



Sustainability : Game Plan CHANGING PLACES EDITION

September 2026



Man City Academy players supporting a sustainability project March 2026

2026 Changing Places...

“ Socially driven, environmentally responsible and economically representative, sustainability is central to how City Football Group operates, manages, develops and invests. It has been part of the Group’s work for more than a decade—and Manchester City’s for more than two.

We began with the community, and that remains our focus. We are building a successful family of clubs where fans, communities, neighbourhoods are our focus and where our players, scholars and workforce are outward-looking, socially aware and ready to act on the challenges we face together.

From new entertainment and fan facilities, stadia and training grounds to new organisations, partnerships and practical climate action, our aim is clear: help our clubs and communities thrive while creating local opportunity, safety and participation.

Our 2026 Sustainability Report—the twenty-second for Manchester—marks a year of transition.

It reflects new operating initiatives, partners and collaborations, while building on our progress in creating social value and reducing carbon emissions.

Our priorities are equally clear: achieve CO2 operational zero, reduce scope three emissions and support meaningful, locally focused sequestration across our neighbourhoods and communities.

Growth and new facilities bring new challenges.

This report looks back at the past season while setting out an opportunity to reset our targets, work more closely with our cities and improve the environments in which we operate.

The estates and venues around us are changing. So is the climate.

That change may be difficult and raise tough questions, but our response will remain determined, practical, authentic and unapologetic: driving best practice, enabling good growth - doing business successfully - and doing it well.



Retrofit 2026 – sustainability in practice in creating the Manchester City Women’s HQ – incorporating a former bank building.

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Ingo Bank
Group Chief Operating Officer
City Football Group

2026
Changing Places...

WE ARE CITY

imagining, learning, collaborating, innovating, adapting, accelerating : **changing places.**

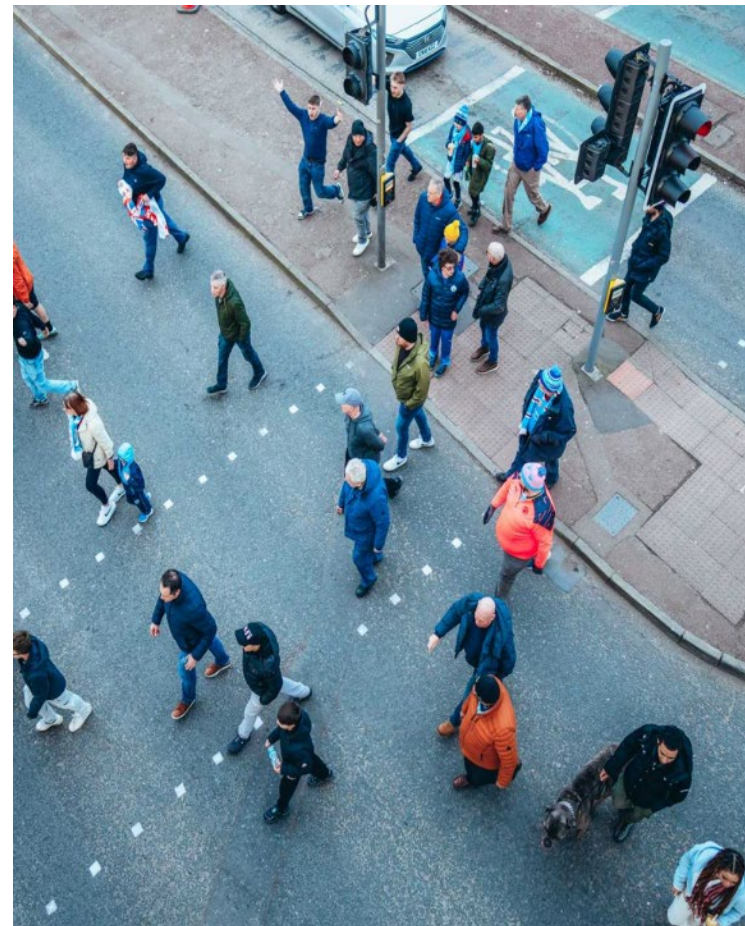


empowering better lives through football

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sustainability

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The sustainability report is compiled by Manchester City Football Club in liaison with all CFG clubs and operations. CFG clubs are working to create their own full reports by September 2028 in an approved process and template.

Manchester City



Manchester City 2026

empowering better lives
through football

Sustainability

social value – life. above the norm
environmental impact – a better place....
economic responsibility – thriving, together.



Manchester City at the GM Green Summit 2026

... With a passionate belief that through football, be that on the pitch, off it, within our neighbourhoods or further afield, we can and we do change lives for the better...

For Manchester City, sustainability in 2026 is a living laboratory of practicality over ambition.

Rightly driven by target-setting, notably in environmental impact and carbon emissions, working for the laudable aims of net zero and carbon neutral prove challenging where new and emerging technology, success and growth prevail. It can also take attention away from the locally important and meaningful changes that matter and make greatest differences to people's lives and in Manchester City's immediate environments.

Working with fans, neighbourhoods, towns and cities, with workforce, partners and investors, the issues at the club's front door and in its back yard matter most and help deliver the very targets it needs, allowing focus and success in our social, environmental and economic sustainability goals.

2025-26 proved a year of change – with new projects being delivered and greater uses of technology including AI. The club maintained its operational CO2 zero (scopes 1 & 2) – continuing to protect and further uplift that position whilst reducing, wherever practical, scope 3 emissions.

Therefore, a new programme, a reset of targets is required and will be built in full collaboration with the Etihad Campus operations and operators so that throughout 2026-27, a new benchmark is set for the next ten years – *sustainability 27-37*. Positively - Changing Places.

It's about being realistic, it's about reconfirming commitments to the city and region, 'playing our part' fully, operationally and in the vision for the future. All of this builds on the passion and commitment of the club's workforce, players, scholars and fans, of its community and partners.

Manchester City will build further on its twenty-two years of sustainability measurement and reporting – engaging all parties wherever practical in participation for continuing success and sustainable growth.

Manchester City summary

2025-26 provided a series of changes for Manchester City and the Etihad Campus – including the continuing construction of Medlock Square, Hotel and north stand expansion.

The completion of the new Manchester City Women’s Team HQ – a partial retrofit of a former bank building - all ensured that the club continued its programme of local materials procurement and employment at c83% and c70% respectively, overall.

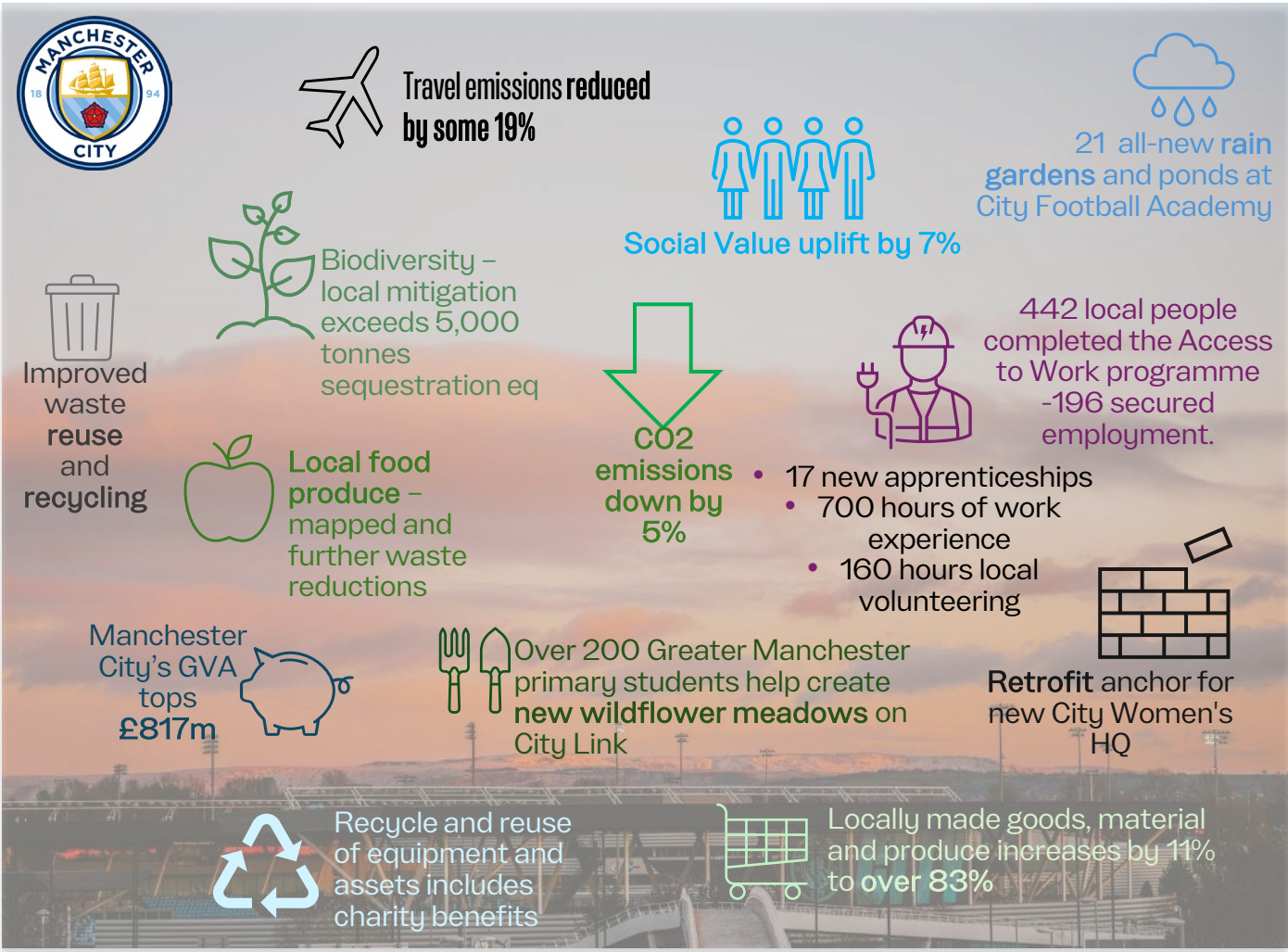
The Club’s Access to Work programme supported 442 local people into training, qualifications and employment opportunities across Club venues.

Significant reduction of CO2 emissions across scopes 1 and 3 ensured there was an overall drop of around 7% and additional biodiversity created uplifted local sequestration.

For the second year running, Manchester City archived operational carbon zero.

The City Link walking route and match day buses continue to prove popular with increased usage and positive feedback.

Energy and water feature highly in the year with improved water waste management and fully operational solar energy generation on site.



Manchester City has also been active in collaboration with Manchester City Council and others in developing a new **Social Value Framework for East Manchester**.



Manchester City

2026 CO2 emissions

5% overall CO2 emissions reduction 2025-26

32% of all emissions removed since the 2015 baseline



Scope	CO2e t	+/-	Previous year	
Scope 1-	1,312	-7%	(1,411)	
Scope 2 -	2272	+31%	(1,694.6)	*Like for like is +2.8% (new installations and assets)
Scope 3 -	24,994	-4%	(25,587.5)	
Embodied -	8,573	-3%	(8,607.8)	
Mitigation (minus) -	-5,173	-27%	(3,723)	
Total	31,978	-5%	(33,578)	Like for like is -12%

2026 Scope 3 Emissions - CO2e (tonnes)

Category	emissions	of which EVS (T: 217)
1 Purchased goods & services (incl data/cloud/AI)	211	103**
2 Capital goods	106	
3 Energy-related activity (excl Sc 1&2)	136	31
4 Upstream Transport & Distribution	96	8
5 Operational waste	77	24
6 Business Travel (man city) incl claimed miles	1,402	3
7 Employee commuting (incl allowance WFH)	1,011	(363)
8 Upstream leased assets	n/a	
9 Downstream transport & distribution	18,131	6
Fan travel - 16,357 FT travel - 1,353.3 All Teams City Coach travel - 64.1 City Women FT travel - 147.9 City Academy travel - 103.9 Match day services (police/broadcast +) - 104.8		
10 Processing of sold products	46	
11 Use of sold products	363	21
12 EoL Treatment of sold products	288	11
13 Downstream leased assets	201	2
14 Franchises (incl city store/stich'd)	3,214	6
15 Investments	n/a	

Scope 3 total 24,994

+Scope 1	1,312	
+Scope 2	2,272	28,578
+Embodied (30%)	8,573	
Total ops		37,151
Mitigation (minus)		5,173
2026 Total		31,978



Green Summit '26

Zero-carbon venue.

Manchester City has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support Manchester's net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

* LIKE-FOR LIKE ...In 2025-26

Manchester City brought online major new assets including the Etihad Stadium North Stand Expansion, Medlock Square and Hotel (commissioning), MCFC Women's Team Centre and new undersoil heating at CFA . Whilst all new builds are all-electric and the club procures only certified renewable electricity, gas is still required for pitch heating and some of the uplift is created during major construction.

A replacement CO2 'norm' will evolve in 2026-27 as a new benchmark.

Figures for emission noted are round up.

CFG Business travel is excluded from Manchester City Football Club totals. CFG is 1,973.5 t CO2e.

Breakdown of all travel is in the travel section of this report

Improved actual measurements have replaced several previous year allowances to redress some balances 97% of all measures are actual.

All emissions are measured using the GHG Protocol.

EVS (Eastlands Venue Services Limited) – as provided for the year 2025-26 – primarily accurate partly allowance ** Sc 2 Cat 1 – Food production, purchase, servicing. In previous years this was included with Manchester City emissions reporting.

EVS specific emissions (in grey) accrue to EVS in their own report and not to the club.

Excludes key contractor providers for security, facilities maintenance, landscape works.



Manchester City

Setting our CO2 targets

The carbon journey

Mapping the Club's emissions since the 2015 benchmark

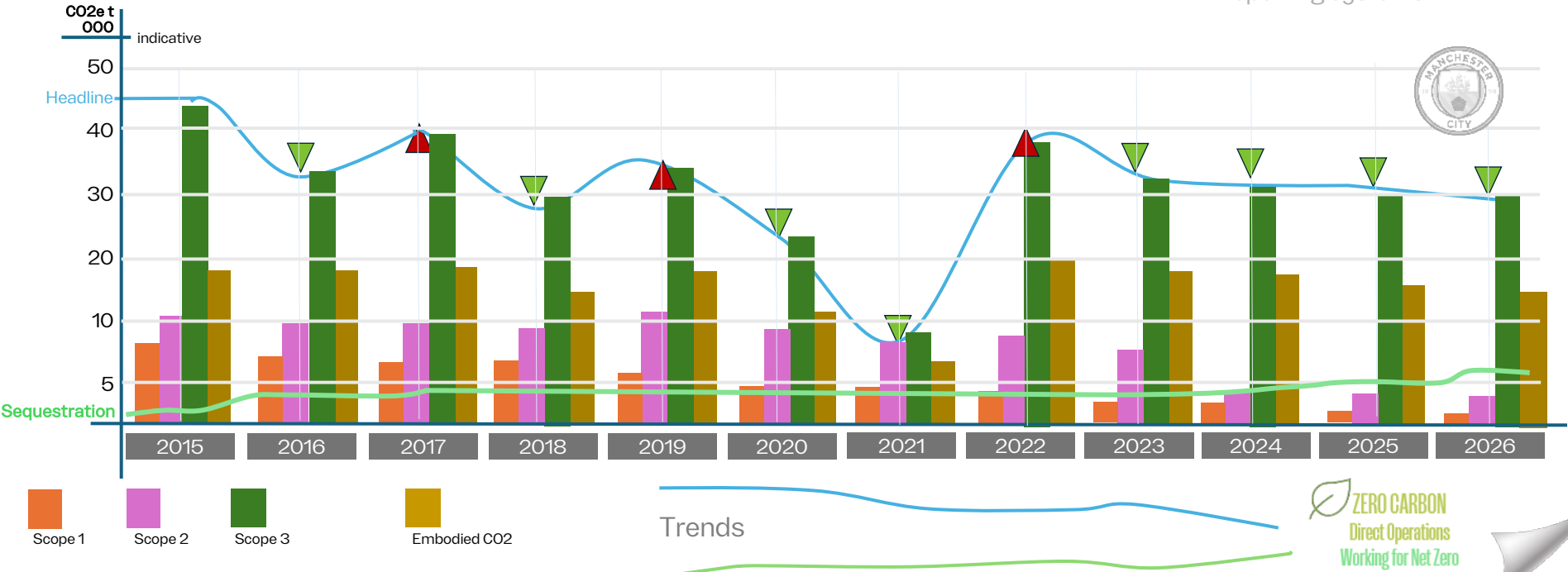
Manchester City has been committed to the full and disclosed measurement of its CO2 emissions for more than two decades. The Club achieved 'operational CO2 zero' – **Carbon Zero** – (Scopes 1 & 2) in 2025-26, ahead of the 2030 target and will continue working to maximise reductions in Scope 3, working alongside the City of Manchester and Manchester Climate Ready for a Net Zero Manchester by 2038.

