported includes all aircraft positioning.

Men's first team hotel bed nights were in total 1,530 for the season* – impact assumptions are based on single user and 30 pax per away visit – as such this resulted in 18.3 tonnes CO2 (*estimate/ max as some overnight stays not taken)

Man City Women

In the year to end May 2023, Manchester City Women travelled to matches both domestically and overseas.

Taking into account all travellers and hotels stays – the overall CO2 emissions was 78.49 tonnes.

- City Women travelled some 1,780 miles by air
- There were 966 miles travelled by rail by rail.
- The team and staff had 643 hotel bed nights in 2022-23.
- An average of 30 people travelled per away event.

CFA home stays

All teams/Room use

Home games at the Etihad – often incur home-based hotel nights at CFA – in total (all teams) = 1034 bed nights 0.6 tonnes

Travel
Academy & Eds...

Manchester City's Academy travel, including the Elite Development Squad (EDS) travelled some 32,213 miles in 2022-23

Some 86% of all journeys were by coach and train and 14% by air.

Air travel accounted for 22,794 miles (x 30 pax) creating c102.6 t CO2 - Based on RF measurement – DEFRA GHG measured by long haul to capture all cats.

Taking into account numbers of travellers, there were 1,417 individual hotel bed nights (=30 pax/49).- 0.1452kg CO2/ room = 0.2 tonnes.

An allowance for all transfers and baggage of 3.5 tonnes added.

Coach travel was 6,960 miles and created some 8.14 t CO2.

Train travel at 2,459 miles (assumed intercity) at 30pax per journey 73,700 individual miles travelled = 175.74kg/ person = 12.95t CO2

All academy and EDS, schools travel and related activity resulted in 162.05t CO2

EDS

- Travelled 4073 miles via coach
- Travelled 2259 miles via train
- Travelled 19792 Miles via plane
- Had 36 hotel nights

U18's

- Travelled 2682 miles via coach
- Made no trips via train
- Travelled 3002 miles via plane
- Had 13 hotel stays

Staff

- Staff made one trip to the Emirates for the FA Youth Cup
- Travelled 205 miles via coach
- Travelled 200 miles via train

Types of trip

- 44 trips made via coach for both teams and staff
- 9 trips made via plane
- 10 trips made via train

Shortest Trip

- The shortest trip via Coach was 22 miles, round trip
- The shortest trip via plane is 700 miles, round trip
- The shortest trip via train was 153 miles, round trip

Longest trips

- The longest trip via coach was 381 miles, round trip
- The longest trip via plane was 7064 miles, round trip
- The longest trip via train was 400 miles, round trip

Scholars' education

Academy managed travel for scholars' education was 29,250 miles in the year with CO2 emission of 34.66 t CO2

Travel

Staff commuting...

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

358 responses were made to the survey of 752 employees – 51% return.

The returns included 26 employees from London office, three from CFG's New York office with the rest based in Manchester (329).

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.

Annexe – for the respondents from the New York office – there was an equal mix of bus and train travel and one response for car travel alone (though this is unlikely to be representative) – the max round trip is 57 miles with staff working typically two days a week at home and all have gas heating. 60% do not close down their POC/Laptop. The one car driver (diesel) is considering a future hybrid model.

Based on all of the travel options – utilising DEFRA GHG Protocol – staff commuting in the year results in CO2 emission of 317t.

This represents an increase of 8 tones CO2 (excludes the NYCFC responses)

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

The club can support and advise staff about energy efficiency is closing down home PC/Laptops – reducing CO2 emissions and home costs

Travel

Future planning...

During the 2022-23 season, Manchester City worked with its fans and key partners – coach and travel companies, the city council and Transport for Greater Manchester to consider future, practical options for sustainable match and event day travel.

City fans took part in several initiatives to help reduce carbon emission, alleviate local congestion and generally make travelling to and from match day and more efficient and indeed, enjoyable part of the day.

Trials of bespoke bus services from different areas of Greater Manchester not served by regular public transport proved particularly successful and will be further tested in 2023-24

Fans took part in a number of walk to the match projects including 'the last mile' – meeting at New Islington for the final match up to the stadium, complete with a band.

Following fan and local community consultation – the club is working to realise new and practical options, alongside colleagues at the new Co-op Live Arena, opening in April 2024. These options include:

- Activated, safe walking and cycling – routes to city centre and beyond–
- Improving walking routes north and eastward
- Additional, secure cycle parking
- Buses– uplifted bus boarding and alighting – improving reliability
- Trams – working actively to improve tram accessibility
- Engaged promotions to keep fan informed of transport news
- Local area uplift – making sure our neighbours are included and engaged
- Directional parking – working to improve parking on and adjacent to Campus
- Promoting safe car share opportunities

City staff and where they live...

- 21% of the Club's employees live within the immediate postcode catchment
- 34.7% of Manchester City's employees live within the City of Manchester
- 42.3% live within other Greater Manchester boroughs (postcodes)
- 2% travel from outside Greater Manchester

752 employees based in Manchester (above numbers exclude 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 well-being outcomes – remains a key part of the Sustainability agenda – Game Plan.

Greater Manchester

WA
OL
SK
BL
WN

Employee homes:

M5	M1
M6	M2
M7	M3
M9	M4
M19	M8
M23	M11
M24	M12
M25	M13
M26	M35
M27	M40
M28	M43
M29	M14
M30	M15
M32	
M33	
M34	
M41	
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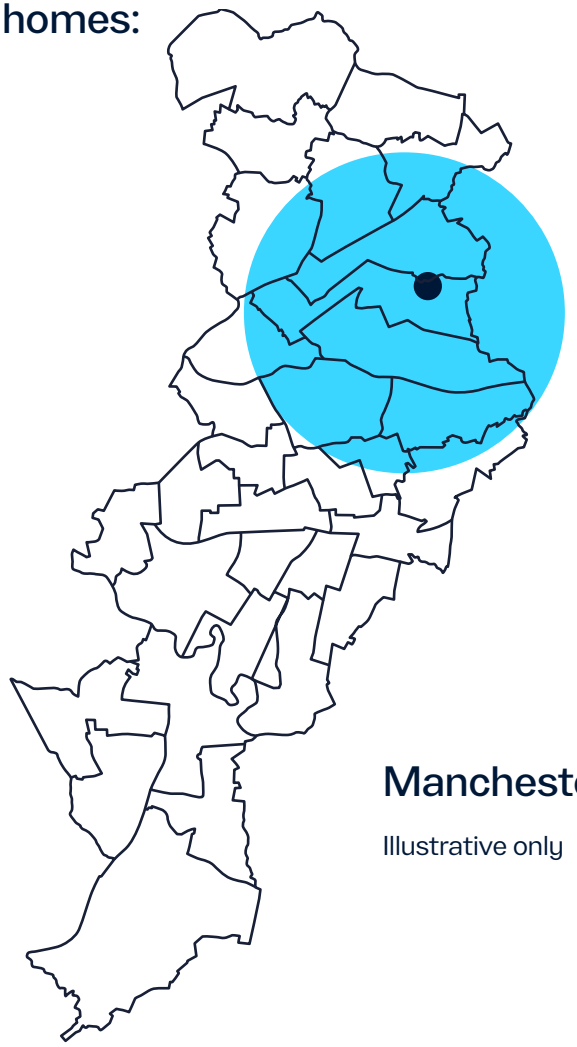


Manchester

Illustrative only

Food for thought...

Catering at HQ and Academy Stadium

Providing food for HQ Staff, Academy Stadium match days, 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 – this includes –

Cake supplier – a thriving, small business from Heywood.

Pie supplier – Small business from Ramsbottom – They had to open an additional unit due the rise in demand supplying pies for Man City Academy, Women's and EDS fixtures .

All PET items have been removed from staff and Academy Stadium catering – replaced with reusable items or recyclable card products only.

Match days at the Academy Stadium now only serve cola and carbonated drinks via post mix.

HQ and CFA Academy Catering Staff

23% of the catering staff live within the city's immediate postcodes with all (100%) living within Greater Manchester

Waging war on food waste

Baxter Storey has a shared food philosophy on 'being brave and bold' to reduce food waste and to give its chefs new ways of cooking from the use of all of the plant, to new ingredients. Baxter Storey's Waste Knot is waging a war on waste.

Waste knot

Waste Knot is a 'mission' to rescue surplus fruit and vegetables from farmers, providing chefs with the access to work with this produce to create delicious recipes whilst doing right by the environment.

Doing more to tackle food waste before it reaches the kitchen – the Waste Knot Team is out in the fields working with local farmers and growers to give them a route for all surplus or wonky produce.

Stadium
Catering...