With regular reviews of performance, the last major benchmark was in 2015, updated from the 2008 position. In 2016, the Club also introduced its measurement of retrospective embodied carbon for its buildings and facilities.

2026 creates a new era of measurement with many additional and exciting projects coming on-stream across the Etihad Campus, greater footfall and new initiatives throughout 2026-27.

As such, the club is looking again at its measurements and reporting, ensuring authenticity, remaining fully in line with GHG Protocol and building new goals so that 2027 becomes a whole new benchmark year for the decade to follow.

The Greenhouse Gas (GHG) Protocol is the world's most widely used international framework for measuring and managing greenhouse gas emissions. Developed through a partnership between the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), it provides standard corporate accounting guidelines that underpin global sustainability reporting systems



Manchester City Local procurement

Locally made, grown and produced

An uplift in local procurement – changing lives, changing places.

In the year to May 2026, local procurement was at c83% with goods and produce made, grown, manufactured locally making up the majority of this at around 88%. The growth in the year is driven by construction fitout works and food sourcing with EVS.

Manchester City seeks to drive local and especially manufactured and produced, goods and services, in the local economy wherever practical.

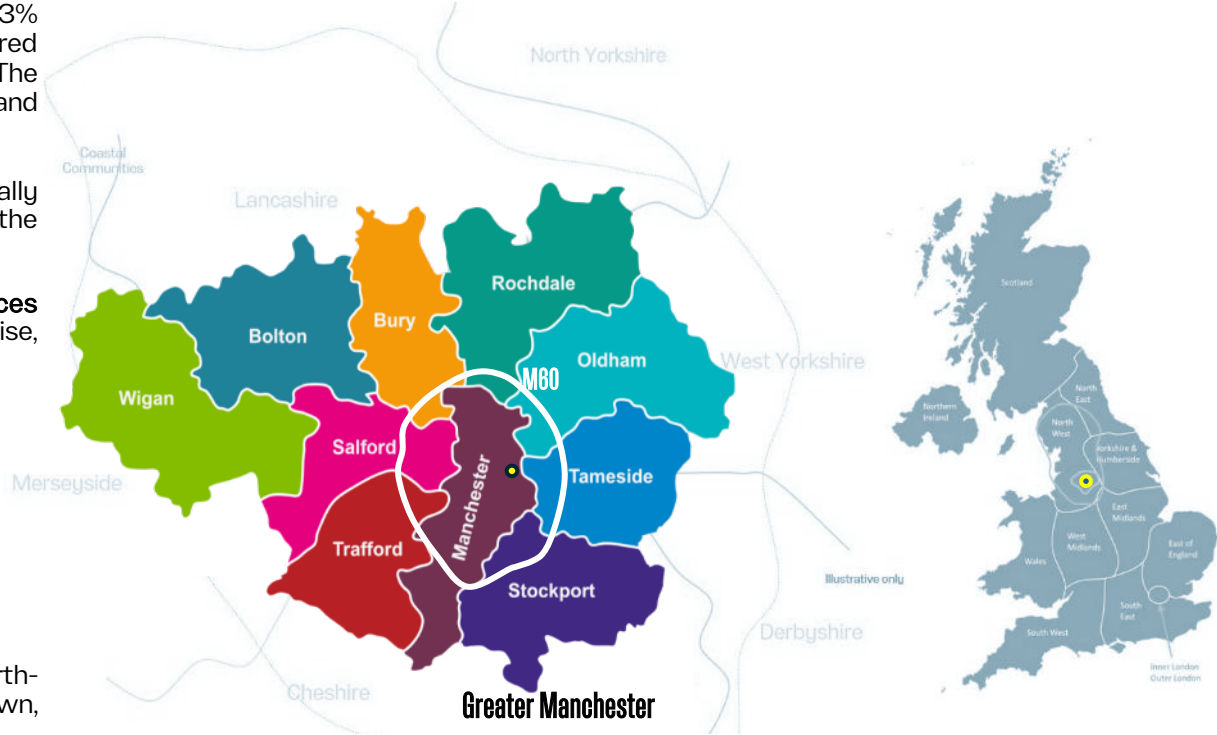
Understanding and having **evidence of best practices throughout the supply chain**, be that local or otherwise, covers key requirements including:

- Human rights
- Equality and Inclusion
- Fair pay (not less than living wage)
- Anti-corruption and anti-bribery policies
- Active Health, Safety & Welfare
- Current safeguarding (as appropriate)
- Local supply chain and employment
- Environmental action plan
- Waste reduction strategies

Whilst over 80% of goods, materials and produce is north-west sourced, withing this some 60% is made, grown, produced within or around the M60 Corridor.

The GVA contribution of local procurement in the year is £320m.

Some 180 local and small businesses are supported by Manchester City, jointly working to promote best value and best practices in local social and environmental uplift.



The club’s local procurement has a focus on made products and produce with traceable sustainability within and around the M60 Corridor, Greater Manchester and Lancashire - across the North West into West and North Yorkshire supporting local coastal and Pennine communities and farming producers in Cheshire and north Derbyshire.

Greater Manchester has a population of approximately 2.8 million people. It spans 493 square miles and consists of 10 metropolitan boroughs, making it the second most populous urban area in the United Kingdom

Manchester City Local employment

Local people

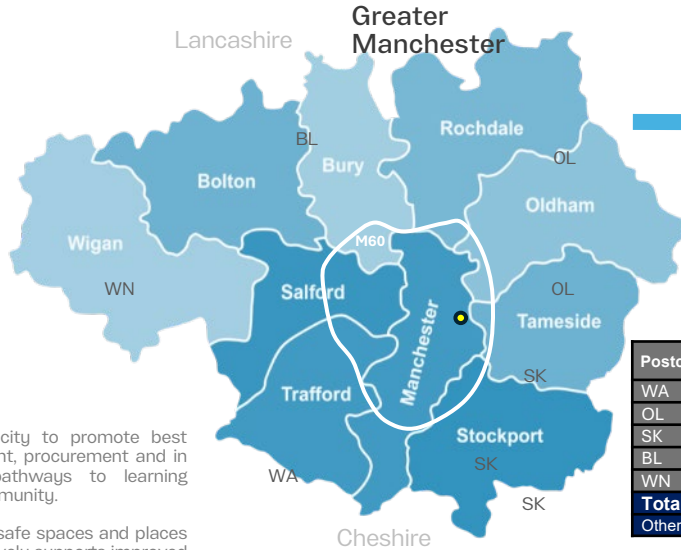
Over 90% of employees live locally with 48% in the city

Manchester City and EVS workforce represents a myriad of skills and holds within it a wealth of experience and enthusiasm, creating opportunities across the workforce for local people so that our city and our region thrives.

From coaching and community outreach to digital tech and catering – the workforce is a magnificent blend of individuals working for collective success and growth, responsible development and operational efficiency.

The 2025-26 workforce at Manchester City/EVS is predominantly made of Manchester residents with 29% living within key east, central and south of city centre wards; 18% across the wider City of Manchester and c52% live in other parts of Greater Manchester. Around 1% live outside of the GM area and 5% (not in the total) CFG staff are based in London.

- 29% of the Club's employees live within the immediate postcode catchment.
- Additionally, 18% of Manchester City's employees live within the City of Manchester.
- 52% live within other Greater Manchester boroughs (measured by postcodes).
- 1% travel from outside Greater Manchester.
- 143 (c5%) CFG employees live outside of the city region, some of whom are based in London Office.
- EVS -Match and event day staff total 2,169. 63% live within Manchester (65% in key local wards) and all others within the GM postcodes.
- 75% of learners on Access to Work Programmes reside within City of Manchester electoral wards



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

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

Excludes key contractor providers for security, facilities maintenance, landscape works.

Local wards

Postcode	MCFC	MD	EVS (P)	EVS L (C)	ATW
M1	15	1	2	23	0
M2	1	0	1	0	0
M3	31	3	1	30	0
M4	40	3	3	23	4
M8	3	18	2	53	12
M11	14	27	7	218	11
M12	7	15	2	51	0
M13	1	10	0	53	3
M35	13	28	3	37	1
M40	3	42	2	201	14
M43	26	33	2	55	0
M14	14	19	1	93	3
M15	20	6	1	59	6
Total	188	205	27	896	54

City of Manchester

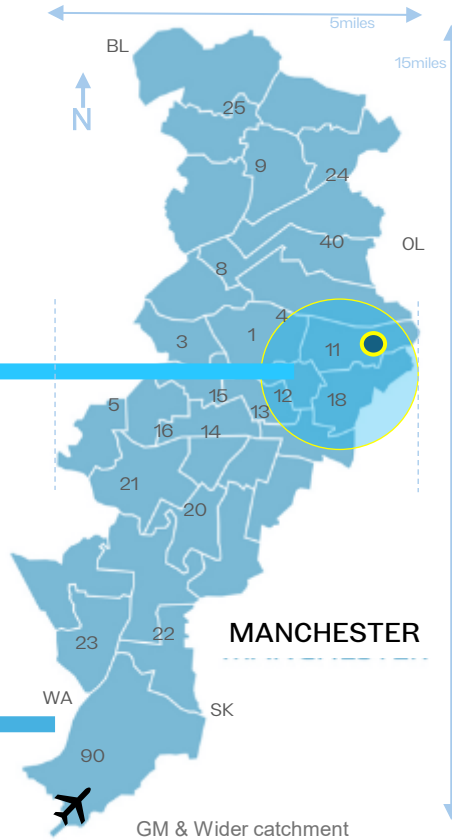
Postcode	MCFC	MD	EVS (P)	EVS (C)	ATW
M9	5	17	2	167	14
M16	0	8	0	34	4
M19	6	9	0	18	3
M23	2	3	1	14	1
M20	37	12	1	22	0
M21	13	4	0	9	0
M22	12	6	2	14	0
Total	75	59	6	278	22

Note, some postcodes across GM relate to locations in Cheshire.

Some of the M postcodes relate to the boroughs of Trafford, Oldham, Tameside, Salford...

Postcode	MCFC	MD	EVS (P)	EVS (C)	ATW
WA	70	14	3	23	0
OL	79	130	6	251	0
SK	167	103	8	104	3
BL	55	29	3	94	1
WN	14	4	2	14	0
Total	385	280	22	486	4
Others		16	15		

MCFC - Manchester City : MD – Man City match day venue staff.
EVS(L (P) – Permanent Staff (C) – Casual Event Day Staff :
ATW – Access to Work programme Students



GM & Wider catchment

Postcode	MCFC	MD	EVS (P)	EVS (C)	ATW
M5	15	4	2	49	2
M6	9	6	3	100	3
M7	2	3	0	57	1
M24	11	14	6	64	0
M25	10	6	0	10	1
M26	4	8	3	6	0
M27	6	4	3	22	0
M28	13	0	2	14	0
M29	5	0	0	6	0
M30	8	0	0	25	2
M32	8	6	3	7	0
M33	24	14	3	15	1
M34	23	26	3	57	0
M40	0	42	0	0	0
M41	13	6	1	11	0
M44	2	1	0	2	0
M45	11	3	1	7	0
M46	4	2	0	1	0
M50	8	2	0	22	1
Total	176	147	31	475	11

Manchester City Fan travel

Match day fan travel

contributed 16,357t CO2e in the year.
- all fan travel combined represents c78% of all CO2 scope 3 emissions

PL matches: (13,002t CO2e)

- 11,915t CO2 through private car use
- just over 300t from rail
- 9t from tram journeys
- 5.8t from all bus and coach travel
- 34t from supporter club coaches
- 8t from all taxi travel
- Around 715t from all fans' flights
- 15.4t from Manchester hotel bed nights

FAC v Exeter (10/01/26) produced 131.6t CO2e

EFL v Newcastle (04/02/26) produced 137t CO2e

UCL Matches in total produced 678t CO2e

Manchester City Women's team – fan travel and activations had a total CO2 emissions of 51t CO2e

Adding specific operations – energy, police, broadcast, waste, food prep, deliveries and other (90t CO2e) – the total for all matches is 14,089t CO2e

The average match day CO2e emissions for the year is 503.2t CO2e -like for like.

The 'typical' daytime match was v Leeds on 29th November 2025 at 131.2 tonnes CO2. A 'traditional 3pm' game, stormy conditions 5 degrees average

The 'typical' night match was v Brentford on 9th May 2026 at 140.4 tonnes CO2. 'Tea-time' kick off on a cool/mild spring-like day, light winds

This equates to a reduction of (av) 4.6t CO2e (5%) in the year

Against the 2015 baseline – match day travel emissions have reduced from av 91% of total to 78% - a reduction of 13% - notwithstanding various seating and hospitality expansions. More fans walk and use public transport all or significant parts of the match day journeys.

At the end of the 25/26 season, an additional 7,821 fans attended the match v Aston Villa as part of the opening of the Etihad Stadium North Stand Expansion. This was an added CO2e emissions of 23t.

A fan experience day of new concourses added 5t CO2e.

These will be collated to become normative baselines from 26-27 onward for match days.



All 2025-26 fan travel includes the attendance of fans from visiting clubs.

Travel distance for visiting fans is calculated from the position of the away club home ground to the Etihad Stadium in Manchester – return trip.

Manchester City

Teams & business travel



MANCHESTER CITY MEN'S FIRST TEAM		tCO2e	
• All air travel (including positioning)			1,210
• Hotel bed nights	131		
• Rail travel (intercity)	8.4		
• Team coach travel	6.2		
• Other travel handling	3.9		
• Year total travel	1,359.5		
DIFF	-143		
MANCHESTER CITY WOMEN'S TEAM TRAVEL		tCO2e	
• All air travel (including positioning)			132.6
• Hotel bed nights	10.8		
• Rail travel (intercity)	2.7		
• Team coach travel	4.6		
• Other travel handling	1.8		
• Year total travel	152.5		
DIFF	-187.3		
EDS & ACADEMY TRAVEL		tCO2e	
• All air travel (including positioning)			186
• Hotel bed nights	5.2		
• Rail travel (intercity)	2.8		
• Other travel handling	1		
• Academy team coach travel	1.3		
• Academy school bus travel	3.2		
• Year total travel	105.2		
DIFF	+94.3		

Total all teams travel - 1617.2t CO2e overall diff : -263.8

- All teams' air travel resulted in 5.5% of the club's CO2 emissions.
- Domestic flights were less than 0.5%.
- Of all air travel c73 tonnes CO2e was a result of aircraft positioning (11%) – 8.1t.
- City's Business travel reduced in the year resulting in a reduction in CO2 emissions by 640 t

BUSINESS TRAVEL

In the year to June 2025, there was a significant shift in business travel mileage and CO2 emissions.