Manchester City's stadium catering is managed and developed with Fabulous Fan Fayre – F3

F3 is a joint venture between Legends Hospitality and One Event Management that is designed to offer guests a new, unique and truly memorable experience.

The joint venture has submerged itself into the various businesses covering many miles in order to be able to say with some conviction that this is a different kind of partnership and company, doing things in a different way.

The tried, traditional ways of doing things are out – together, F3 is bringing new ideas and approaches to delight everyone.

F3 updates and new from 2023

Suppliers

F3 visits its supply chain each year, recognising that whilst national suppliers have their advantages, the sourcing from sourcing local providers is more sustainable.

Naturally, F3 has a set criteria that suppliers need to be able to achieve from a safety perspective however, they have worked on the need for recognised accreditation, demonstrating legal compliance coupled with good husbandry and hygienic work environment, working with local suppliers them until they can achieve accreditation. This means we may need to support product development, food process or even share best practice. The result is an amazing product, made by local people, supporting their business growth in turn having a positive impact to the environment.

An example is a new deli company that is based in Castleton - rather than bringing cheese from the south of the county. They are now looking into the use of more suitable packaging that can be recycled.

F3 understands resource scarcity and therefore are looking at vegan options, biodegradable, responsibly sourced packaging etc. and are pushing suppliers to think about their packaging too and how they are delivering to the stadium.

Working for the most appropriate solutions means the environment, animals or humans are more favourably treated.

F3 has challenged the chemical company used to help introduce products for cleaning that are created as a bi product from the agricultural industry. These were trialled last season in three areas of the business and the options is being considered transition the rest of the areas in this product.

The chemical company has recently confirmed that they have bought a distribution hub just outside of Manchester so instead of being based near London they will just be a few miles away.

Product

Wear Tech produce a range of shoes from material made from recycled shoes. They even encourage you to return your shoes to them when looking to renew. F3's Executive Chef, did a trial through the latter end of the 2022/23 season and found that they were comfortable. So, F3 is further trialling them this season by purchasing a pair for each culinary team member.

F3 uses Wild Farmed* flour in the pastry department, a tasty flour that grown with the earth in mind.

This season the wine When in Rome will be introduced into stadium 93:20 and Joes suites to see how it is received. The benefit of this product is that it is 100% recyclable packaging. It packaged in cardboard which when emptied compacts down and can be recycled. It's hoped that F3 and the stadium will be able to offer similar products across the range.

In the stadium bars, fans will find the Manchester Bee Straw, 100% recyclable and each purchase sees a donation go to the We Love MCR Charity.

* www.wildfarmed.co.uk

Waste

The Culinary team work hard on reducing food waste, the catering teams know City fans and when they are coming so ordering accurate quantities of food is achievable. There is naturally food waste that is currently composted off and on site although the target is to get to a point where F3 can reduce it further and only compost on site.

F3 also have safe food waste too, if an event gets cancelled or numbers reduce, food is offered to local foodbanks and kitchens. Safe food never gets thrown away.

In kiosks F3 acknowledges that from a cost perspective having a portioned condiment makes sense although it's another single use plastic being removed and from 2023-24 condiments will form part of the main dish making it less impactful on the environment.

Re -use

The Pastry team works hard to create an extensive range of baked goods and patisserie.

They have reviewed their processes and are making some changes such as disposable piping bags instead of filling and disposing, were its safe to do so i.e. with the same product they are refilling.

F3 produces around ten thousand desserts - so the impact of reducing the use of something so simple as a piping bag – makes a huge difference to reducing waste and improving efficiency.

They have also looked at storage and have invested in containers that can be reused instead of vac pac plastic bags. This makes more sense given that they can be reused.

F3 uses a rapeseed blend in fryers, it's healthier and ultimately can have a longer life, also reviewing practice last season recognising the need to change oil for both quality of oil and safety there is an opportunity to filter it.

By filtering it F3 can potentially lengthen the life of the oil which results in less purchased, less petrol miles and ultimately a lesser requirement on the environment.

In 2023, F3 employed over 300 catering staff, all from within and around Manchester, promoting local recruitment, training opportunity, skills and future careers.

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 2022 – May 2023 incl, the stadium hosted 377 events and functions with some 34,196 delegates attending.

From snapshot surveys – the general attendances were:

- 35% of events are from locally based organisations/organisers
- 60% were from national and 5% were from short-haul international.

Sampling of two events create an overview that around 60% of delegates travel on public transport with around 40% 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 831t C02. This includes an allowance for local hotel bed nights.

Digital media & production...

A measured story

During the second half of last year, Manchester City's Commercial Media team sought to focus on some new, non-typical areas of work, highlighting the importance of best practice in sustainability, both to the club and to its partners.

Using 2022-23 as a guide, the club will work to count-in all its media and digital impacts.

Measuring the carbon footprint and production and media

BACKGROUND:

"Helping Everyday athletes achieve those all-important incremental gains." Introducing Gatorade's landmark release of branded content for the 22.23 season – "Everyday Goals".

The three-part video series, produced by City Studios, lifted the lid on the techniques, fine-tuning and science that primed the squads of Manchester City FC for success during the 22.23 season.

Anchored by "Matchday Live" presenter, Cel Spelman, the series covered topics such as nutrition, pre-activation and hydration featuring Ruben Dias, Nathen Ake, Kalvin Phillips - in combination with our expert first team staff (Tom Parry – Head of Nutrition, Simon Bitcon – Head of Conditioning and Chris Elderkin – Sports Scientist). Highly insightful, yet not overwhelming, Gatorade were keen for the series to be relevant for recreational athletes and help enhance the performance of their key audience!

The sustainability story:

In addition to offering nuggets of insight and generating those incremental gains for viewers, the club were eager to adopt the same philosophy in relation to the carbon footprint behind the production and distribution of the series.

The digital advertising industry is a major contributor to the Internet's total carbon footprint – currently at 2% of global greenhouse gasses, higher than the aviation industry. There is a significant carbon dioxide outlay across all 3 scopes when a piece of content/advertising is made and distributed across the web.

For example, production crew travel, energy consumption for filming equipment, electricity requirements powering digital ad servers, production methods of the advertising and the product being advertised and lastly the consumption effect on the audience of viewing the ad/content.

The club are committed to measuring, benchmarking and reducing carbon emissions across production and paid media distribution for the 23.24 season and the "Everyday Goals" campaign was an important beta test. Three tech collaborations with Ad Green, Scope 3 and Double Verify facilitated the detailed measurement of emissions across the content/ advertising value chain.

Scope 3's pioneering open-source methodology allows carbon emissions to be calculated (across all 3 scopes and all steps in the ad supply chain) for ad impressions purchased and served programmatically. Scope 3 are industry leaders with a vision to decarbonise the advertising and media industry. Read more about it here: **Scope3**.

Ad Green, part of the Advertising Association UK, is a cross-industry advisory body offering training and a carbon calculator to help organisations measure and reduce emissions associated with content/film production. Read more about it at: **weareadgreen.org**.

Lastly, Double Verify is a leading ad tech vendor who have teamed up with Scope 3 to allow attention tracking in combination with emission monitoring to provide a holistic performance analytics suite for digital advertising.

Digital media & production...

Measured action

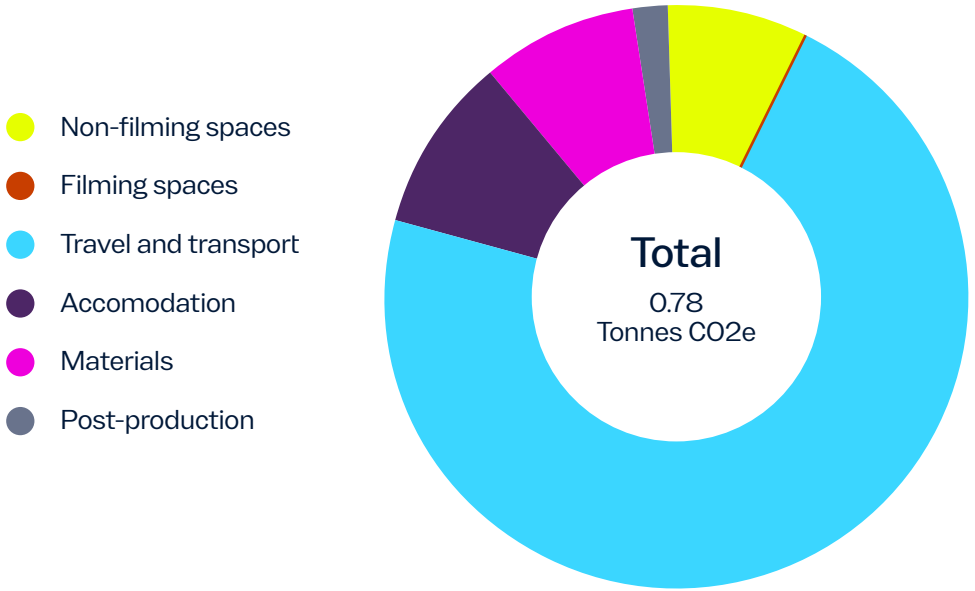
The execution:

"Everyday Goals" was released across the club's organic social channels and comprehensive paid media plan with promotional ads running across YouTube, OneFootball, Yahoo and the programmatic video vendor "Teads".

Teads delivers video advertising across a host of premium publishers (including Sky Sports and the Guardian) providing contextual reach for the campaign across a large number of websites/publishers. Double Verify tagging technology was upended to all possible ad placements to enable emission and video attention metrics to be analysed.

Ad Green's carbon calculator was utilised to record energy consumption and emission output in granular detail across the below categories:

- Filming spaces (Shoot set and locations)
- Non-filming spaces (office locations, home working, editing facilities)
- Travel and transport for all contributors (club staff, freelancers, talent)
- Accommodation for all contributors (club staff, freelancers, talent)
- Materials and waste
- Post-production (office locations, home working, editing facilities for club staff and external companies involved in the project)



The results:

"Everyday Goals" was one of the highest performing releases of branded content the club produced during the 22.23 season.

- 93 million impressions
- 30 million views
- 258,000 clicks to site
- 21% video completion rate

The paid media activity recorded an average of 0.5g of CO2 per impression, below the industry average of 0.67g per impression and 0.22 tonnes of CO2 for the campaign in total. The detailed reporting provided by Scope 3 allowed the club's Commercial Media team to analyse performance in an enlightening new way.

Using an average view / attention rate for all publishers on the paid media plan and then segmenting the publishers into four buckets based on performance from a viewership perspective vs emissions (1 -High performing, high emitting, 2 – High performing, low emitting, 3 – Low performing, low emitting, 4 – Low performing, high emitting).

This data categorisation has enabled the team to optimise future campaigns towards high performing and low emitting media suppliers and have meaningful carbon reduction conversations with those platforms who performed well during the campaign, but with clear energy supply inefficiencies.

A new paradigm of granular media analysis can now empower future decision making within the club's paid media strategy with tangible and meaningful effect.

The Ad Green carbon calculator generated a figure of 0.78 tonnes of CO2 for the series production, with 72% of emissions deriving from travel.

Within paid media, the team are committed to the following principles:

- Regular dialogue with media partners on ad/content supply chain and sustainability credentials
- Reducing digital waste through a renewed focus on frequency capping and viewability control
- Devising “carbon lean” paid media plans and utilising the learnings from Scope 3/Double Verify to optimise campaign performance and supplier selection to sustainability
- Offsetting impact as a “last leg” option

Gatorade have been quick to activate this season with City Studios and the club with an immersive challenge series filmed during the pre-season tour of Japan and South Korea.

What next?

The collaboration with Scope 3, Ad Green and Double Verify has provided a clear pathway for the club to measure carbon emissions from production and paid distribution across the 23/24 season. Internal digital marketing and media teams will look to implement the tracking technology and reporting tools for all applicable campaigns to create a 23.24 emissions baseline.

This baseline will then allow ambitious YoY reduction targets to be set across the next 5-7 years.

Action will also be taken during the season to ensure operations are as “carbon lean” as possible.

Sustainability remains a key planning criteria for all club and commercial partner shoots.

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

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 c123.1 tonnes (travel) C02
- and the online process circa 59.95 tonnes

Manchester City – Etihad Stadium Tours:

Stadium tours grew in numbers during the 2022-23 season with some 130,000 people enjoying the experience.

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.

Manchester City is working with Puma to recycle synthetic sports kit into new garments through the PUMA Re:Fibre initiative, this is shared elsewhere in the Game Plan report.

Working collaboratively, the continuing aim is to reduce negative impacts of sports kit sales and eradicate waste – in this the club is also working to authentically understand the CO2 footprint of all garments and merchandise, including its packaging, lifecycle and origins – this is a future initiative for the sustainability journey.

Re:fibre with PUMA...

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

In 2022 Puma launched the Re: Jersey project a proof of concept project to collect used Manchester City shirts made of polyester and recycle them into new shirts.

The project aims to reduce waste and offer a circular solution to the volume of football shirts produced with no viable end-of-life strategy.

Puma in partnership with Manchester City installed collection bins in the Etihad Stadium and invited fans to donate their old shirts, recycling them into new shirts that consisted of 75% repurposed football jerseys and 25% seaqual marine plastic*.

The recycled jerseys were worn on-pitch during the pre-match warm up by Manchester City.

In the recycling process, the jerseys were chemically broken down and colours were filtered out. The left-over materials were spun into a new yarn through a process called repolymerization, with the result being a recycled yarn with similar performance characteristics as virgin polyester.

Currently, only around 1% of used textiles are recycled into new textiles so the project was an important step in the transition toward textile to textile recycling. From the learnings gained, Puma expanded the project into Re:Fibre.

* SEAQUAL ® MARINE PLASTICSEAQUAL® MARINE PLASTIC is a sustainable and fully traceable raw material from SEAQUAL INITIATIVE that is made from marine litter, or in some cases from end-of-life fishing nets or other plastics used in aquaculture (such as those used in mussel and oyster farming). For more information, visit **www.seaqual.org**.

Re:Fibre accepts all types of textile donations, not just football shirts. Garments can be donated at locations near the stadium and are then collected and sorted by fibre type.

The polyester garments which cannot be re-worn are recycled, while garments from other fibre types are repurposed.

Key Takeaways

- Shared goals and responsibilities between Puma and Manchester City to further drive collaborative projects.
- It is important to test new technologies through proof of concepts and build on the learnings, scaling up projects together with partners.
- Make it convenient for fans to drop off their donations and engage them in the project through clear communication.

Waste want not...

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 priory through 2022-23 has been to focus on these ambitions to realise change.

The club has also ensured that sports apparel and kit is reused and recycled with PUMA – RE:FIBRE

... so, what are the results ?

Overall the 2022-23 waste handing is on target to achieve continued reductions of general waste and uplifts on recycling.

The totals (tonnage) should be understood per line as the Grand Total includes recycling.

Waste type	2016	2017	2018	2019	2022	2023	Grand Total
Card						11.87	**11.87**
Confidential Paper	51.62	18.03	13.79	25.71	17.15	6.25	**153.17**
Food Waste	128.71	91.15	169.99	167.53	90.40	42.35	**748.34**
Food Waste (Digestor)						38.34	**38.34**
General Waste (Energy)	581.05	498.87	557.38	579.57	410.18	224.48	**3371.12**
Glass Recycling	50.80	79.56	94.77	79.47	100.56	66.17	**494.84**
Grass Disposal	336.59	243.06	323.70	341.06	359.31	211.50	**2426.90**
Metal	1.62	10.72	9.18	10.32	26.06	15.92	**104.65**
Mixed Recycling	89.04	60.03	59.40	89.64	232.55	164.20	**868.72**
Grand Total	**1239.44**	**1001.42**	**1228.21**	**1293.30**	**1236.21**	**781.08**	**8217.95**

Working with club contract partner – OCS – the use of all consumables includes the removal of harsh chemicals, products that have not been tested on animals and the engagement of the OCS workforce to promote best practices in high quality, sustainable facilities care and maintenance.

In 2022, Manchester City removed all PET bottles from its match day, functions, events and staff catering operations. There is an aim to have all remaining PET removed by the end of the 2023-24 season – this has already reduced waste volume by c2 tonnes

Plastic free...

In 2019, Manchester City has removed all match day and immediate operational single-use plastic – as a result, over a million single-use plastic cups, sachets and plastic utensils have been removed form match and concert days and from staff catering - reducing the impact of product production, transport and packing and of the waste stream generated.

In 2023, the club also removed all PET Plastic drinking bottles from sale across all operations – moving to recyclable, compostable or reusable drink products. Match day and event purchased water is in recyclable paper boxes.

This alone, has removed some 2 tonnes of plastic waste for the club's operations.

Manchester City recognises the need to reduce plastic wherever possible and practical and to provide better solutions and options.

Although there is work to do to find other, practical options to single-use plastic produces (eg price tags, wrappings) – the club continues to consider options in both operations and in its onward developments.

The club will work collaboratively and It remains an ambition to be totally and fully free of all single use plastics.