Greater use of domestic rail, reduced flights overall through coordinated meetings planning and fewer short-haul (EU) international flights created a significant drop in emissions generated through business travel.

All travel originating from Manchester of London and identified as either Manchester City (MCFC) or City Football Group (CFG). (CFG for 2026 is based on the previous year split owing to change of travel provider)

	MCFC	CFG	TOTAL
Air Travel	1,224.4	1,836.6	3061
Rail Travel (inter-city)	56.1	9.9	66.1
Car Hire miles	17.8		17.8
Hotel bed nights	104	127	231
	1,402.3	1,973.5	3,375

WORKFORCE COMMUTING

A survey of Manchester and London based MCFC and CFG workforce provided insights into travel with overall, the emissions from workforce commuting was 1,011t CO2e.

Whilst there has been a notable increase in the use of public transport – with most people using TfGM trams (12.5%), overwhelmingly, Manchester-based staff travel to work in cars – 69%, of which (94%) travel alone. There is an overall reduction in car use by 6%

London staff primarily travel via London Underground or a mix of over/underground rail.

- 3% of staff cycle to work and 2% walk all the way. 27% of staff have all-electric or hybrid vehicles.
- Staff driving to and from work – 75% drive petrol or diesel cars, 11% hybrid and 13% electric. One staff member records travelling to work on a (large) motorcycle.

Manchester City

Puma & Man City

Re:Jersey

Manchester City Men's and Women's teams have come together to support an innovative new sustainability campaign launched by club partner, **PUMA**.

Puma Jerseys, worn by the teams marked a new era in the fight against waste and were made using repurposed football jerseys as part of **PUMA's** innovative recycling project **RE:JERSEY**.

The **RE:JERSEY** project aims to reduce waste and pave the way towards more recycled production models in the future. While **PUMA's** football kits on the market today are already made from 100% recycled polyester, the **RE:JERSEY** shirts are made with 75% repurposed football jerseys.

The remaining 25% comes from SEAQUAL® MARINE PLASTIC.

PUMA calls on all blues for their help to support the campaign and have set up special collection bins at the **Etihad Stadium City Store** - to invite fans to donate their old polyester items so they can become a part of this garment-to-garment recycling project.

It couldn't be easier to take part, as the recycling process used for the **RE:JERSEY** project, even allows old garments that feature logos, embroideries and club badges to be used, as the material is chemically broken down into its main components (depolymerization).

Colours are then filtered out and the material is chemically put back together to create a yarn (repolymerization) that has the same performance characteristics as virgin polyester.

What makes the RE:JERSEY different from any other PUMA Jersey?

The main difference is that most of the raw material used for the RE:JERSEY is recycled from existing polyester garments, allowing for garment-to-garment recycling. This technology is a big step towards closing the material loop on polyester.

Is the RE:JERSEY fully made with garment-to-garment recycled materials?

The RE:JERSEY kits worn during Saturday's warm-up are made with 75% repurposed football jerseys. The remaining 25% comes from SEAQUAL® MARINE PLASTIC

PUMA's football kits on the market today are already made from 100% recycled polyester. The company has set an ambitious target of 75% recycled polyester until 2025 for the entire apparel and accessories ranges.

Typically, PUMA's recycled polyester products are made from recycled plastic bottles. Plastic bottles can be mechanically recycled into new polyester. While not circular in the classical sense, this type of recycling helps reduce the littering of plastic bottles. In addition, mechanically recycled polyester has a considerably lower carbon footprint compared to conventional polyester.



seaqual.org



Sustainability Reports | PUMA®
(Puma Re:JERSEY <https://www.mancity.com/rejersey>)

stichd®
Sustainability - stichd

Manchester City City Events

Event choices make a (really good) difference

City Events welcomed 31,220 C&E guests to events and conferences at the Etihad Stadium during 2025-26 where local food menus, sustainable marketing and servicing became the norm across all event days.

Guest, organiser and delegate feedback across the year proved incredibly positive.

City Events, as part of its Greengage ECOsmart membership, also made a commitment to The Conscious Pledge.

Ban The Biro

City Events identified that whilst it provided delegates with bamboo, sustainable pens, the catering and operations team still purchased and used plastic biros.

In partnership all parties, the Club banned the purchase of any plastic pens which was also adopted across City Football Group by not allowing the supply chain to provide them.

Staff that bring in their own plastic pens are provided with a sustainable alternative.

Locally Sourced Goody Bags

At the start of the season City Events stopped giving out goody bags that contained non sustainable items and switched to locally sourced produce goody bags.

Exhibitions/Trade Shows

City Events no longer takes any giveaways, or distribute any printed materials at trade shows.

All information is passed on is via QR codes on the stand and post event follow up and visitors are entered into competitions to win either a signed club football shirt or hospitality tickets.



Better: sustainable delegate gifts and tableware, local food includes vegan favourites.



ECOsmart
by Greengage

SWAP PLASTIC *for purpose,*
and BE PART OF *The change*

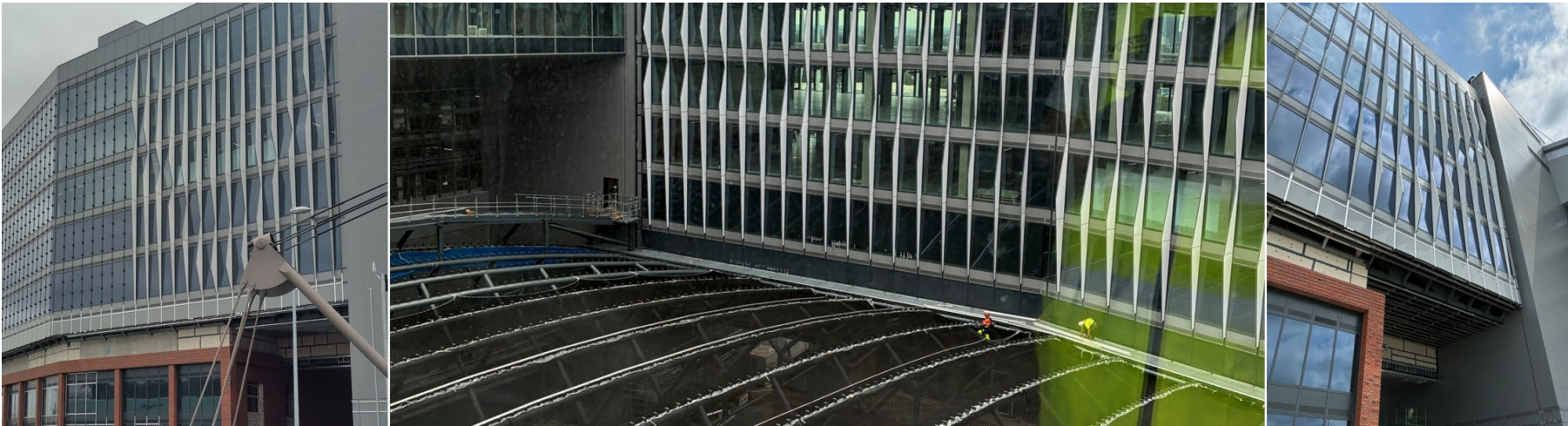
ECOsmart by Greengage introduced The Conscious Pledge across the events and hospitality industry as a campaign to reduce waste –in all its forms – and the Conscious Pledge is a focus on the sector's contribution to the global issues of single-use plastic and how this can be addressed.

This includes the eradication of gifts at events that may be made from one-off, single-use plastics.



Manchester City Infrastructure Development

Changing Places... ...Sustainable development in practice.



Infrastructure Development (ID) engages wholly in the ideation of future property and estate opportunities and oversees the planning, build and delivery programme of projects across all functions and operations, ensuring these meet the needs of the club and its future thinking and are delivered to budget and programme, sustainably - socially, environmentally, economically.

The ID team based in Manchester services and supports CFG clubs across Europe and associated locations. There is an ID Team that also looks after the US and Americas with Global ID Leadership overseeing the process.

From stadium expansions and Medlock Square, to the new Women's HQ and green infrastructure – the team is multi-disciplined.



Manchester City
Infrastructure Development

Banking on Retro. !

In March 2026, the all-new Manchester City Women’s Team Building opened within the City Football Academy – a state of the art training centre to support the needs and the growth of Manchester City Women & Girls.

Sustainability is at the very heart of this important project – all-electric, locally sourced materials and new woodland planted alongside the main public carriageway giving significant biodiversity net gain.

The facility has been developed on the site of an old Midland/HSBC bank, originally built in the 1960s to serve the local community and the workers of the former Clayton Aniline factories that previously stood on the site of City Football Academy.

The old bank building has been retrofitted to become an integral part of this new HQ.

Alongside a host of sustainable development, the Infrastructure Team delivered a major new, sustainable milestone.



Above and right – the former Midland Bank Building (Ashton New Road) seen (left) during construction of the new Women's HQ – bottom right.



Changing Places...

...it's about being best – and better.

Manchester City Facilities Management



Facilities Management (FM) is a key part of every process of design development, operational planning and delivery and for the maintenance and upkeep of all CFG facilities.

The FM Team manages buildings across the Manchester estate including the various facilities at City Football Academy, the Etihad and Joie Stadia and for the upkeep and management of football pitches and landscapes.

FM manages a range of service providers including cleaning and waste management, catering to the club, buildings maintenance, health & safety and leads several sustainability focus groups including energy and transport.



Manchester City Facilities Management

Re-purpose & Re-use

A successful fundraising initiative led by City’s Facilities team has supported local charities and generated £6,891.84 for City in the Community.

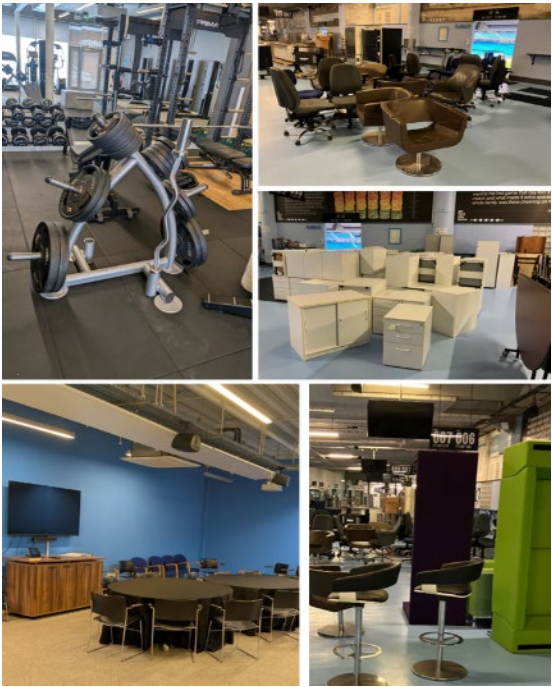
An initiative brought to life in January has successfully rehomed equipment and furniture no longer used and stored on Campus, to support local charities and raised funds for City in the Community (CITC).

CITC partner charities were invited to select and rehome a range of items, including furniture, gym equipment and general office supplies.

The response was fantastic, with many charities including Manchester Youth Zone, Tree of Life Centre, 4CT, Revive, Street Style Surgery and Camberwell SEN School already making great use of the items and sharing how valuable this support has been for the people these charities support and our local community.

Following the charity collection, a private staff auction sold 35 items and raised £1,861.44. The remaining items were then auctioned publicly via Simon Charles, with 96 items sold and a further £5,030.40 generated.

In total, the initiative raised £6,891.84, which will be donated to CITC, to help the charity continue to empower healthier lives through football across Manchester.



Joie Stadium lightens up and CFA cleans up !

Alongside the installation of solar panels across the roof of the Joie Stadium, in 2025-26 the whole stadium completed a full LED lighting refit improving further its energy efficiency , contributing to the wider energy transition.

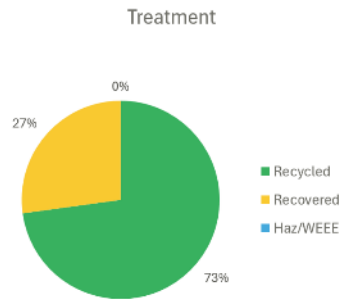
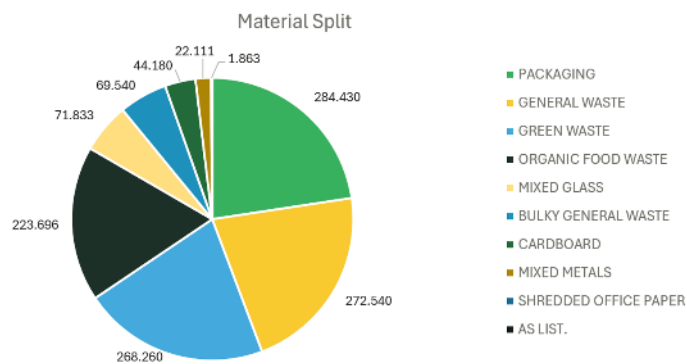
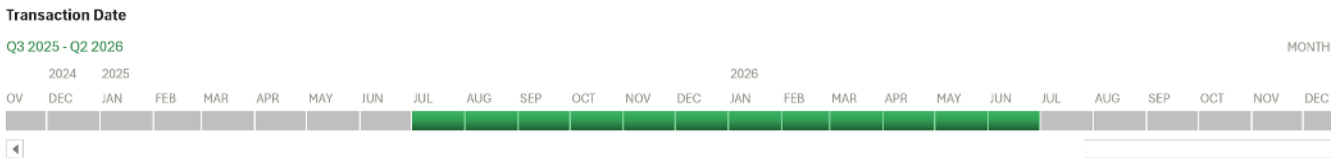
Across City Football Academy, the Facilities Team has introduced new at source delivery drinking water options – reducing further the need for packaging. The project is being rolled out throughout 2026.

Additionally, working with the Club’s cleaning partner (Clean Event Services) the reduction in packaging has continued with all cleaning consumables now procured in bulk for sustainable dispensing.

Manchester City
Waste management

2026 Waste....

Year ending June 2026 finished on 73% recycling rate up by 4% on last year.
Increased recycling driven by better segregation of Cardboard, Metal and Glass
Rebates on cardboard and metal are a direct result of better on-site segregation.



Account	Material	Sum of Weight (Tonnes)
Etihad	PACKAGING	229.610
	GENERAL WASTE	171.600
	ORGANIC FOOD WASTE	165.790
	MIXED GLASS	56.154
	CARDBOARD	29.915
	BULKY GENERAL WASTE	24.180
	MIXED METALS	18.371
	SHREDDED OFFICE PAPER	0.893
	GREEN WASTE	0.060
	AS LIST	0.000
	BATTERIES	0.000
Academy	GREEN WASTE	268.200
	GENERAL WASTE	100.940
	ORGANIC FOOD WASTE	57.906
	PACKAGING	54.820
	BULKY GENERAL WASTE	45.360
	MIXED GLASS	15.679
	CARDBOARD	14.265
	MIXED METALS	3.740
	SHREDDED OFFICE PAPER	0.970
	FLUORESCENT TUBES	0.000
Grand Total		1,258.453

Treatment	Tonnage
Recycled	916.373
Recovered	342.080
Haz/WEEE	0.000
Grand Total	1,258.453
Metrics	
KWh Produced	196,696.0
Houses Powered for a Day	19,670
Miles Driven	3808.1
CO2 Produced (kg)	4,874.4

Material	Tonnage
PACKAGING	284.430
GENERAL WASTE	272.540
GREEN WASTE	268.260
ORGANIC FOOD WASTE	223.696
MIXED GLASS	71.833
BULKY GENERAL WASTE	69.540
CARDBOARD	44.180
MIXED METALS	22.111
SHREDDED OFFICE PAPER	1.863
AS LIST	0.000
BATTERIES	0.000
FLUORESCENT TUBES	0.000
NOT APPLICABLE	0.000
Grand Total	1,258.453

Manchester City does not permit any waste to landfill.

Most waste is reused or recycled and what cannot be after all considerations is sent to incineration.

Taking into account all transport, handing, embodied and direct & indirect impacts, the general (UK av. Measure) of the CO2 per tonne at 0.6kg provides a general total of c77 tonnes CO2e.

Overall, this is a 4% uplift.



Manchester City

Energy & water

Energy and water consumption across the club's facilities, whilst significant, is recognised as a precious commodity that is managed with care and respect.

In 2025-26 the club's electricity use increased by some 9m kwh, anticipated and primarily a result of moving all new buildings and development away from gas to all-electric.

An increase in gas usage of 22,000kwh is primarily a result of additional under-soil pitch heating during the period.

Water usage reduced by some 7,600 cu/m.

New metering and water management was delivered with the club's valued partners : **Xylem** (water technology) and **Jinko Solar** delivered Tiger Neo Solar panels for the construction of the solar energy generation array at City Football Academy.

Procured energy is traded throughout the year with all electricity being 100% renewable. Gas is procured on an annual basis.

Other fuels primarily include diesel for essential backup generators.

- **Electricity** - Electricity consumption in 2025-26 increased from 14.81m kWh to 23.9m kwh
- **Gas** - The consumption of gas in 2025-26 increased by 22,000 kWh to 10.8m kwh
- **Diesel fuels** reduced by circa 101 litres.
- **HVAC refrigerant emissions** (R410A; R-32; R-407C) remained stable at (annualised) 0.3t CO2



Jinko Solar



xylem
Let's Solve Water

Manchester City Water

Water remains a strategic environmental priority for Manchester City. Working with our Official Water Technology Partner, Xylem, the Club is focused on reducing potable water consumption and minimising storm and foul water discharge into the public network.

Smarter water management at City Football Academy:

Since 2023, the Club has reduced its potable water consumption by approximately 87.6 million litres, including a further reduction of 7.6 million litres during 2025–26.

During the season, City Football Academy achieved 100% self-sufficiency in water supply for pitch irrigation. Supported by a 12-million-litre attenuation tank, rainwater is captured, treated and reused across the 16.5-pitch facility, removing the reliance on potable water for irrigation.

The Club also continued to enhance its water infrastructure through additional flow and level sensors, smart meters and the integration of Xylem Vue digital monitoring. This provides a live, site-wide view of how water moves across the campus, helping the Club optimise irrigation, identify leaks and inefficiencies earlier, and better-inform decisions regarding water use onsite.

Building on the progress achieved at City Football Academy, the partnership continues to explore further opportunities across the wider Etihad Campus and additional water sources to improve efficiency and support the Club’s sustainability goals.



Manchester City Water

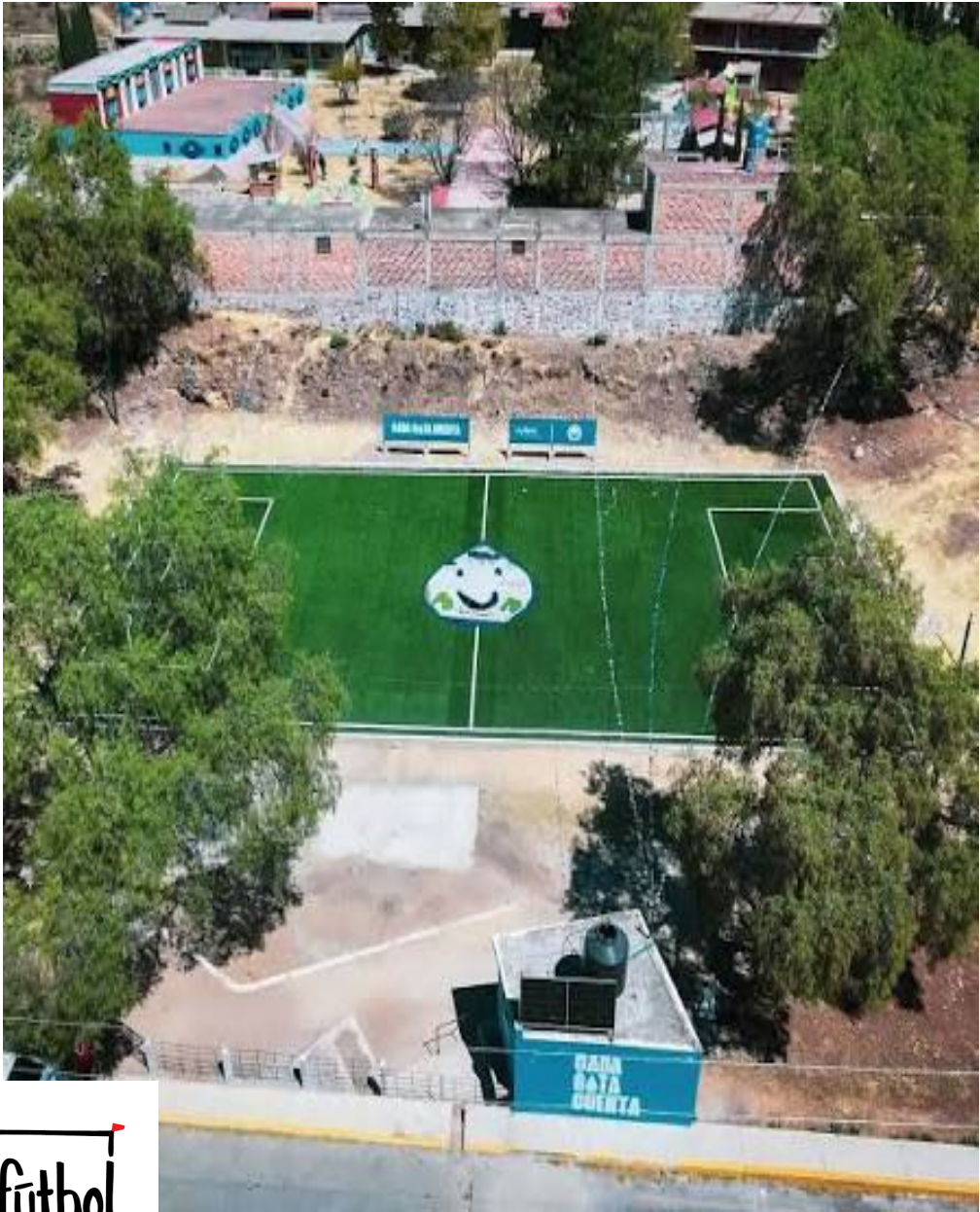
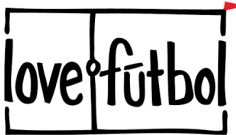
Community impact

Beyond the onsite operations, The Club continues to use the power of football to raise awareness of water challenges and deliver positive change in communities around the world.

In Teotihuacán, Mexico, we delivered a project in collaboration with Xylem and Love.Fútbol to design and implement a football pitch which captures, stores and reuses rainwater to provide an important new water resource and a safe, inclusive place to play for a community of almost 60,000 people.

At the centre of the system is a solar-powered Xylem pump capable of moving more than 27,000 litres of water each day.

The project also supported leadership training for 40 local young people, equipping them knowledge and experience to create lasting change within their communities. Across its wider global community programmes, the partnership has also educated more than 3,000 people about water challenges and responsible water use.



Manchester City City in the Community (CITC)



A community football pitch located next to the Etihad Stadium has been regenerated by Manchester City’s charity and C.P. Company.

Joleon Lescott took part in an official blue ribbon opening ceremony alongside local youngsters.

The opening ceremony marks the charity’s eighth pitch development in Greater Manchester since 2023.

City in the Community (CITC) Manchester City’s charity has unveiled a newly regenerated community football pitch, located close to the Etihad Stadium, supported by C. P. Company.

Bradford Park has been transformed through CITC’s Health Goals initiative, which uplifts the physical and mental health of local young people by creating new community football pitches in Manchester, where the charity’s youth-led programmes are delivered.

The regeneration, which marks the charity’s eighth pitch development since 2023, was made possible through funding from C.P. Company, Manchester City’s Official Fashionwear Partner and the first partner of Healthy Goals.

To mark the opening, Manchester City Ambassador and former player Joleon Lescott cut a blue ribbon at a launch attended by local councillors, residents, and young people.



The pitch’s design was inspired by a drawing by one young student from East Manchester, Waiden, whose name features on the final artwork alongside the message “There’s No Us Without You”, a core theme of C.P. Company’s community work.

Manchester City
City in the Community (CITC)



City in the Community

2025-28

STRATEGY

OUR PURPOSE

WE EMPOWER HEALTHIER LIVES WITH CITY YOUTH THROUGH FOOTBALL.

OUR PILLARS	HEALTHY PEOPLE	HEALTHY FUTURES	HEALTHY COMMUNITIES
	Healthy People programmes centre on physical activity and wellbeing.	Healthy Futures programmes create educational pathways and support employability.	Healthy Communities programmes create safe, inclusive spaces to play.

OUR VALUES

CARING

Putting people first. Being compassionate and helping our people (participants, peers, and partners). Showing pride and passion in our work.

INCLUSIVE

Valuing, respecting and supporting all individuals and communities through inclusive and accessible opportunities that break down barriers to participate and achieve their full potential.

TRANSFORMATIVE

Causing positive change to our people and their communities through programmes which are influential, inspiring, innovative, and individualised.

YOUTH LED

Empowering and involving young people, providing the opportunity to participate meaningfully in decisions that affect them.



mancity.com/cityinthecommunity



“OUR APPROACH IS TO ACHIEVE TANGIBLE, MEANINGFUL IMPACT THROUGH REGULAR, SUSTAINED AND HIGH QUALITY CONTACT TIME”

CEO, MIKE GEARY

OUR AMBITIONS

Operations

By 2028, the Operations Team will have built a more sustainable, inclusive and resilient foundation, enabling City in the Community to further amplify and elevate its positive impact across Manchester.

Communications and Engagement

Through meaningful storytelling, strategic marketing and impactful fundraising and events, we connect people to our purpose, driving visibility, sustainability and belonging for City in the Community.

Partnerships

Building sustainable and strategic partnerships that drive impact and position City in the Community as an essential cause to support.

People and Culture

Progressive partnering to deliver high-quality People and Safeguarding policies, inclusive practices and continuous improvement, ultimately driving team engagement, performance and sustainability for City in the Community.

Finance and Governance

Safeguarding the financial integrity and upholding robust governance of the charity by exercising strong financial stewardship and sound governance practices. We ensure the charity's resources are managed responsibly to support its mission, deliver programmes effectively and achieve its financial objectives.



City in the Community

Manchester City

Social value summary

City. Life.

social and economic impacts:

- The total GVA derived from Manchester City’s operations, events and developments is above £806m. (within City of Manchester this is c£298.2m (37%) - in Greater Manchester/NW c£338.5m (42%) and to the UK c£169.2m (21%). Includes allowances deduction for 20% overseas drift (£33.8m) and where appropriate, discounts in attribution.
- Local (manufactured) procurement, notably in major construction project - North Stand/ED/Hotel - hit targets **above 80%.**
- Food produce from local growers, farmers, fisheries and producers is above 70%
- The club’s supply chain surveyed to ascertain its diverse nature and sustainable with 90% compliance.
- Manchester City’s uplifted ecology and biodiversity give the club’s nature values natural capital in regulation and cultural provision (biodiversity gain) with a value of £6.60m/sq (Forestry Commission) – with City Football Academy offering c48,000m/sq – there is an added social and natural value of £320,000 (currently excluded from SV totals)

Entertainment District – (Medlock Square & Hotel construction by Sisk)



- 16 apprentices employed (127 during the contract)
- 1679 hours of volunteering (1679 during the contract)
- No landfill – 29.225 tonnes of waste reused or recycled
- New employment opportunities for ‘hard to reach’ groups total 113
- 85 work experience placements
- 70% of the whole workforce are local people
- 3882 students reached through school and community work (3382 during the contract)
- 168 education and work experience placements
- Educational site visits undertaken with 63 educational site tours completed

The total of Sisk’s social value in
the year to June 2026 is
£36.9m
£137.5m during the contract.

Manchester City
Work, Skills & Education

Access To Work Programmes

Manchester City’s ambition is to empower local people in East Manchester by improving access to relevant training, qualifications and employment opportunities.

The programme aims to remove barriers, develop local talent and create a sustainable pipeline of skilled people to fill jobs at Etihad Campus and the wider city.

Together with LTE Group, we deliver our Access to Work programmes to help local residents take positive steps towards employment.

Delivered on-site at the National Cycling Centre and in the community, each programme combines a minimum of 70 hours of tailored training with meaningful employer engagement activities, giving learners the opportunity to develop new skills, build confidence and gain hands-on insights into the workplace.

An Etihad Stadium tour and graduation ceremony add to the experience, helping learners celebrate their progress upon course completion along the way. Most importantly, every learner is guaranteed an interview for a live vacancy, creating a clear pathway into employment.

Over the past three years, the programme has supported hundreds of local residents on their journey into work.



DEVELOPING A
SKILLED TALENT
PIPELINE WITH
LOCAL PEOPLE



INTERACTIVE
PROGRAMMES



GUARANTEED
INTERVIEW



LOCAL
DELIVERY



ASF FUNDED
UNEMPLOYED
CRITERIA

Manchester City
Work, Skills & Education

Access to Work:
FY 25/26 Employability Programme Highlights

The **Access to Work Programme** brings together employability initiatives delivered by Manchester City and its Campus partners including Eastlands Venue Services Limited and The Medlock Hotel.

The programmes provide local residents with access to training, skills development, interview opportunities and pathways into employment across Etihad Campus. In the previous year, the club supported more than 200 local residents through these programmes, with almost 50% securing employment on Campus. The summary below outlines FY25/26 activity, which delivered further improved outcomes for the local community.

79% learner retention



18
Access to Work
Programmes
delivered

Access to Work
Programmes:

Hospitality
Food and Beverage
Warehouse and
Logistics
Stewarding
Retail
Playmakers
House Keeping
Night Porters
Guest Services



562
Learners enrolled

75% of participants
reside within City of
Manchester electoral
wards

34%
of participants reside
in targeted East
Manchester and Maine
Road legacy wards

38%
of learner participants
are aged 19-24



442
Learners completed
Programmes

350
Attended an interview

31,000
Training hours
delivered

Every programme
guarantees a job
interview

Programme reviews
completed
and feedback
implemented into
future curriculums



196
Learners secured
employment

56% of learners
attending
interviews secured
Etihad Campus
roles

Top-performing
programmes were
Access to Food &
Beverage (80%
conversion of
learners into
employment) and
Warehouse &
Logistics (88%)

Manchester City

Value notes

Social & Local Economic Value

Greater Manchester UK GOVERNMENT SOCIAL VALUE MODEL (2025-26)

Simple summary of economic benefits to individual and to economy

Model based on UK (April 2026) Greater Manchester average salary - £34,694. (40hrs) , full time engagement and work-centred training programmes :

EMPLOYING LOCAL PEOPLE EXCHEQUER AND LOCAL ECONOMIC BENEFITS

Assume real living wage:
Salary of £34,694 Taxable income at 20% is £4,425
Generated
Employer NI contribution £4,454.10
Employee NI contribution £1,770
Contribution to exchequer is £6,224.10

Remaining employee income £28,499.28
Of which 20% disposable £5,699.20
Of this approx. 22% is local spend = £765 (+LMV)
• For all employees there is an LMV of 0.06% = £1,709.9 = **£30,209.10**

- **At Manchester City and across CFG – the Greater Manchester average salary only is used in results.**
- **The final outcome across CFG is therefore under-stated.**
- **Only full-time staff employment (excluding players and scholars) are included in the final outcomes**
- **Where appropriate any match-/event day only (casual) employees are rounded into FTE**

EMPLOYING LOCAL PEOPLE - Initial engagements EXCHEQUER COST AND BENEFITS REDUCTIONS (national and local) – from:

Job Seeker Allowance	£95.55/week = £4,968/annum
or	
Universal Credit	£424.80/month = £5,098/annum
National Health Service multiplier	£14,170 (GMCA point 136 Health & wellbeing – local one point change) – above the normative
Police multiplier	£1,150 (GMCA crime point 3 – anti-social behaviour changes)
Potential per person savings average to the exchequer is	£20,418 (assume Universal Credit)

Taxable income totals = £4776.6
Local attributable local spend = £765 plus LMV of 0.5 £306 = £1147
Services and other spend benefits (c32%) = £7,398
Reductions on dependencies = £20,418

Based on adult FTW x 1 – the overall shared benefit per engagement is **£33,739.60**

Engaging people registered as homeless and release as ex-offenders have additional multipliers
Engaging people with social care needs have additional multipliers

LMV (local Multiplier Value) – Traditional local service sector employee

Apprentices
FT NLW to £8.00/hour

Training and related pathway programmes

Intervention programmes have two flanks:

- 1) Min of 9 hours one-one contact for contributions to count at a lower level – as identified in GMCA UK Social value Model – [the average economic benefit is £286/person](#)
- 2) Contact with average three-month one-one engagement (with min of nine weeks FTE contact) can be counted in line with NLW if they enter into employment and in line with FE (BTEC equiv) in return to education (FT) ([av benefit is £1,120/person](#))

Using this framework for the Man City Access to Work Programme, the average taring session produces a socio-economic benefit of **£7,500** per person/annum based on RTW or entrance into FE. (lifetime loss would be £300k/person) with the additional benefits of apprenticeships or workplaces benefits if they go on to work or into education .