Manchester City recognises that new 'safer' products are being developed to remove chemical and microplastic leeching – though they still appear to hold high oil content

PET remains a key target for reduction – amongst the consideration are:

Believed to be cacogenic and if the bottles warm up, leech toxins

All plastic bottles contain loose microplastics which are ingested by the drinker and pollute land and waterways.

Use three times more fresh water to make than the content

Deprive communities of fresh water

Take several hundred years to degrade in land or water pollution

There are 5.25 trillion pieces of plastic floating in our oceans – entirely from human plastics pollution (National Geographic)

80 Billion plastic bottles are manufactured every year – using of petroleum oil whist 80% of these end up in landfill

Working with partners, the club is creating better ways for water and reusable drink products – the club is playing its part.

Moved to post mix for cola and mixers.

Even edible cups have been tested – more work to do !

Every picture tells a story

Manchester City's food, grass cuttings and compostable card (incl cups) is now turned into usable, sustainable compost for our landscape – Manchester City also uses only peat-free compost where it's imported.

Creating places and spaces for bees, moths, butterflies, bats and beetles is just part of the wider programme that's helped make City Football Academy a thriving and healthy place to work and play for our club benefitting the wider neighbourhood too.

The wild grasses and flower meadows burst into colour throughout the spring and summer, the club allows them to reseed naturally and fully before tending them.

1. Manchester City only uses PEAT FREE compost where it is bought and uses its generated compost across its landscape
2. Wetlands attracting new wildlife
3. Life in the long grass – managed landscapes
4. Living wall at City's Studio One TV centre

Root and branch project

The continuous development of the club's Etihad Stadium and of the Etihad Campus requires from time to time, the rethinking of the estate's trees and green spaces.

Trees planted in the stadium's circular service road in 2001 as part of the Commonwealth Games infrastructure have faired well in some places, but not in others – in busy areas failing to survive as a result of winter gritting, wind and traffic damage.

The club recognises the importance of quality and sustainable green spaces and trees to support a positive and welcoming environment for fans and for the wider community.

In 2022 – a project began to replace failing, existing Planes with new species planted in a new tree pit rootspace system which will maximise the irrigation of the trees and reduce the negative impacts of winter salt and related damage.

This is seen as a first phase of a re-greening of the stadium ring, undertaken within the club's overall biodiversity strategy and its Mancgroves initiative.

Ecology and biodiversity

The importance of the environment that the club nurtures cannot be overstated.

To enhance biodiversity at CFA, it has been crucial to establish and maintain a habitat that is as attractive to as many animal species as possible.

In general terms this means providing fundamental resources which such as food and water, suitable habitat for resting and nesting and suitable habitat for finding a mate and reproducing – allowing populations to persist.

The club has endeavoured to do this by implementing a management plan to create and enhance woodland, wetland and wildflower areas as well as more niche habitats like ponds and Solitary Bee nesting posts.

The data collected over the past five years shows that this is undoubtedly working but this is just the start.

Whilst this work is vital for our local nature and wildlife, it also creates a sense of place for our players, academy scholars, workforce and much wider for the community and neighbourhood of East Manchester

The landscape provided not only works to absorb carbon dioxide (CO2) but to help clean air in our locality of toxins, small particulates and pollutants such as SO2, NO2, CO, and ozone* – making the place where the club works and plays a better place – improved air quality that works its way into the wider estate including COOP Connell Sixth Form College, MIHP and the residential neighbourhood.

*onetreeplanted.org

Solitary bees
a new team at CFA...

> Habitat transfers provide boost for biodiversity at City Football Academy

Summer 2023 saw the transfer of an entirely new team to the City Football Academy in the form of eleven large bee posts. The homegrown squad are made from Douglas Fir, sourced from a 'Grown in Britain' certified independent sawmill, and manufactured by a small independent Northwest-based business.

The novel landscape structures are designed to provide nesting habitat for a variety of solitary bee species, solitary wasps and other invertebrates. Before installation, 29 different species of bee had already been recorded at CFA and it is hoped the new habitat initiative will boost the number of species recorded on site.

The eleven bee posts were installed across the site in a variety of locations varying from shrub beds, grassland, fruit orchard and wildflower meadows. The positioning of each post is unique in that the occupants are likely to be different depending on the habitat surrounding the structure. Each post is also orientated to face southward so that the nest holes are exposed to as much sun as possible. Bees in particular prefer sunny warm nesting positions, allowing them to warm up quicker and be as productive as possible throughout the day.

Photo credits:
Antonio Franco

Just six weeks after installation, a survey of the structures revealed that several different bees were already nesting in the posts including leafcutter bees, mason bees and tiny yellow-face bees which are not much larger than a grain of rice. A species of leafcutter bee alongside, orange-vented mason bees were both observed nesting in the bee post that is installed in front of the HQ entrance.

Those with keen eyes will see the capped nest cells which are plugged with large pieces of leaves (by leafcutter bees) or a chewed-up leaf material (by orange-vented mason bees). Those wanting to observe the bees in action should pull up a chair, grab a coffee and sit out for their lunch break near any bee post between late April and the end of July next year.

In addition to the bee inhabitants, a tiny species of aphid-hunting wasp was also observed nesting in a number of the posts including behind the first team training pitches. Contrary to most people's perceptions of wasps, solitary species of wasps are harmless creatures and also perform pollination alongside bees. However, they also help to control common plant pests such as aphids, caterpillars and a plethora of other juvenile invertebrates. Over the next few years, many different species of bees and wasps will likely colonise the new bee posts, establishing a complex community of insects and enhancing overall site biodiversity at CFA.

Landscape Team,
Manchester City Football Club

Mancgroves

Future ecology

Manchester City's 'Mancgroves' initiative is the evolution of the club's biodiversity and ecology strategy – to create positive greens spaces and places locally that work to absorb the greatest amount of carbon and to attract wildlife.

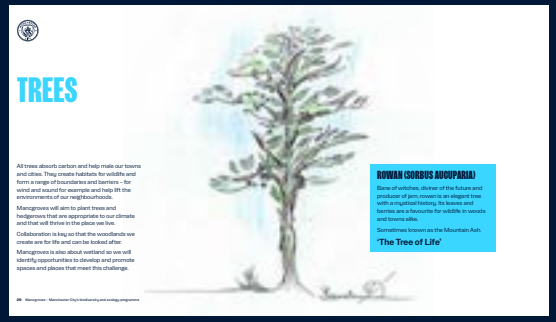
This is undertaken in line with the biodiversity action plans of our city council, combined authority and in collaboration with key partners.

Mancgroves, launched formally in 2023, is available as a specific workbook for local communities, schools and colleges etc.

Importantly, the opportunities to create measurable and positive space includes small areas, patios and balconies alongside community and school spaces and fields.

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

It also forms to process for the club's own biodiversity policy.