Work placement can carry forward for three year aggregated benefits.

Local Multiplier Value for FE students is c0.3%

UK Gov

Other programmes (eg degree course) and leadership programmes have separate calculators – CITC degree course is within the GMCA framework. ([av benefit is £35k/person](#))

GVA (Gross Value Added)

Gross Value Added is the roll-on impact of local procurement, employment, changes in people entering work from education, unemployment and social changes including reductions in regular reliance on health care, in crime risks and the changes in the difference from benefits claimants to revenue contributions.

The sums identified are values across multiple sectors and provision, it is not actual income or cost.

LM3 (local multiplier three) is used in some areas of procurement recognising the onward value impacts in local money circulation, employment and procurement. Across CFG – this is adjusted to the local territory in line with available domestic government information and the multiplier shown accordingly.

Manchester City

Local spend – added value

Added value

helps build sustainable, cohesive communities

Local added value is the extra economic, social, and environmental benefits created when business direct procurement budgets to local suppliers.

This ensures that money multiplies within the regional economy rather than leaking out. (value-added)

Key Benefits:

- **Economic Retention** Keeps wealth inside the regional economy by supporting local independent businesses and supply chains.
- **Job Creation** funds targeted local apprenticeships, work placements, and skills training for residents.
- **Fair Wages** secures real living wage commitments for staff and contractors delivering public services.
- **Environmental Impact:** Lowers carbon footprints by reducing long-distance supply chain transport emissions.

The added value of fans, visitors and events spending:

- Creates an economic accelerator that fast-tracks wealth injection directly into neighbourhoods surging localised spending, so supporting employment, recirculation and local & national government revues (tax, VAT etc).

Beyond pure economics, fans and visitors contribute massive social and environmental outcomes to the region:

Inclusion and Community Cohesion, Sustainable Tourism, Skills and Legacy Building:

City's events and match days leave a lasting footprint by providing opportunities and pathways for local people in jobs, career progression and large-scale football that supports and multiplies across a wider economy.

Local spend added value works across club operations and development through a voluntarily adoption of local value-added practices to drive business growth, satisfy investors, and build fan, community and brand loyalty.

Private Sector Drivers

- **ESG Compliance:**
- **Supply Resilience:**
- **Brand Reputation: Planning Approvals:**

Implementation Methods

- **Supplier Diversification:**
- **Tier 1 Mandates:** legally binding primary contractors to source sub-contracts from local vendors.
- **Prompt Payment:** Accelerate cash flow to local suppliers.
- **Local Incubators:** Mentoring, free workspace, or technology access to scale up local supply chains.

Across the Manchester City portfolio, gross added value (GVA) is used as a measure based on actual data for local spend, average Greater Manchester salaries, revenue taxation, benefits and service reliance reductions and a local multiplier of 0.88-0.95 (2026).

All measures are in line with the UK Government Social Value Model (SVM) (Greater Manchester).

Margins of error are c2-3%

The UK SVM is used across CFG reports with adjustments to local factors giving a slightly higher margins of error in those locations. c4-5%.

Player, scholar and other entertainment factors are excluded from Club and GFG GVA reporting.

Local employment significantly amplifies the added value of local spend across the community.

Employing, training and developing people skills locally transforms lives whilst building business expenditure into a self-sustaining regional economic loop.

Economic and Business Impacts:

- **Hyper-Local Multiplier:** Wages paid to local residents, directly and across the supply chain are immediately re-spent on revenue returns, local housing, retail, and services, realising lower dependencies.
- **Reduced Turnover:** Employees living close to the workplace benefit from shorter commutes, leading to higher job satisfaction.
- **Talent Pipelines:** Partnering with schools and colleges creates reliable, long-term recruitment streams tailored to the club and its providers..
- **Operational Agility:** Local teams can respond faster to on-site events, emergencies, client requests, or sudden shift changes.

Social and Community Benefits:

- **Targeted Regeneration:** Concentrating recruitment in specific postcodes actively lowers regional unemployment rates.
- **Lower Carbon Footprints:** Cutting down travel distances dramatically reduces commuter emissions and local traffic congestion.
- **Community Alignment:** Opportunities realised by local people align the club organically to reflects the needs and expectations of communities, fans and investors..



Manchester City GVA

Gross Value added to our local economies 2026

Overall, the total GVA in the year to June 2026 from the football club's direct activities is **£817.5m** a combination of : **direct employment and skills development £105.6m** and **from match and events days fans and visitors : £318m**

Taking into account all attributions & annual discounting and the work undertaken by City in the Community (CITC) at **£53.5m** - the total is **£938.8m** – reduced by 20% allowance for overseas/corporate drift (£187m) = **£751m.**
- **Totals rounded down** -

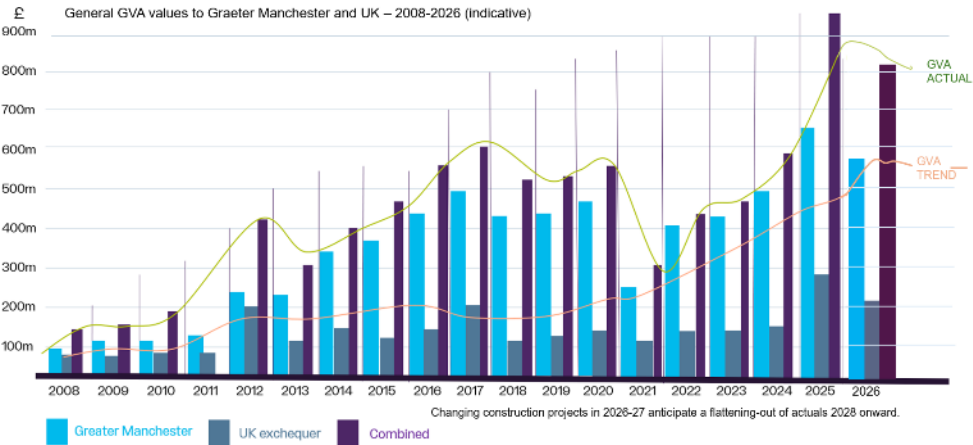
Amongst the 2025 GVA headlines:

- The City's **visitor economy** realised benefits of some £278m
 - Capital projects in the year to date: £38.4m – (*inclusive of* Sisk (£36.9m) and Turner (£500k) construction contracts)
 - Waterfall and natural capital: £5.3m
 - Contracted local social value: £6.1m
 - CFA Legacy: £12.6m
- Procurement of locally made goods and services realised: c£37m local value.
 - The club has a non-playing, full time workforce of 1050 of which 54% live locally and 43% across Greater Manchester – the overall impact of employment of c£105.6m. Within the overall GVA £171m accrues to UK exchequer, £343m across Greater Manchester and £302m in Manchester. Approx £1.9m is UK benefits claims savings.
 - Match and event days additional employment of some 1800 personnel creating c240 FTE roles with a value of c£5.7m – *primarily via EVSL*
 - Contractor engaged staff create FTE of 120 throughout the year with a local GVA of £4m and UK of c£1.3m
 - Apprenticeships c£403k to Manchester and c£880m to UK exchequer
 - Skills development and training initiatives created some £31m of which c£17.7m to Manchester and c£13m to exchequer
 - Legacy of onward GVA (allowing for attributions and discount) was £12.6m and supported sport, arts, cultural lease of £5.01m.
 - Ongoing commitments, outward volunteering and investments achieved c£4m.

Over £800m was generated for the city, regional and UK economy from Man City match days, employment, procurement, infrastructure investment and social outreach commitments.

The multiplier effect of City's sustainable economy and actions, the support of fans and visitors has supported growth across the region and in total – around 10,000 jobs have been supported – equivalent to c3,200 FTE positions

£817.5m
Gross Value Added
Manchester - £302.4m/GM - £343.3m/UK - £171.6m



CITC Outcome	Value Quantified
Improved physical wellbeing	Increased Physical Activity (HE1.1)
Improved mental health and wellbeing	Improved Mental Health (HE2)
Improved mental health and wellbeing	Service Provision for Mental Health (HE2.1)
Improved skills and knowledge	Qualifications (level 2, 3 and degree)
Feel inspired and engaged	Engaging in Youth Activities (WWD4)
	Total Social Value

Additional value from estimated use of the Healthy Goals school pitches and Playzones was calculated at £11,925,200, bringing CITC's final added value to **£45,759,900**
CITC GVA social value from NLW payments in the year to June 2025 was **£1.8m**

Assumptions made of GVA for the club include Real Living Wage (Greater Manchester). In addition, the nighttime, leisure and hotel economy is understated by around 30% largely as a result of low levels of survey. Hotel bed nights take account of major corporate businesses with deduction of 30% into respective corporate pots.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 2%

Measurements of GVA for Manchester City include pro-rata provision for Eastlands Venue Services Limited. The matching pro-rata levels accrue to the club and to Co-op Live Arena accordingly : 60/40.

Manchester City
Biodiversity

Changing Places...

...City Football Academy

created new life and opportunity from a former brown-field, industrial site all of which supports positive, sustainable climate security for club operations and enhances the wider neighbourhood



City Football Academy

Manchester City Biodiversity

MANCGROVES

A UNIQUE BIODIVERSITY INITIATIVE BY MANCHESTER CITY
FOR EAST MANCHESTER - and for the Planet

Creating new landscapes, wildlife corridors, ecology...

- community safe walking and cycling routes
- changing and evolving a former industrial, brownfield site into thriving work and leisure spaces of gained biodiversity
- planting green and blue landscapes that promote improved air quality, cool air flows at ground level and that are responsive and meaningful climate actions
- projects that slow surface water surges and prevent flooding with careful planting that helps reduce drought risks
- ...engaging all our communities for better lives...

Mancgroves is the driving action plan for the Club's biodiversity, uplifting local environmental credentials with living landscapes, rain gardens, sponge spaces that protect the estate and contribute to CO2 emissions absorption through planned sequestration.

The landscape planning embraces the wider neighbourhood and introduces dwell places, improved active walking routes and supports the Club's outreach work in STEM education.

Mangrove sequestration is the process by which mangrove forests capture carbon dioxide from the air and store it for centuries. They do this through photosynthesis, root trapping, and slow soil decomposition. Mangroves hold some four times more carbon than a rain forest. In Manchester, mangroves wouldn't be feasible so working with local knowledge, the Club identified the highest sequestration for trees, shrubs, meadow grasses, wildflowers and wetlands that survive and thrive in the city and support strong CO2 absorption – MANCgroves was thus born.



MANCROVES

Action Plan

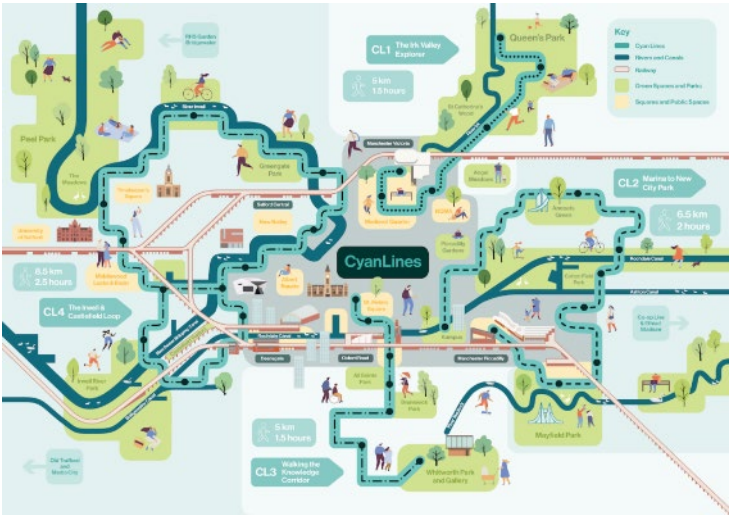
Manchester City has created and maintains over 30 acres of soft landscape (excluding football pitches) including over 2000 mature trees, 3km of hedgerow and some 16 acres of wildflower meadow and several acres of wetland.

All development include biodiversity net gain so that there is continued enhancement with future options:

- Added rain gardens
- Creating of onsite tree farms
- Ecology corridors
- Introducing ecology and biodiversity into STEM

In 2025-26, the club collaborated with the emerging CyanLines project and is working to engage the project in the CFA and Stadium estate – with enhancement of walking routes to the city centre, opening up views over the embankments of the River Medlock as it flows alongside the Etihad Campus.

Local mitigation of CO2 emissions is a primary focus – enhancing experiences on site for fans, communities, visitors and workforce.



CyanLines is the bold plan to link and transform Manchester's green and blue spaces – its squares, pocket parks, rivers, canals and viaducts – to enable residents and visitors alike to enjoy, understand and better connect with nature and each other.

cyanlines.com



GM Green Summit Schools' Project 2026

Manchester City Biodiversity

MANCROVES BIODIVERSITY new species

The health of the CFA estate is measured in many ways, including the numbers of species living on site and new findings year on year, since 2014, almost 600 new species have made their home at CFA, a testament to the wellbeing of the landscape.



BREAKDOWN OF NEW SPECIES RECORDED AT CFA YEAR 25/26 (TOTAL 601 SPECIES)



Manchester City Biodiversity

MANCROVES

Biodiversity & Nature Strategy

Manchester City, having returned a former 80-acre brown-field site to largely green and blue landscape with a significant biodiversity net gain, recognises that the integration of nature into planning, development and operations, lies at the heart of its current and onward sustainable development.

The Mancroves initiative ensures that the club and its estate is able to withstand and address climate and environmental risks, to practically and meaningfully inform investment opportunities and build more resilient assets and business resilience.

Strategic actions:

- Estate master-planning to have nature and biodiversity at the heart of all planning and delivery
- Build on the work to date with CyanLines to realise the Etihad Campus/Piccadilly circular route
- The club identifies its nature-related risk and opportunities in line with ISSB measurements
- All biodiversity and nature values will form part of investment, development and operational decisions
- Nature and biodiversity metrics used to measure performance and outcomes in line with TNFD
- That climate risks are identified, shared and that the actions needed are relevant and clear
- Assured programme linked to the wider city and regional climate and biodiversity strategies
- Engage actively with local communities and neighbourhoods to realise the wider and mutual benefits
- Create schemes of work and biodiversity gain that can be measured in their impact
- Ensure that new nature landscapes are managed into the future



Manchester City

Big Day Out 2026



Manchester City encourages and promotes community volunteering across all its staff with provision for time off to engage with communities and neighbourhoods – over the course of a year – some 800 hours of active, known, volunteering takes place in Manchester –

BIG DAY OUT takes place in March each year – focusing on local issues adjacent to the club’s facilities in east Manchester.

In 2026 the clearing of rough to open views of the River Medlock, plant new trees and also to clear litter from local streets provided a focused c200 hours of staff engagement.



Eastlands Venue Services Etihad Campus

Manchester City
CO-OP Live Arena



Eastlands Venue Services (EVS) is a joint venture formed between **City Football Group (CFG)** and **Oak View Group (OVG)**.

The company serves as the fully integrated operations and hospitality provider for the Etihad Campus in Manchester. It delivers high-quality event catering, private security, and business support services year-round.

EVS focuses its sustainability agenda on local workforce engagement and stability, environmental compliance in food and beverage operations and community integration across the Etihad Campus.

Etihad Campus

The **Etihad Campus** is a massive, world-class sports and entertainment precinct located in the **Sportcity area of Manchester, England**. Primarily owned and operated by Manchester City Football Club, the campus functions as the club's global headquarters. It spans several hundred acres and encompasses elite training facilities, community hubs, and massive entertainment venues.

Core Operations

- **Primary Venues:** Managing hospitality and catering for both the Etihad Stadium (home of Manchester City FC) and the neighbouring Co-op Live arena.
- **Event Volume:** Supporting more than **150 live events annually**, ranging from Premier League football matches to massive music concerts.
- **Workforce Model:** Employing over 100 permanent staff alongside a vast casual workforce of roughly **3,000 workers**. This structure provides casual staff with multi-venue shifts across both campus sites for better job stability.

EVS CO2 emissions and social value GVA results are provided within the Manchester city report pages.



EVS

Eastlands Venue Services

Food Services

Reducing waste across operations:

Hospitality Packages: Suite menus have been streamlined to 3 starters, 3 main courses & 3 desserts, improving demand forecasting, reducing overproduction, and minimising food waste.

Waste Reduction Performance: The waste reduction plan realised significant year-on-year progress across the stadium, demonstrating the impact of improved processes & team engagement in reducing waste.

Retail Operations : Selected locations offer 50% discounted food at full-time, with products transferred to designated collection points for sale, helping to maximise product utilisation & reduce food waste.

Conference & Events: All dishes are fully costed & recipe-controlled on our procurement platform, supporting accurate production planning, portion control & reducing excess preparation.

Packaging Reduction: EVS has significantly reduced the number of packaging lines used across all concessions, helping to minimise cardboard consumption & packaging waste.

Supplier Improvements: All supplier deliveries are now received in reusable crates, eliminating the use of polystyrene containers and reducing single-use packaging entering the stadium.

Zero single use plastics across operations.

Field 28 – Live Micro Cress: Introduction of live micro cress across the stadium has eliminated approximately 130 single-use 80g plastic containers per matchday. The supplier collects and reuses the growing trays, creating a circular process that reduces plastic waste and supports sustainable growing practices.

The Udder Way: Partnership with The Udder Way will remove the need for single-use plastic milk containers across the operation, replacing them with a reusable delivery system that significantly reduces plastic consumption & waste.

Polystyrene Elimination: Working with our fish supplier, we have completely removed polystyrene transport boxes, replacing them with reusable insulated chill boxes for deliveries into the stadium. This initiative reduces single-use packaging waste and supports a more sustainable supply chain



EVS
Eastlands Venue Services

Food Services
Waste not – great menus from good scraps !

In the season to May 2026, working EVS staff catering, the club has sought to provide good quality food and related information across all staff refectories, sharing menu ingredients, how to prepare at home and food storage etc.

One of the great successes in recent seasons has been engaging all parties in ‘Waste Not...’ lunch days where food that might otherwise have been deemed waste, but otherwise perfectly edible, has been prepared and served.

Alongside traditional food menus, vegan and vegetarian dishes have bene introduced and form a regular/daily part of the food offerings across the service.

“This ‘waste-not’ menu is designed to show how small changes, using whole vegetables, repurposing leftovers, and getting creative can make a big difference. Reducing food waste isn’t about restriction, but about seeing the full potential in every ingredient”

EVS



Match day catering by EVS at the Joie Stadium for City Women's and Man City men's matches



‘Waste-Not’ offers.

EVS
Eastlands Venue Services

Food Services
Reducing waste
across operations:

Waste Strategy

In partnership with Clean Event, EVSL actively monitors and measures food waste across all operational areas, providing detailed data and clear accountability for each Suite. This targeted approach enables chefs to identify opportunities for improvement, optimise production planning, and reduce unnecessary waste.

The graph demonstrates the significant year-on-year reduction in food waste within Legends, highlighting the success of our waste management initiatives and our ongoing commitment to sustainability, resource efficiency, and responsible food production.



The local food supply chain to Manchester City



EVS roles and career pathways for local people

2026



...precious !

2026
City Football Group

- Bahia
- Bolivar
- ESTAC Troyes
- Girona
- Lommel SK
- Manchester
- Melbourne
- Montevideo
- New York
- Palermo
- Shenzhen
- Yokohama



EMPOWERING BETTER LIVES THROUGH FOOTBALL

cityfootballgroup.com

City. Life : 27-37 for our youth

...better lives...

Sustainability is at the heart of every City Football Group development, operation and investment. People and social value drive CFG's decisions, underpinned by environmental accountability, climate action and responsible economic growth.

Rigorous, authentic measurement and reporting provide a clear view of annual performance and a stronger foundation for future ambition.

However, CFG's fans, communities and cities face urgent challenges. Survival needs, cultural change and imperfect realities demand more than polished targets or box-ticking performance.

They demand action that feels real, relevant and worth joining.

Unachievable goals, dead-end pathways and superficial progress are neither honest nor effective. They risk distracting from the issues that matter most.

CFG challenges established norms, is resetting its goals and pursuing meaningful social and environmental progress alongside responsible economic growth. In doing so, it can strengthen City communities, create opportunities for young people and, in line with its vision, help empower better lives through football.

The 2026 Sustainability Report looks primarily back at 2025-26. It also marks the beginning of a new approach to reporting, one that reflects CFG's growth, evolving operations and commitment to engaging communities, particularly young people, through meaningful participation.

Young people in CFG's communities impact everyone. They are the future providers, employees, players and fans. They are families and friends, and they will inherit what is sown today.

Through its clubs, operations, outreach teams and education programmes, City Football Group can make a difference and help build the cities and communities it aspires to create

...youth matters

Youth isolation is a growing crisis in the UK. Young adults aged 16-24 report higher levels of chronic loneliness than older generations, driven by mental health challenges, economic and educational disconnection, and increasingly digital lives.

Up to 40% of 16-24-year-olds say they often or very often feel lonely. Among young women aged 18-24, almost half experience regular loneliness. Young people facing emotional difficulties or probable mental health conditions can be up to three times more likely to experience severe isolation.

Digital connection has not replaced real connection. OnSide's Generation Isolation report found that 16% of young people spend most of their free time alone, while 39% have turned to AI chatbots for support.

Action is growing. The UK Government's £70million Young Futures Hubs programme will bring youth workers and professional support into local communities.

The £350million Better Youth Spaces programme aims to build or refurbish up to 250 youth facilities over four years. Charities such as YoungMinds are also helping young people access advice, creative outlets and meaningful community engagement.

The challenge is global. The World Health Organisation and its Commission on Social Connection recognise loneliness and social isolation as major public health concerns.

Young people need more than online access. They need trusted adults, safe spaces, purpose and genuine opportunities to belong.



- Managing the climate challenges – adaption, innovation, acceleration
- Creating social equalities – opportunity, participation, cultural shift
- Hosting CFG global and external sustainability workshops
- Embedding actions across all operations and functions

Our City Communities

27-37

Key global initiatives: primary actions 2027-2037

in shared action plans by September 2027:

Climate and Environmental Risk Register to be continually live and utilised to address both risks and opportunities.

SOCIALLY:

- Local economies actively supported – promoting pathways to learning and neighbourhood place making within CFG communities.
- Activating fans, communities and partners – creating activations to promote health, wellbeing and social interactions.
- Neighbourhood participation for good growth – engaging local residents and businesses in structured liaison.
- Identifying local employment pathways and benefits – sharing and actively promoting opportunities for local people.
- Building new education and learning (incl STEM) – meaningful, applied programmes with schools and colleges in CFG communities.
- Creating active Youth Matters schemes and hubs – identify actions and build bold initiatives for young people.
- Practical, yet meaningful travel and transport options – options that benefit fans and workforce, that also impact communities.

ENVIRONMENTALLY:

- A global approach to water management – as a high-risk consideration, actions locally with shared Group learning.
- Energy futures – resilience and decarbonisation – projects locally that realise energy efficiency and generation.
- Action on travel and transport – work collectively to identify practical and sustainable fan and workforce travel options.
- Supply chain circularity and engagement – creating procurement action plans with comprehensive circularity.
- Waste – work for zero waste options, complete eradication of landfill, single use plastics and promote reduce/reuse/recycle.
- Locally beneficial CO2 sequestration – create actions for locally managed CO2 mitigation.

ECONOMICALLY:

- Local economies actively supported – working to but manufactured goods and material within club cities and communities.
- Measured and inclusive employment opportunities – in line with social value outcomes realise the mutual economic impacts.
- Managed local procurement: – fully sustainable options that well planned, cost no more, yet have maximum impact.
- – made and manufactured goods and services – supporting significant change and benefits in our cities.

Zero Carbon to Net Zero:

City Football Group clubs and operations collectively realised zero carbon status in 2026
All Clubs and operations work continuously towards net zero

- Nine of twelve clubs over-performing in scopes 1 & 2 reductions – above all CFG operational emissions mitigation.
- By 2030, all CFG clubs and direct operations will be fully, independently Zero Carbon.
- All clubs and operations will continue to map routes to reduce emissions across Scope 3 and uplift local mitigation programmes.
- By 2028, CFG clubs will produce individual sustainability reports (in line with Game Plan).



Our City Communities
Culture shock

Social value, environment and economic uplifts matter to everyone, they are not exclusive and understood together present an opportunity to help address inequalities and bolster meaningful change and hope.
(Manchester – but applies Group-wide)

YOUTH

Youth Guarantee
Focus for Manchester & GM – playing our part
Help reverse the NEETs drifts

- 17% drift 2021-2025
- 743,000 UK – 14,300 Manchester
- 45% UK – 16.7% across Greater Manchester

CLIMATE

Risks to health & wellbeing
Impacts on operations and lives
Manchester av. 4.7degrees warmer
Extreme heat & water scarcity risks
Yet: Opportunities to be innovative

CULTURE

It's not somebody else's problem
Action for our future
Sort our own back yard/front door
Structure opportunities and pathways
Change – isn't failure, it's pragmatic

Young people are the foundation of our future, bringing the innovation, drive, and fresh perspectives needed to navigate an increasingly complex world. It's how it should be. It's how it must be.

Today's youth face unprecedented economic, social, and psychological pressures. To ensure they can truly lead tomorrow, we must actively support them today.

Sustainability (Be Sustainable) Work Groups with CITCs and Clubs' leadership can drive a new perspective that good for our communities – socially, environmentally, economically – and for our clubs and our future success.

Esporte Clube Bahia



Arena Fonte Nova

Esporte Clube Bahia

Operational environment

Environmental Sustainability Actions

Esporte Clube Bahia continues to advance environmental and social initiatives focused on renewable energy, biodiversity protection and community engagement.

100% Renewable Contracted Electricity: Bahia sources 100% of its contracted electricity from renewable hydropower through Brazil's free energy market, with electricity supplied by Neoenergia.. Its primary training facility, CT Evaristo de Macedo, runs strictly on certified clean energy, avoiding hundreds of tonnes of carbon emissions. [1]

I-REC Certification: The club received the I-REC certification to provide additional traceability and verification of the renewable attributes of its electricity consumption.

Supporter Engagement: Through initiatives such as **Torcedor Solidário** [2] and **Bahea Energia** [3], Bahia engages supporters on energy-related topics and encourages eligible members to consider migrating to Brazil's free energy market.

Esporte Clube Bahia is in the process building a new, high-tech training complex in Camaçari, Brazil.

Project Overview & Location

Location: Camaçari, Metropolitan Region of Salvador, near the Via Metropolitana (15 minutes from Salvador International Airport, 40 minutes from Arena Fonte Nova) located on a ~560,000 m² plot with over 20,000 m² of built space.

Biodiversity Compensation: As part of the project's environmental management plan, an area equivalent in size to the affected area and within the same Atlantic Forest biome was acquired in 2026 for environmental compensation, supporting the mitigation of vegetation-clearing impacts and biodiversity protection.



The Arena Fonte Nova was built from the ground up with sustainability as a core principle. It stands as one of the most environmentally progressive stadiums in South America. It earned international acclaim as a **LEED Silver Certified venue** and was designed to comply with FIFA's strict "Green Goal" parameters.

Climate-Adaptive Engineering

The "Horseshoe" Opening: The architects preserved the original stadium's distinct south-facing, open-ended horseshoe configuration. This structural gap faces the Dique do Tororó lagoon, channelling intense **natural cross-ventilation** straight through the stadium bowl. This design vastly lowers the power required for cooling or air conditioning.

Ultra-Lightweight Roof: the spoked-wheel cable membrane roof geometry significantly reduces raw material footprint while optimizing sightlines and shade.

Smart Solar Façade: The exterior skin uses massive horizontal louvres angled precisely according to the sun's trajectory. This system maximizes ambient daylighting while blocking thermal radiation, keeping the internal corridors cooler.

Water & Power Management

Rainwater Harvesting: The expansive membrane roof acts as a giant catchment system, channelling rainfall directly into a **storage network**.

On-Site Solar Energy: Developed alongside the Bahia State Electricity Company (COELBA), the stadium's parking structures house an integrated **834 kWp solar photovoltaic plant**. Generating roughly 750 MWh of clean electricity annually.

LED Transformation: To drive down consumption further, the venue updated its public visual elements by migrating to high-efficiency Full Colour LED panels that reduce power usage during major sporting and musical events

Esporte Clube Bahia

Environment & emissions

The home stadium of Esporte Clube Bahia is the Arena Fonte Nova, located in Salvador, Bahia, Brazil.

The stadium has a capacity of 47,902 spectators for with an average attendance of 34,952 for home games.

A total of **42 home games** were played during the season.

Bahia Women's Team played 17 league games, with an average attendance of 235. Some matches were played outside Salvador due to stadium unavailability in the city, which directly affected attendance levels.

For all club games, international visitors (air travel) is estimated at 2309.

Fans attending matches primarily use Salvador's public transport network, particularly **Metro Line 1 and 2**, due to the stadium's central location and limited parking availability. The club has partnerships with parking facilities at **two shopping centres**, encouraging supporters to park their vehicles and continue their journey to the stadium by metro.

Interior Travel: Supporters travelling from other cities across Bahia frequently organize **caravans** (organized coach trips) to attend matches at Arena Fonte Nova. Fans travelling from the islands and other locations connected by water transport also use **ferries and ferryboats** to reach Salvador.

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	7.8	All Teams Travel	
Fuel purchased	9.6	Air	826.3
Refrigerant gases	0.1	Rail	
		Car/bus mileage	230
		Hotel bed nights	42
SCOPE 2			
CO2e tonnes			
Energy (fossil)	0	Business Travel	698
		Fan Travel (home only)	3,406.7
		Staff Commuting	271
		Waste	40
		SCOPE 3 total:	6,875.3
		Total scopes 1,2,3 :	6,883.2
		embodied CO2 (plus 30%)	8,948.1
		local mitigation (minus)	130
		CO2e TOTAL 2025-26	8,823.7



Zero-carbon venue.