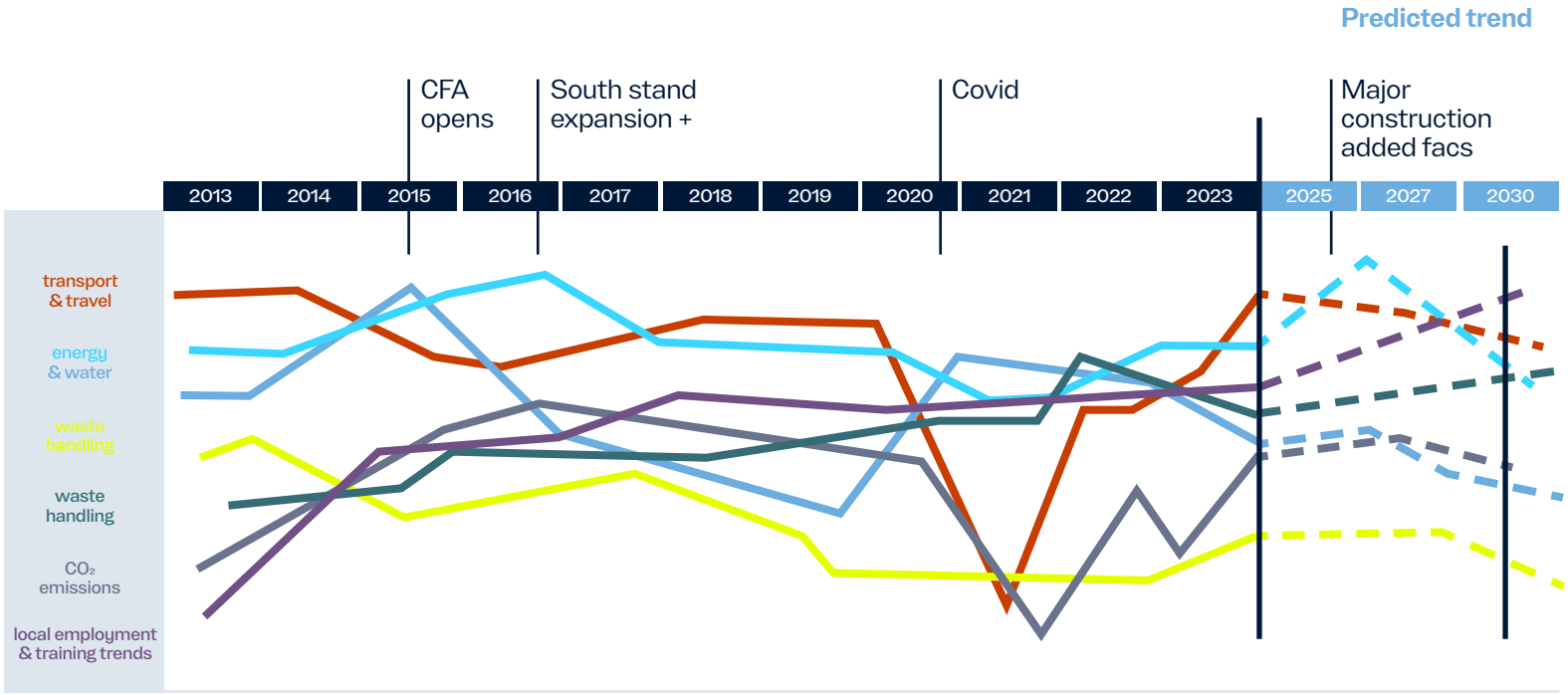


Road to Credible Net Zero...

Road to net zero...

The club measures and reports all of its activities, development, operations and events – across scopes 1, 2 & 3 – and from 2021 – within embodied (incl retrospective) carbon

Illustrating ten years of the nineteen measured.



Working to be credibly
NET-ZERO
by 2030

Introducing TCFD

Task Force on Climate Change Financial Disclosure to Manchester City's annual sustainability reporting.

Including the potential implication of CSRD (Corporate Sustainability Reporting Directive) from 2024

TCFD
Reporting...

Since 2004, Manchester City has been measuring, reporting and working to understand the impacts of its actions and work – environmentally, socially and economically – building a consistent scheme of reporting, planning development of engagement.

Reporting is based in fully accessible annual sustainability reports (Game Plan), contributing to the annual business report and embracing ESG (Environmental & Social Governance).

With the onset of TCFD and emerging CRSD, Manchester City is including an appropriate first-time statement within the 2023 Sustainability Report (Game Plan) in line with UK Government legislation.

> The UK became the first G20 country to enshrine in law mandatory TCFD-aligned requirements for Britain's largest companies and financial institutions to report on climate-related risks and opportunities.
>
> The largest UK-registered companies and financial institutions will have to disclose climate-related financial information on a mandatory basis – in line with recommendations from the Task Force on Climate-Related Financial Disclosures. This will include many of the UK's largest traded companies, banks and insurers, as well as private companies with over 500 employees and £500 million in turnover.
>
> The Taskforce on Climate- Related Financial Disclosures (TCFD) is an industry-led group which helps investors understand their financial exposure to climate risk and works with companies to disclose this information in a clear and consistent way. It was launched at the Paris COP21 in 2015 by the Financial Stability Board (FSB) and Mark Carney, the UN Special Envoy on Climate Action and Finance and UK Finance Adviser for COP26, and has since published a clear and achievable set of recommendations on climate-related financial disclosures.

HM Government

TCFD

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Scope:

The new Climate-related Financial Disclosure regulations apply to:

All UK companies that are currently required to produce a Non-Financial Information Statement. This includes UK companies that have more than 500 employees and are either traded companies, banking companies or insurance companies.

UK registered companies with securities admitted to AIM with more than 500 employees.

UK registered companies which are not included in the above categories that have more than 500 employees and a turnover of more than £500m.

LLPs which have more than 500 employees and a turnover of more than £500m.

Where relevant, the disclosures are required at a group level.

TCFD
Background...

Manchester City

Task Force on Climate-related Financial Disclosures

Within its planning, operations and development, Manchester City recognises that climate change as the biggest environmental threat globally with clear and specific risks to our Club, Group and across our business and supply chains.

The impact we have on the climate is within our operations, events management, infrastructure development and throughout all of our supply chain.

It's imperative therefore, that we focus energy and effort on climate change and include information across our annual sustainability and business reporting, but practically in our actions and awareness.

This TCFD section provides additional information in key risks and is created in parallel with the (Game Plan) Environmental Impact Report which outlines the club's current position, aligned to eighteen previous years of operations and development and the clear road map to credible net zero (2030).

As such, in line with TCFD core elements and principles, Game Plan firmly and clearly assesses the risks and opportunities within a strategic framework, using well-established and recognised metrics (eg GHG-DEFRA Protocol) and has clear lines of reporting, process and governance through the Club's leadership team (LT) and the focus CRS (Corporate Responsibility and Sustainability) Steerco.

Manchester City has also undertaken full environmental risk assessment (appended to Game Plan) in which there is clear consideration of the potential financial impacts from climate change.

In the year 2022-23 – Manchester City built on its already comprehensive scopes 1, 2 and 3 measurement and reporting with the introduction of embodied and retrospective embodied CO2 emissions measurements for the first time and has included the process for all onward and new development, procurement and across fixed assets management. It's an evolving process for the club, its suppliers, contractors and Partners, across which there is a clear commitment to the journey.

The club's reporting analysis embraces the various issues related to climate change including all activates throughout scope three – the largest area of impact and the most challenging and complex that involves many thousands of individual actions, movements and reviews.

This first year TCFD review should factor-in the club's the mitigating actions which are devised to be appropriate, meaningful and local, impactful and fully measured including sequestration detailing.

Manchester City's current climate risk assessment methodology assesses the risks and opportunities the club may face in the years up to 2030 as a meaningful medium-term timeframe for risks and opportunities to emerge, and to reflect our typical business planning cycles and which are in line with Manchester's overall target for a net zero city by 2038.

The actions taken and planned by the club 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.

As such, the club has set an ambitious annual CO2 emissions reduction target of 14% across all activity.

With the continued growth of the club 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 and actions based on the 1.5 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.

In this, Manchester City 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 breast of the changing scenarios, climate, risks and opportunities as they apply to its own work, locally, regionally and nationally.

ESOS, SECR, energy emissions, fuel consumption and transport emissions are measured and duly audited by third parties.

Future planning and modelling of facilities, events management, operations and investments will seek to engage and protect the interests of all parties both direct and indirect. The club will also remain aware of TCFD evolution and the emerging CSRD as it become appropriate to annual operations and actions.

TCFD

Man City...

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 2 emissions (and some scope 3) are additionally covered in ESOS and SECR third-party reporting and audit – ESOS 3 taking place in Q2 of 2023.

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.

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.