Esporte Clube Bahia has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint; the club is actively working to further reduce all emissions (across scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support the city's and regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

Esporte Clube Bahia

Social Value

Esporte Clube Bahia, often simply known as **Bahia**, founded in 1931 and based in Salvador, Bahia, is one of Brazil's most traditional football clubs and a leading club in the Northeast region.

SOCIAL IMPACT

Bahia promotes inclusion and development through free sports activities, community programmes and social initiatives.

BAHIA IN THE COMMUNITY

Bora Bahêa Meu Bairro (BBMB) is Bahia's flagship community programme, using football to promote health, personal development and social inclusion among children and young people.

Each year, the programme reaches more than 1,200 families, delivers over 5,000 hours of field activities, and distributed more than 100,000 meals in 2025..

Social Protection:

- 67.9% of participating families are registered with CadÚnico, reflecting the programme's reach among socially vulnerable communities.
- 31 referrals were made to the social protection network.
- 24 public services and community organisations were mobilised to support participating families.

External Recognition:

- AIDEP Award – FutEdu Summit 2025
- Prêmio Patrocínio Brasil 2026 – Patrocínio com Propósito Social, , recognising BBMB and the partnership between Esporte Clube Bahia and Neoenergia.

CAMPAIGNS

Bahia also promotes cultural awareness, inclusion and recognition of Indigenous peoples. The “O Futuro é Ancestral” campaign highlighted Indigenous culture, identity and ancestral knowledge. [4]



Bora Bahêa Meu Bairro
"Let's go Bahia, my neighbourhood"

Esporte Clube Bahia

GVA

Esporte Clube Bahia fans inject millions of reais directly into the local Salvador economy on matchdays. With the stadium drawing average crowds of 34,952 people for major fixtures, a highly synchronized wave of local spending activates immediately outside the stadium gates embracing:

- Neighbourhood Commerce & Informal Street Vendors
- Domestic Sports Tourism & Hospitality
- Hotel bed nights on match days
- Direct Stadium Operations & Jobs

Bahia State Tourism Secretariat (Setur-BA) indicates that major football matches in Salvador attract an average of **1,500 to 3,500 fans who stay in local hotels per match weekend.**

This hotel occupancy is split between traveling away supporters and Bahia's own extensive regional fan base.

An average hotel bed night has a value of R\$320.

Local spend by homes fans has an average of R\$180

Added vales in the general economy, including transport is cR\$38 per fan.

Using an average of 35,000 fans per match day /weekend, the GVA benefits of match days a cR\$11.2m + R\$6.3m + R\$1.3m = R\$18.8m

The local multiplier of 1.25 creates a match day GVA of **cR\$23.5m**

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Salvador averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



R\$23.5m

Gross Value Added

(excludes major construction projects)

GVA

Full time club staff provides jobs for 589 people of which 60% are locally created. There are also 2025 match-day only staff with over 60% being locally employed.

In respect of GVA, recognising Brazil contributions to national and local revenue, plus reduced national costs there is a workforce added value of \$1.7m

Average salary R\$3,133 (used as default only) [5]

GVA social:

- Contribution to exchequer (27.2%) - \$1,414.4
- Average overheads – c71% R\$2,686.7(\$340/month) =
- Reduced services reliance’s c8% - R\$516
- Disposable income = \$1,098 x MMV 1.25R\$1,373.6 = R\$2,471.6
- Based on average salary only and 589 employees – the overall annual GVA for employment is R\$1.4m
- The approximate equal benefit from matchday only employees (20%) is R\$291,000

Locally made materials and produce has a multiplier effect of R\$1.72 for every \$ spent in the local/regional economy (not included for 2026). With 70-80% local procurement, this will add significantly in future reporting .

Thes figures exclude the GVA of construction works.

Bolivar



PARTNER CLUB



Bolivar

Environmental Impact

Bolivar FC Environmental Commitments

Club Bolívar manages its environmental commitments primarily through its corporate integration with **City Football Group (CFG)** and its strategic local alignment with the United Nations Development Programme (UNDP) in Bolivia.

As a global CFG partner club, Bolívar aligns its sustainability strategy with the group's overarching "Game Plan" agenda, which targets **net-zero carbon emissions**.

Key Environmental Commitments & Initiatives:

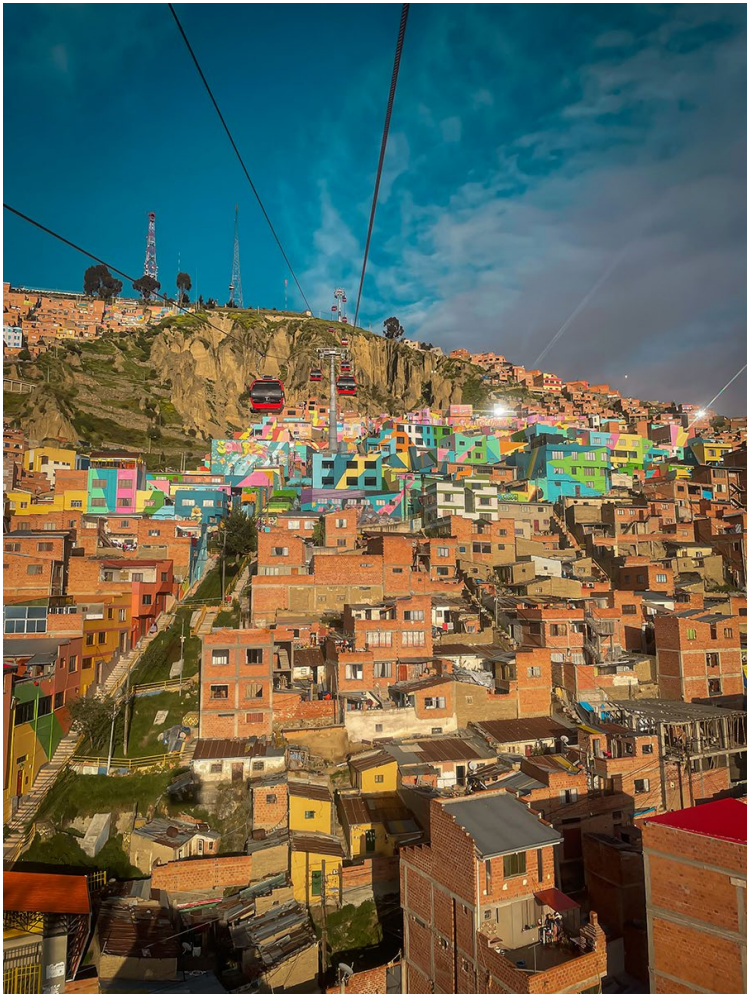
Water Management and Risk Mitigation: Due to critical geographic climate assessments in La Paz and Santa Cruz (the regions housing Bolívar's main facilities), the club prioritises **drought risk management**.

Club Bolívar heavily invests in infrastructure dedicated to water attenuation and sustainable water abstraction to limit its strain on municipal resources.

Eco-Friendly Stadium Infrastructure: The club's new stadium in the Tembladerani area of La Paz, designed by L35 Architects, integrates modern **green building standards**. The architectural planning targets local urban sustainability, focusing on energy efficiency and sustainable materials to reduce the environmental footprint.

Waste and Packaging Reduction: Operating under CFG's unified Environmental & Social Governance (ESG) guidelines, the club is committed to cutting down general waste. Its goals include working with upstream suppliers and downstream partners to reduce raw material packaging and **phasing out single-use plastics**.

Alignment with Global Targets: Rather than using speculative local figures, Bolívar anchors its environmental benchmarks in the 31 specific target indicators set by the **UNDP – Bolivia framework for 2030**, working alongside local municipal councils like La Paz to integrate sustainable development goals (SDGs)



Bolivar

CO2 emissions

Bolivar FC is rebuilding its home stadium

Currently, home matches are played at the **Estadio Hernando Siles**, located in the Miraflores borough of La Paz, Bolivia.
...it shares this public venue with its local rivals, The Strongest, and the Bolivian national football team.

Although the current home is temporary, this location and attendances provide the backdrop for the 2025-26 season figures throughout.

Bolivar average attendance in the season was 12,000. There are 15 home games in the season.

The club employs 82 full time staff of which 98% are local people.

Local procurement within the club is at 70% and local consumables/produce is 84%.

The club uses renewable only energy across its business with a small amount of fossil related energy – gas.

Apart form football pitches there is no managed local CO2 mitigation.

The club’s emissions measurement, in line with City Football Group, is aligned with the GHG Protocol.

Operationally (scopes 1 &2) Bolivar achieved CO2 Neutral in 2025-26.



Zero-carbon venue.
Bolivar FC has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).
The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint; the club is actively working to further reduce all emissions (across scope 3) working across its supply chain and with its community.
The club is creating local CO2 mitigation initiatives to support the city's and regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.



PARTNER CLUB

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage		Women's Team Travel:	
Fuel purchased	7.8	Air	0
Refrigerant gases	0	Rail	0
SCOPE 2		Car/bus mileage	191
CO2e tonnes		Hotel bed nights	0
Energy (fossil)		Men's Team Travel:	
		Air	15.1
		Rail	0
		Car/bus mileage	3.1
		Hotel bed nights	23.3
		Business Travel	2,850
		Fan Travel (home only)	195.3
		Staff Commuting	48.3
		Waste	8
		SCOPE 3 total:	3,334.1
		Total scopes 1,2,3 :	3,352.3
		embodied CO2 (plus 30%)	1,005.5
		Mitigation (Minus)	230
		CO2e TOTAL 2025-26	4,127.9

[Bolivar FC – link video – sustainable development of the first team centres, La Paz:](#)
[Proceso de producción Top Soil - Planta arenera Huayhuasi](#)

Bolivar

Social Value & GVA

BOLIVAR FC SOCIAL VALUE

a dedicated **social value agenda** focused on community empowerment, youth development, and institutional professionalisation.

By serving as a partner club within the City Football Group (CFG) network and collaborating with international frameworks, the club shifts standard football operations toward measurable social impact.

Core Pillars of Bolívar's Social Agenda;

Youth Leadership Development: A primary objective of the club's administrative overhaul is to "develop leaders on and off the pitch".

The club leverages its status to create secure developmental pathways, ensuring that young Bolivian athletes from diverse socio-economic backgrounds gain access to elite sports education and structural opportunities.

Professional and Academic Growth: Through partnerships like its academic collaboration with the Johan Cruyff Institute, Bolívar actively works to address the lack of professional management training in Bolivian sports.

The club invests in developing sports industry professionals to drive long-term structural and economic growth in local communities.

Global CFG Social Alignment: Under the City Football Group Game Plan, Bolívar integrates community outreach principles similar to those used across the group.

This includes promoting inclusion, addressing inequality through sports access, and encouraging local civic participation.

Democratic Governance Expansion: The club focuses heavily on turning its fan base into active corporate partners, transitioning from traditional top-down team leadership to an organisation that prioritises transparent communication and community-backed initiatives.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local La Paz and Bolivia averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



\$2.8m

Gross Value Added

(excludes major construction projects)
(estimate included is \$5.5m)

GVA

The rolling impact of this is that money spent in local markets has a multiplier effect – supporting businesses, individuals, growth and the local and national economies through contributions and in turn, in some cases, reducing or eradicating costs through benefit.

GVA (Gross Value Added) is the roll-on impact across a wide range of services and sectors of local spend, It is not actual budget, cost or income

In La Paz, football fans visiting match days have an average local spend of (US)\$9.

Local estimates suggest that around 16% of Bolivar fans utilise local businesses and services. As such, with an annual match day attendance of 180,000 – this is a local added value of around 28,800 visitors at c\$9 – of \$260,00. Spend by day visitors, estimated at 3,000/annum is c\$85 creates c\$255,000.

LM3 benefits in La Paz via club employment and fan engagements has a multiplier of x1.3. (\$1.3 to every \$)

Full time employee equivalents at Bolivar total 68. In respect of GVA, recognising Bolivian contributions to national and local revenue, plus reduced national costs there is a workforce added value of \$1.7m

Minimum salary \$5,760 (used as default only)

GVA social:

- Contribution to exchequer (13%) - \$748.80
- Average overheads (\$340/month)= \$4,200
- Reduced services reliance's c12% - \$450
- Health and social care reduction c8% - \$600
- €15,953 per FTE
- (+60% for NEET and RTW engagements \$1150)
- Based on minimum salary only and 68 employees – the overall annual GVA for employment is \$407,000

Locally made materials and produce has a multiplier effect of \$1.66 for every \$ spent in the local/regional economy (not included for 2026). With 70-80% local procurement, this will add significantly in future reporting.

Bolivar

The New Stadium Project (Estadio Simón Bolívar)

Club Bolívar is currently in the middle of a massive infrastructure project to build its own state-of-the-art private venue, the **Estadio Simón Bolívar**, located in the Tembladerani neighbourhood.

Status: The original ground was demolished, and full structural construction is actively underway. The project is designated as a complete reconstruction zone and remains closed to the public.

•**Features:** Designed by L35 Architects (the firm behind the Real Madrid Santiago Bernabéu renovation), the new venue will feature a modern reinforced concrete design and a capacity of **15,000 spectators**.

•**Altitude:** Once complete, it will stand even higher than Hernando Siles, at **3,706 metres** above sea level.

Project Overview

Location: Built on the grounds of the old stadium in La Paz, Bolivia.

Capacity: Expanded to hold approximately 15,000 spectators.

Design: Features a powerful exposed concrete structure with massive repetitive pillars.

Multipurpose Use: Includes spaces for restaurants, shops, and event rooms to generate activity on non-match days.



ESTAC Troyes



ESTAC Troyes



Sustainability review

ESTAC Troyes

Sustainability summary

ESTAC Troyes : summary report of Sustainability strategy

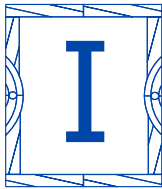
ESTAC Troyes embeds sustainability across its sporting and operational activities through, the « ESTAC Responsable » Programme.

It provides the Club's strategic framework for Environmental, Social and Governance (ESG) performance. it also drives continuous improvement while supporting City Football Group's ambition to empower better lives through football.



Examples of initiatives implemented during the 25-26 season (non-exhaustive list)

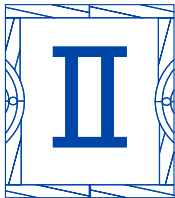
PRESERVE



Sustainable Pitch

- Reduce our environmental footprint
 - Mobility options (bike parking, free chartered bus routes, bus fare covered by the Club)
- Protect and promote local biodiversity
 - a key focus of the CFA's construction (2028 – 2029)
- Develop a more circular economy
 - Recycling of stadium waste through a local recycling program; reuse of cups
- Manage our consumption
 - Stadium : full-LED lighting to replacing two diesel-powered generators (conurbation authority's investment)

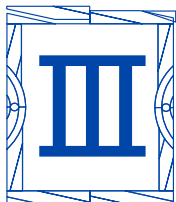
BRING TOGETHER



One Team, One Territory

- Strengthen our territorial impact
 - 4,000 local residents attended on game days (25/26)visits to 23 local clubs3,500 children met the players on non-game days
- Inclusion and accessibility
 - March campaign on women's role in soccer, "Women of March," and a job fair attended by 2,000 job seekers
- Solidarity and Safeguarding
 - Telethon (fundraising for rare diseases) & spotlight on the young and brave Louis, and expansion of the SafeGuarding reporting system to our supporters

PASS ON



Growing Responsibly

- Empower people
 - 13 young players from the Academy have signed pro contracts (a record)
- Promote a responsible culture
 - Two-time winner of the Open Football Club Grand Prize with a [video](#) addressing sexual and gender-based violence
- Responsible governance
 - Establishment of an ethics committee and a compliance policy

ESTAC Troyes Accreditations



ESTAC Troyes : certification labels



Fair Play For Planet Label

- Evaluating sports organizations across 18 categories (environmental, social, governance) and 350 criteria ;
- 4th-highest score among soccer clubs ,
- Score of 55/100, with a goal of reaching 65 for 26/27.