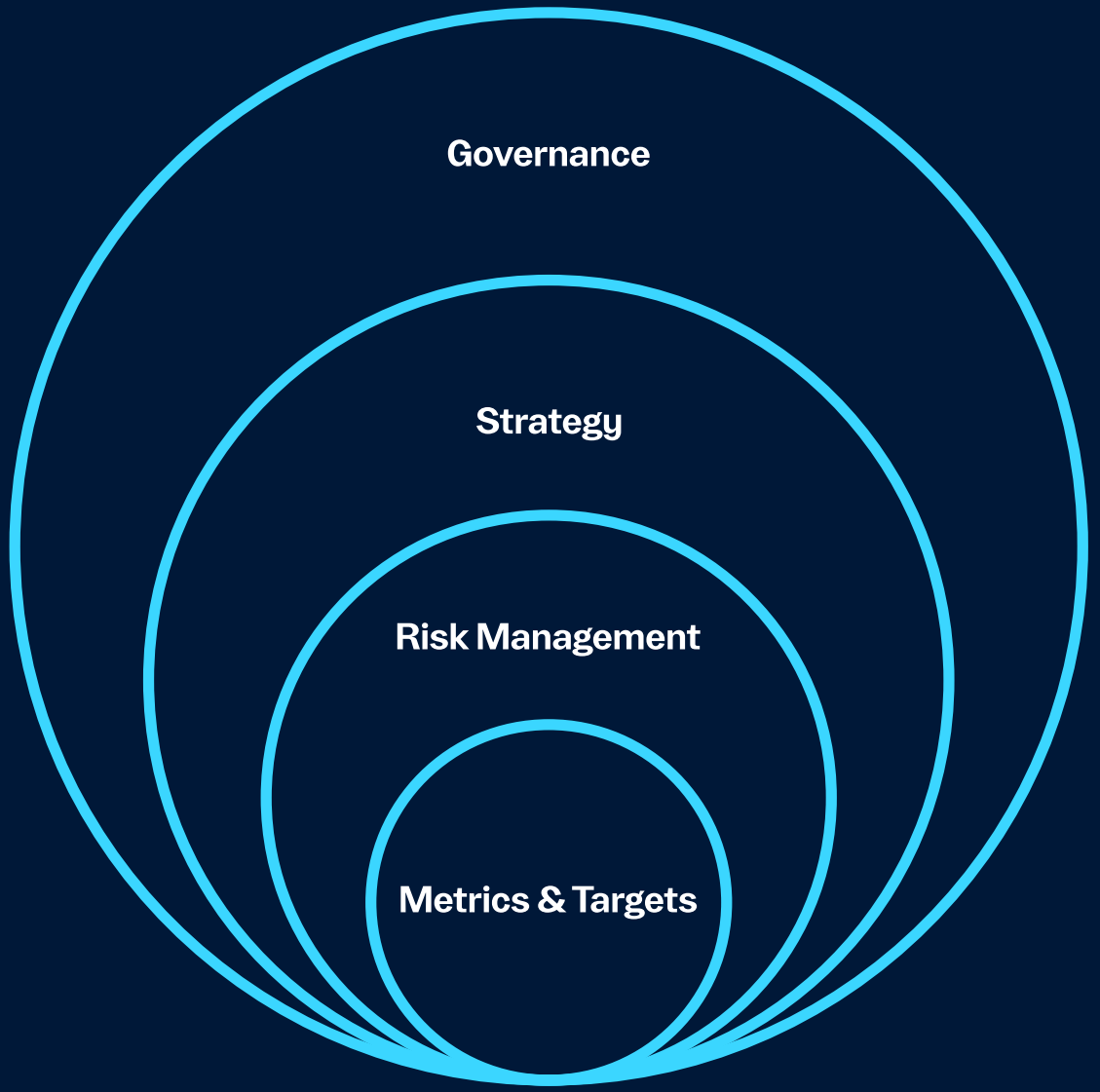
Across the club's wider Campus (The Etihad Campus, Manchester) collaboration with other (non-owned) venues takes places for joint approaches to environmental risk and opportunity and again, for wider community benefit.

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.

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.

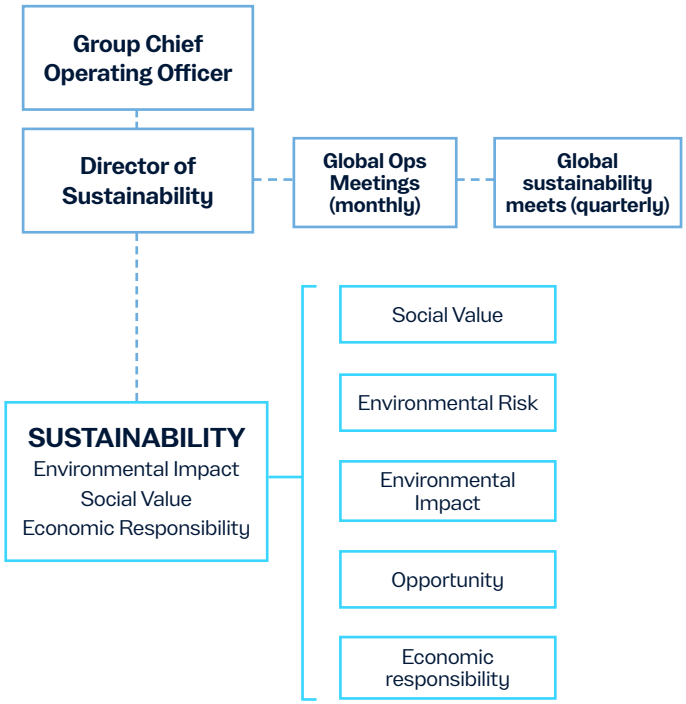
Metrics and Targets:

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

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

TCFD

Governance...



Working to be credibly
NET-ZERO
by 2030

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 or 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.

TCFD, 2023 represents the end of a full year of reporting compliance and the disclosure represents the club's first specific report in respect of this legislation.

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.

Governance

Manchester City 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.

The structure ensures continuous review and reports through the process to Board.

Strategy

The strategy of environmental management, risks and opportunities is contained within the club's sustainability policy and agenda – 'Game Plan' which is updated regularly with an annual report published in September. Game Plan provides the structure and basis for social, environmental and Economic sustainability and has been reporting (evolving) since 2004.

Risk Management

Manchester City 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 & Inclusion; Procurement; Anti-Bribery and others also embracing NOP/EAP requirements.

Metrics & targets

Manchester City uses credible measurement and reporting of environmental impact including CO2 emissions across scopes 1, 2, 3 and embodied carbon through the DEFRA/GHG Protocol.

The club 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%

TCFD
Strategy...

Manchester City (and City Football Group) have made clear commitments in its Game Plan strategy and across a range or 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, 2023 represents the end of a full 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

Agenda

Production and publication of a clear set of actions and agenda for sustainability – social, environmental and economic.

Measure

Comprehensive environmental impact report

Measurement and reporting of all scope 1, 2 and 3 activities and embodied (incl retrospective) carbon

Review

Continuous review and workforce engagement in the process

A reporting structure from operations to Board.

TCFD

Risk management..

Risk	Initial Risk Level	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
Fuel shortage	H	Reduced facilities	Priority work and safety plan	H	H

TCFD – example part only form the MCFC Environmental Risk Register whish 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 Level	Consequence	Control Measure	Residual Risk HML	Financial Risk HML
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

Specific Project Risks

Risk	Initial Risk Level	Consequence	Control Measure	Residual Risk HML	Financial Risk HML
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 the club 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.

The club will work to ensure that lack of awareness or ignorance of the challenges don't become risks in themselves.

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.

kg CO2 e	Electric (plug in)	Measure	Scope	Kg CO2
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
VANS				
	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	

kg CO2 e	Hybrid	Measure	Scope	Kg CO2
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	0.15630
VANS	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	

kg CO2 e	Petrol	Measure	Scope	Kg CO2
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

Vehicle travel kg CO2 in line with DERFA Protocol (2022)

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

kg CO2 e	Electric (plug in)	Measure	Scope	Kg CO2
VANS	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

kg CO2 e	Diesel	Measure	Scope	Kg CO2
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
BIKE	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
VANS	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
HGVs	Tractors on site		1	0.48713

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

CSRD

it's what's next...

EU - Corporate Sustainability Reporting Directive (CSRD)

Whilst Manchester City continues to report is annual business plan embracing ESG and that within Game Plan also covers TCFD, the club is aware of emerging new EU (and UK) legislation under the CRSD regulation – the Club will work proactively to ensure that regulations are followed in full and meaningfully.

The European Union's Corporate Sustainability Reporting Directive (CSRD) was adopted in December 2022 and will apply from 2024 onwards.

It forms part of legislative measures under the New European Green New Deal and seeks to enhance requirements for corporate sustainability reporting.

CSRD expands on the Non-Financial Reporting Directive (NFRD) and aims to make sustainability reporting far more consistent and transparent across all businesses.

The EU CSRD prescribes rules for organisations to report sustainability disclosures across several topics pertaining to environmental and social issues.

Organisations will be required to detail how their business strategy will mitigate the risks associated with these environmental and social issues and publish these disclosures publicly.

This isn't the first time a framework such as CSRD has existed in the region. In fact, the CSRD aims to strengthen and extend the scope of the existing EU reporting requirements from its predecessor, the Non-Financial Reporting Directive (NFRD). It values sustainability metrics alongside environmental performance, paying particular attention to the "S" in ESG by looking at matters such as employee health, human rights, bribery, anti-corruption and diversity across management.

Not only do these disclosures need to be made publicly available and easily accessible, but the CSRD now also mandates independent auditing. This shift towards independent auditing of sustainability data also seen in other ESG and sustainability reporting frameworks sends a strong signal to organisations that claims relating to ESG metrics and sustainability initiatives must be backed by the data to match.

Companies subject to the CSRD will have to report according to European Sustainability Reporting Standards (ESRS)

Embracing the objectives of the CSRD can help avoid allegations of greenwashing and assure investors that a company places sustainability reporting on an equal footing with financial reporting. The metrics and targets required by the ESRS can play an important role in transitioning to a sustainable future.

CSRD will apply to all large EU companies (including EU subsidiaries of non-EU parent companies) exceeding at least two of the following criteria:

- More than 250 employees
- A turnover of more than €40 million
- Total assets of €20 million

Listed companies

CSRD will also apply to companies with securities listed on an EU-regulated market, regardless of whether the issuer is established in the EU or in a non-EU country. This means that even small and medium-sized enterprises (SMEs) that are listed will be affected, although they have the option to opt out until 2028 during a transitional period.

Significant EU undertakings

In addition, CSRD will affect non-EU companies that have an annual revenue of over €150 million generated from EU operations, and either:

- Have a large or listed subsidiary in the EU
- A significant branch in the EU generating at least €40 million in revenue.

CSRD
2024

CFG Emissions...

Other CFG clubs, key emissions headlines

For 2022-23 all clubs with operating facilities in the Group throughout the period have provided essential (key) scope 1 – 2 emissions headline information.

In parallel, the clubs have identified key environmental risks and opportunities

The Group operates in three territories for this purpose:

1. UK & Europe
2. The Americas
3. Rest of the World

[All] measurements through GHG DEFRA Protocol (22)

1. UK & Europe

Girona	tCO_2
Electricity (90% foss)	138.4
Renewable	10%
Gas	0
Fuel	5.26
Travel (auth bus,)	-
HVAC R410	1.15
Total C02	144.8

Lommel	tCO_2
Electricity (100% re/n)	0
renewable	100%
Gas	0
Fuel	0
Travel (auth bus,)	93.53
HVAC	
Total C02	93.53

Palmero	tCO_2
Electricity	213.75
renewable	In part
Gas	0
Fuel	4.88
Travel (auth bus,)	20
HVAC = R407/R410/R32	0.2
Total C02	238.83

Troyes	tCO_2
Electricity	98.6
renewable	-
Gas	-
Fuel	-
Travel (auth bus,)	-
HVAC R410A	0.25
Total C02	98.85

[*] General estimates based on data received where all facilities are third-party leased only

2. The Americas

Bolivar	tCO_2
Electricity	36.65
renewable	0
Gas	16
Fuel	2.23
Travel (auth bus,)	68.31
HVAC = R410A	0.2
Total CO2	123.39

Montevideo	tCO_2
Electricity (11%0 foss)	78.12
renewable	89%
Gas	0
Fuel	9.72
Travel (auth bus,)	62
HVAC = R410A	0.2
Total CO2	150.04

New York	tCO_2
Electricity	247.2
renewable	-
Gas	1,492
Fuel	11.8
Travel (auth bus,)	-
HVAC R410A	0.4
Total CO2	1,751.4

3. Rest of the World

Mumbai	tCO_2
Electricity	6.3
renewable	0
Gas	0
Fuel	3.3
Travel (auth bus,)	53
HVAC = R410A R134	0.4
Total CO2	63

*General estimates based on data received where all facilities are third-party leased only

City football

Bahia, Brazil only joined CFG in Q2 of 2023 so will be included from 2024

Melbourne City in the process of relocation and using temporary facilities for the duration – as such will report following practical completion and occupation of new site

Sichuan Jiuniu, China holds no facility operations at this stage.

Yokohama F Marinos – to be included from 2024

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

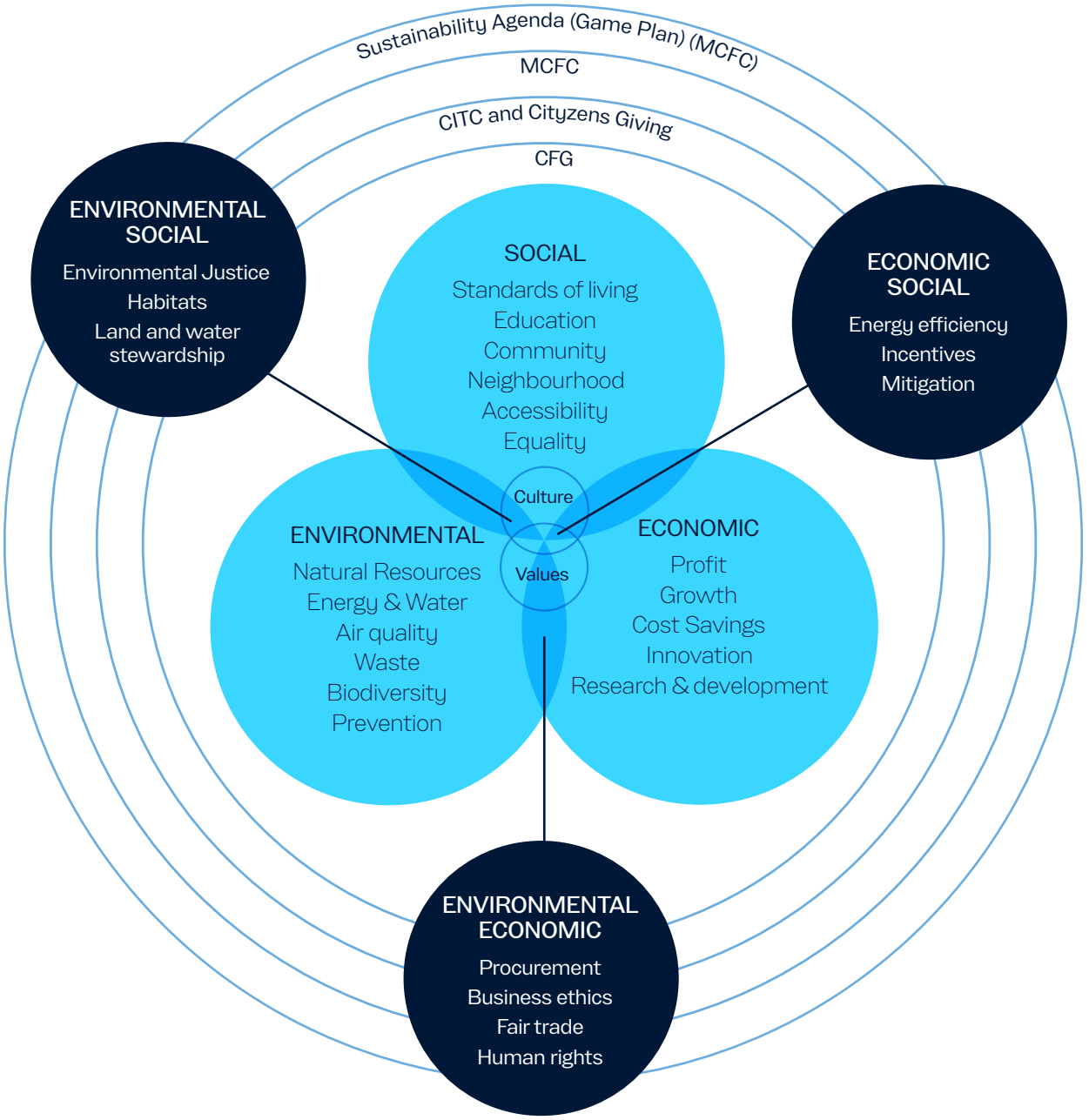
Pillars of sustainability...

Policy guide

Wherever practical and possible, Manchester City will seek to plan, develop and operate is 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.

Environmental Impact...

Policy guide

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

The club is working to achieve credible C02 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 (Mancgroves)

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 it brand and commercial positions, but to do this with understanding and responsibility.

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 theme 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 spreads 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 in rivers and lakes), coastal erosion, rise is 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, contrcators (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 bets 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

"People" considers employees, the labour involved in a corporation's work, and the wider community where a corporation does business...

Planet

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."*

Carbon budget...

Policy guide

Manchester City Football Club will work within committed frameworks set by the Manchester Climate Change Agency and work towards goals set by the UK Government – Committee on Climate Change to achieve or batter 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 £245. (2023)

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 cross all its operations to adjust workforce and other behaviours to reduce energy waste and eliminate fugitive energy.

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.

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 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 target4.

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.

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.

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

> 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.

Secretary of State for Environment, Food and Rural Affairs

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 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 and interactive...

... 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.

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

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 pre-travel authorisation.

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

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

Infrastructure development...

Policy guide

Infrastructure Development will work with the wider supply chain in supporting opportunities:

- Providing leadership in property investment, planning and development.
- Whole-circle sustainability in the projects' schemes of works.
- Promote sustainable building innovation.
- Active engagement of pathways to (community) learning and work.
- Identifying and promoting appropriate environmental buildings accreditation
- Promoting and developing wider operational and embedded carbon understanding

Ensuring that our impact in the neighbourhood is understood and managed, Infrastructure also coordinates and hosts quarterly meetings with representatives of local residents, businesses and agencies, which it has been doing since pre-stadium build -1999 2019

Policy note

The importance of how we plan, build and operate our facilities and properties is paramount in ensuring a successful and sustainable plan for the future

From the importance of how our football pitches and training facilities perform - to the experience of fans in, around and getting to or from our stadium; the investment in our infrastructure requires advanced and high level Imagineering – bringing about reality with commercial acumen and both social and environmental wellbeing.

Manchester City is committed to this and will work with the city council, local and regional agencies to ensure through understanding and engagement.

The club will ensure full and proper liaison with fans, community and professionals at every level recognising the important of experience, functionality and innovation to drive and support continued all-round success.

Some immediate challenges

In infrastructure include the importance of providing and maintaining a good, accessible and affordable transport plan, making sure that we can fully and property reduce and the manage our waste.

Making sure that our properties are fit for the future, are up to date and meeting the demands of football, our fans and stakeholders is a priority.

Knowledge capital and industry intelligence form a major plank of Infrastructures work – understanding sport, football, leisure and community trends – recognising life spans of buildings, structures and technology – leading the planning for stadium futures and of our wider estate.

The club's net zero 2030 ambition and Manchester 2038 – net Zero will be reflected in all Infrastructure projects and actions

Actions that engage

Local people in opportunities for work, training, apprenticeships and pathways to learning and education

Local supply chains that are credible, that have authenticity in their own right and meet expectations in sustainability and responsible practices

Future Space

Improved technology, interactivity, materials and working environments, creative and task-centred programme– can create new opportunities for greater efficiency, remote working, reduced floor space (footprint) and costs...

...Infrastructure can lead in new options for working space, results and place

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 isa 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 contactors, 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 China
- 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 C02 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 C02 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 contrcators 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 Head 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

EU Landfill Directive

Landfill is a major source of methane (CH4) – 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.

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 during 2017-19 including:

- Starting a biological recording program (currently over 200 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 is 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 tis employees results is 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

Material 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 guide

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.

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 contrcators 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 – in 2019 saving over 800,000 single use plastic cups on match days; removing plastic mil 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 embodies 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 guide

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 rep[orts 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**.

All of the information provided is correct at time of measurement

Some measurements are estimates and allowances.

The main CO2 measurement tool is the DEFRA Protocol which can be found via **GHG Protocol**.

Manchester City Football Club

City Football Group

Manchester Climate Change Agency

DEFRA protocol

BASIS

SALSA

Aligned with Manchester Net Zero 2030 and UN Sustainable Development Goals.

2023 Sustainability and Environmental Impact Report compiled by

Pete Bradshaw
Director of Sustainability
Manchester City Football Club
pete.bradshaw@mancity.com

September 2023

Manchester City – sustainability and environmental impact archive reports (2004-2021) available on request.

Campus Strategic Framework...

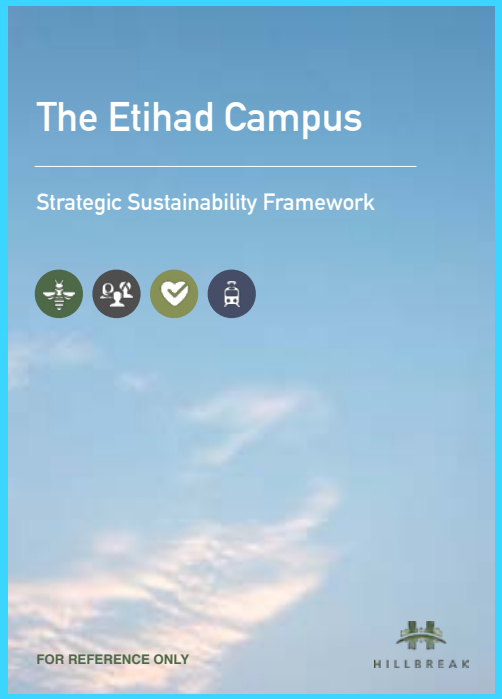
The Etihad Campus is home to a range of sport, leisure and entertainment facilities and venues which include the Etihad Stadium, City Football Academy, the National Cycling Centre, Nation al Squash Centre, regional athletics, tennis, swimming and water polo.

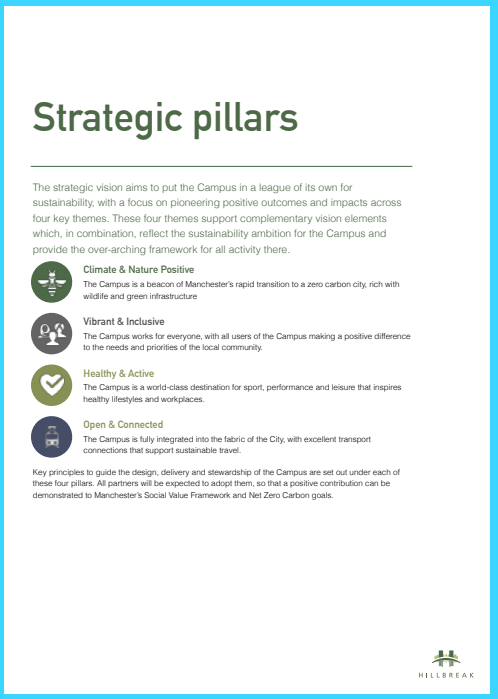
The Campus has evolved since 2002 when it was hosted the Commonwealth Games and has since staged wide range of events – sport and concerts, with development continuing into the future.

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.





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
SPORT AND LEISURE SUSTAINABILITY ALLIANCE

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 provide based on event-related surveys and snapshots, relating to wider fan and other surveys provided in Game Plan 2022.

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

Formal CO2 measurement

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

ghgprotocol.org

myclimate.org

Major event – Cup finals' travel

2022 – Community Shield – played against Liverpool FC – at Leicester – the round trip is c 110 miles and approx. 15,000 City fans attended – on the assumption of primarily road travel in the equiv of 100 vehicles = n396,000 miles resulting in 89.1 t C02.

2023 FA Cup Semi Final – 2,700 veh eq journeys to Wembley Stadium = 324 tC02, plus 34 to C02 for intercity train travel. The FA Cup Final at Wembley with no rail transport created c1.35m mils of travel with 392 t C02.

International travel by fans throughout the UCL rounds (based on economy return flights (BCN as measure) = 0.52 (MyClimate) per passenger – av 800 passg journeys/round 422.4 t C02 x 4 =1,689.6 t C02 (inclusive of all travel matters incl hotel nights and baggage etc – estimates for local travel is +10% - 169.9 = 1,858.56.

Travelling to Istanbul included scheduled flights and some charter for which positioning is not known – so 5% is added. Circa 3,000 passenger flights made at 0.944T (MyClimate) produces 2,832t C02 +5%141,6 = 2,973.6t C02.

additional hotel and local travel estimates covered in 297 t C02 (10%)

Fan events in Manchester

The celebration of Manchester City's treble winning season included a city centre street (open top bus) paraded and an open air presentation at St peter's Square/ Oxford Street

Around 230,000 fans attended the vents 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) there people per vehicle – so 33,000 car journeys of (say) 14 miles (vehicles types measured is average petrol = 462,000 mils travelled = 88t C02 (GHG Protocol).

For stage build and services etc – an additional 22 t C02 is added based on general knowledge of the logistics engaged.

The hosting of the Fan Zone at Mayfield dept provide avenue for 6,000 local fans – based on local travel modes and av2.5 people per vehicle (the event ended after most public transport finished) – 2,400 vehicles journeys of (say) 14 miles = 0.49t C02.

Refrigerants

Where the club's HVAC systems are recorded as fully services and with no detectable leakages, a small leakage (C02) emission is included (typically c2.0) 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

620,000 shoppers visited City Store of which 372,000 (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 C02 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.

MCWFC Team travel

Flights at 0.528 t/passenger journey – 1780 air miles travelled per passenger – 966 miles with intercity rail and there were 643 hotel bed nights occupied.- measured via GHG and MyClimate

MCFC Team Travel

In the season the team travelled locally to 31 home matches and away to 33 football events and a US Tour. The collation of all travel data is based on the data received from travel providers and includes distances travelled, positioning of aircraft, hotel bed nights and an allowance for baggage handling and related matters.

Match day fan travel

Six home matches attended : v Brighton 22 Oct 22 (att 53,222) – Everton 31 Dec 22 (53,443) - Newcastle 4 March 23 (54,419) – Leicester 15 April 23 (53,239) - Leeds 6 May 2023 (53,406)– fans were also surveyed at three women's team home games.

Av 48 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) surveys of 2022.

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

The measurement assessed was via GHG Protocol.

Working from home

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

Activity	Unit	Total kg CO_2e 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 form overseas. The assumptions made were against distances of travel form pilot destinations/origins – car travel and local based on the emissions form 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.

Game Plan 2023	September 2023
Manchester City Football Club	Next version 09/24
Director of Sustainability	Share Point CRS/ Sustainability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