Employeur Handi-Engagé

- Taking action for inclusion, facilitating access to employment and apprenticeships for people with disabilities ,
- Providing tailored support, raises awareness among staff and adapts working conditions to foster successful and lasting inclusion.



Employeur Handi-Engagé

- Driving local economic impact through matchdays, local jobs, suppliers and food sourcing ;
- Supporting a more sustainable territory through responsible event practices and sustainable mobility ;
- Strengthening ESTAC's role as a key local stakeholder through the DID certification.

ESTAC Troyes

Environment & emissions

2026 Emissions data

ESTAC Troyes home stadium is Stade de l'Aube with women's and youth games played at Henri Terre Stadium.

Measuring the club's sustainability for 2025-26, the club played 18 homes games and 39 games across all competitions.

There were 18 women's leagues games.

The home attendance across the season was 135,410.

The club employs 224 fulltime staff of which 95% are local people. In addition there are 64 direct and contracted staff.

Local procurement within the club is at 87% and local consumables/produce is 90%.

The club primarily uses renewable energy across its business with a small amount of fossil related energy at just 956kwh.

The club's emissions measurement, in line with City Football Group, is aligned with the GHG Protocol.



SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	10.6	Academy Teams Travel:	
Fuel purchased	0	Air	1,476
Refrigerant gases	0.3	Rail	0
SCOPE 2		Car/bus mileage	3,058
CO2e tonnes		Hotel bed nights	1,2
Energy (fossil)		Women's Team Travel:	
		Air	0
		Rail	0
		Car/bus mileage	191
		Hotel bed nights	0
		Men's Team Travel:	
		Air	59.2
		Rail	0
		Car/bus mileage	0
		Hotel bed nights	10
		Business Travel	21
		Fan Travel (home only)	57
		Staff Commuting	14.6
		Waste	12
		SCOPE 3 total:	
		Total scopes 1,2,3 :	5,391
		embodied CO2 (plus 30%)	1,617
		local mitigation (minus)	-
		CO2e TOTAL 2025-26	7,008.3

ESTAC Troyes Social Value (GVA)

2026 Social Value - GVA

ESTAC is a key driver of territorial development: beyond football, the Club generates economic activity, supports employment and strengthens the attractiveness of the Aube region.

- €16.24M of economic value generated across the Aube Department in 2024/25, including €4.47M in indirect and induced impact.
- €18.64M spent locally by ESTAC during the season, directly supporting the local economy, employees and businesses.
- A recognised contributor to local vitality: around 90% of surveyed spectators believe ESTAC contributes to the region's visibility, vibrancy and local engagement.



The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Troyes and Campagne averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



€16.2m
Gross Value Added



- 224 FTE jobs supported, representing more than 421,000 working hours across ESTAC, its suppliers and matchday-related activities.
- 100,000+ spectators per season, making ESTAC the largest live entertainment organisation in the Aube.
- A strong driver of local attractiveness : 14% of spectators come from outside the Aube specifically to attend ESTAC matches, bringing additional spending into the region.
- A major local business network: ESTAC brings together 200 partner companies, making it the largest business network in the Aube.

Girona



Girona
Local commitment

Girona's social values

Core DNA Principles (CRIT)

- **Commitment:** Dedication to the club badge, local fans, and the wider Girona region.
- **Respect:** Valuing opponents, diversity, human dignity, and local cultural identity.
- **Nonconformity:** Embracing a challenger spirit of humility and constant self-improvement to defy expectations.
- **Teamwork:** Fostering collective strength and unity on and off the pitch.

Foundation and Community Pillars

- **Inclusion:** Guaranteeing accessible sport for all, highlighted by inclusive tournaments like the Girona FC Foundation Trophy for athletes with intellectual disabilities.
- **Health and Well-being:** Promoting physical activity, emotional health, and healthy lifestyles in youth.
- **Social Cohesion:** Connecting neighbourhoods and regional communities to act as a transformative social tool.
- **Transparency:** Maintaining open, honest operations as a foundational pillar.



The Girona FC Foundation is the social expression of Girona FC and was born with the desire to put sport, and especially football, at the service of people and the community.

Through educational, social and community projects, the Foundation **promotes values, healthy lifestyles and opportunities for personal growth, using sport as a tool for social transformation and cohesion.**

Its activity is mainly rooted in the territory of Girona, strengthening the link between the club and its immediate environment.

At the same time, the Foundation maintains an open view of collaborations beyond this area when they share values, objectives and a clear desire for social impact.

In this way, the Girona FC Foundation connects the club's DNA with the real needs of society, promoting initiatives with meaning, coherence and community return.



Girona

Montilivi Stadium is the home ground for Girona FC with its women's team playing at Torres de Palau and the youth teams at Vidreres.

The men's team training centres is Girona City Football Academy.

Girona plays 19 homes games at Montilivi with an average attendance of 11,931 during the 2025-26 season., totalling 226,698 across the season.

The club has 241 fulltime employees based at Montilivi and the Football Academy.

Local procurement within the club is at 74% and local consumables/produce is 82%. Girona FC generated around 33,700 kwh of solar energy in the year to June '26 and through other energy procurement had 146 tonnes CO2e electricity related emissions and 65 tonnes through its gas supply.

Girona FC locally mitigates its carbon emissions by some 1,200 tonnes owing to local woodland management and onsite landscapes.

The club's emissions measurement, in line with City Football Group, is aligned with the GHG Protocol.

Operationally (scopes 1 &2) Girona FC achieved CO2 Neutral in 2025-26.



Zero-carbon venue.

Girona has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint; the club is actively working to further reduce all emissions (across scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support the city's and regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.



SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	43.2	Academy & Women Teams	78
Fuel purchased			
Refrigerant gases	0.3	Men's Team Travel:	
		Air	582.3
		Rail	0
		Car/bus mileage	5.7
		Hotel bed nights	13
		Business Travel	126
		Fan Travel (home only)	6,416
		Staff Commuting	9.7
		Waste	55
		SCOPE 3 total:	7,285.7
		Total scopes 1,2,3 :	7,475.2
		embodied CO2 (plus 30%)	9,717.7
		local mitigation (minus)	1,200
		CO2e TOTAL 2025-26	8,517.7

Girona

Environmental management

Girona FC manages its environmental policy and sustainability strategy through compliance alignment, advisory partnerships, and broader group frameworks, targeting regulatory standards set by La Liga and UEFA.

Strategic Advisory and Compliance

Partnered with [RocaJunyent](#) to integrate sustainability at a strategic level and meet evolving environmental regulations.

Focuses on exceeding baseline sports guidelines and aligning club management with sustainable development goals.

Infrastructure and Operations

Developing the new Girona Football Academy in Vilablareix with sustainable, functional, and innovative construction criteria.

Incorporates ecological practices shared across the City Football Group, emphasizing resource efficiency and carbon reduction.

Promotes e-mobility and local green partnerships, such as electric vehicle integration via regional automotive and provider collaborations.



Girona FC integrates its waste management and circular economy strategy into its broader infrastructure and matchday operations, guided by City Football Group (CFG) frameworks and UEFA's circular economy guidelines.

Stadium Operations & Matchday Recycling:

Fractional Waste Sorting: The club coordinates selective waste sorting at Montilivi Stadium, separating plastic packaging, paper/cardboard, organic material, and general glass to ensure compliance with local Catalan recycling standards.

Single-Use Plastic Reduction: In alignment with CFG policies, the club works to minimize single-use plastics across catering services, substituting them with biodegradable alternatives or reusable solutions where operationally viable.

Construction Waste Management: The ongoing development of the Girona Football Academy in Vilablareix adheres to sustainable building standards that mandate the reuse of excavated soil, optimal sorting of industrial materials, and minimum diversion of construction waste away from landfills.

Sustainable Procurement: Sourcing policies favor eco-friendly, locally manufactured construction materials to lower the embedded lifecycle carbon of club facilities.

E-Waste & Textile Collaborations: - Through regional partnerships, Girona's sports network engages in specialized material recycling (such as textile recovery initiatives) to divert municipal waste.

Local Compliance: The club syncs its waste infrastructure with the Girona City Council's regional selective collection targets, aiming for optimized recycling

Girona
Social Value (GVA)

€9.3m
Gross Value Added



Girona

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Girona, Catalan and national averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



Girona is a historic city in northeast Catalonia, Spain, located 100 kilometres north of Barcelona and 40 minutes from the French border. It serves as the capital of the Girona province, home to roughly 100,000 residents, and is globally celebrated for its rich medieval architecture, premier culinary scene, and status as a world capital for professional road cycling

GVA (Gross Value Added) is the roll-on impact across a wide range of services and sectors of local spend, It is not actual budget, cost or income

In Girona, football fans visiting match days have an average local spend of €32.

Local estimates suggest that around 58% of Girona fans utilise local businesses and services. As such, with an annual match day attendance of 222,698 – this is a local added value of around 130,000 visitors at c€32 – of €4.1m.

Indicators suggest that an average of 70 people stay in Girona hotels on match days spending c€146 each additional x 19 match days is c€195,000.

Full time employee equivalents at ESTAC total 288. In respect of GVA, recognising French contributions to national and local revenue, plus reduced national costs there is a workforce added value of 4.9m

Average local salary €28,394 (used as default only)

- GVA:
- Contribution to exchequer (22%) - €5,678
 - Notable cost (housing) c40% - €11,357
 - Reduced services reliance's c8% - 2,271
 - Health and social care reduction c8% - €2,271
 - Average disposable spend is €6,837 LMV = x50%= **€10,255**
-
- €21,557 per FTE
 - (+60% for NEET and RTW engagements €34,491)
-
- Based on minimum salary only and 241 employees – the overall annual GVA for employment is €5.1m
-
- The estimated general GVA in respect of football club activity is c€9.3m
-
- Locally made materials and produce has a multiplier effect of €1.80 for every € spent in the local/regional economy (not included for 2026). With 80% local procurement, this will add significantly in future reporting .

Lommel SK



City Football Academy, Lommel

Lommel SK

Meet Lommel SK

Lommel SK plays its home games at the Soevereinstadion.

It has a capacity: 8,000 to 8,231 spectators, divided into 5,000 seats and 3,000 standing places.

Surroundings: The stadium is situated amongst considerable woodland with significant areas of wetland and lakes, the natural forest area of Bosland is close to the Lommelse Sahara.

City Football Academy, Lommel :

A new training centre/academy... ..a new, true home base for Lommel SK.

The CFA is a top-level training facility, designed and built with attention to detail, sustainability, and functionality.

Modern changing rooms, a large fitness area, meeting spaces, a professional kitchen, and much more. Everything is being designed to optimally support players and staff – both on and off the pitch.

The complex not only strengthens the club’s sporting operations, but also to serves as an environment where young talents can develop in an inspiring and professional setting.

The building opened fully in November 2025, with the first team moving in after the winter break.

The City Football Academy Lommel marks a major milestone in the club’s history. It is an investment in the future – rooted in local identity and driven by Lommel SK’s ambitions.



Soevereinstadion

Lommel SK

CRS structure



The club's CRS structure is divided into three core pillars:

1. Youth Health & Well-being

Lommel SK focuses closely on the physical and mental health of young people in the local area.

•**Healthy Goals Initiative:** A central community fundraising program that builds community football pitches and sponsors youth-led sports programs to uplift mental health.

•**LSKids Football Camps:** Comprehensive holiday training camps where youth players receive professional coaching, complete gear, and healthy nutrition.

2. Equality, Inclusion & Pathways

The club acts as an engine for social mobility and community support in the Limburg province.

•**Equal Opportunities:** Tailored community tracks designed alongside researchers from the Free University of Brussels and the Belgian Pro League to ensure equal access to sport.

•**Global Network Integration:** Local young leaders receive special training and connectivity with CFG's global "Cityzens Giving" framework.

3. Environmental Sustainability

Because the club is uniquely nestled in the green landscape of the Bosland forest area, environmental preservation is integral to its identity.

•**Green Framework:** The club is actively developing local eco-focused operational guidelines to protect its woodland ecosystem and limit its overall carbon footprint



Lommel SK

Environment & emissions

Lommel SK's environmental policy is anchored on the principle of minimising its local carbon footprint and actively preserving the surrounding Bosland forest ecosystem.

Because the club operates within one of the greenest regions in Belgium (bordering the nature-protected Lommelse Sahara), its approach to environmental sustainability balances infrastructure development with ecological care.

The policy is broken down into three major tactical areas:

1. Zero Tree-Loss Infrastructure

Strict Preservation: During construction projects, Lommel SK implements a strict zero-deforestation baseline. For example, the club planned the creation of its entire new City Football Academy (CFA) facility ensuring **not a single tree was removed or destroyed** from the site area.

Local Integration: Infrastructure designs are adapted around the existing forest layouts rather than forcing the natural landscape to change for the club.

2. High-Efficiency Facility Standards Flemish GRO Tool:

The club builds and audits its properties according to the Flemish GRO Tool, a comprehensive government sustainability framework used to measure circular material use, indoor environmental quality, and energy performance.

Renewable Energy Generation: The CFA complex and modern club infrastructure are outfitted with extensive **solar panel arrays** to maximise on-site green energy production.

3. Alignment with City Football Group's "Game Plan" Net-Zero Target:

Lommel SK aligns its operations with the global City Football Group Sustainability Strategy.

Carbon Reduction Roadmap: The club contributes directly to the group's overarching commitment to achieving **fully net-zero carbon emissions by 2030**, submitting data for annual impact assessments and tracking energy consumption across their facilities.

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	3.2	All Teams Travel:	
Fuel purchased	0	Air	153
Refrigerant gases	0.3	Rail	0
SCOPE 2		Car/bus mileage	6.4
CO2e tonnes		Hotel bed nights	22
Energy (fossil)	54	SCOPE 3 total:	
		Business Travel	608
		Fan Travel (home only)	716
		Staff Commuting	40.6
		Waste	22
		SCOPE 3 total:	
		Total scopes 1,2,3 :	1,625.5
		embodied CO2 (plus 30%)	2,113.1
		local mitigation (minus)	600
		CO2e TOTAL 2025-26	1,513.1



Zero-carbon venue.

Lommel SK has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support local and regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

Lommel SK GVA

Lommel SK has a stadium capacity of 8,000. Typical home games attract 1,526 (av 2025-26).

Car and bicycle travel is by far the most common form of travel to and from games, about 80% of fans travel by car and the average distance (RT) is 16km.

Thus c1220 fans travel by car of which 70% alone- approx. 930 vehicles travel to and from games.

Of the fans attending matches around 8% are from a wider Limburg area and 60% from cross border – mainly travelling from Netherlands. Their average round trip is c90km.

Lommel SK fans **directly stimulate the local economy**, though the scale is characteristic of a tight-knit, small-market Belgian club.

While a home matchday does not bring the massive economic windfall seen in major European cities, the regular influx of fans to the De Soeverein sports complex injects steady, recurring revenue into the local municipality.

Because roughly 60% of the club's fan base commutes regionally from across the wider Limburg province or cross-border from the Netherlands, matchdays generate foot traffic for local bars, snack shops, and restaurants near the stadium and the Lommel city centre.

Lommel SK fans average spend is €45. This is used in local restaurants and bars and covers local transport, parking etc.

Around 3% of fans will typically stay in local hotels or Center Parcs at an average night cost of €125.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Lommel and Belgian averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



€8.3m

Gross Value Added

In Lommel, football fans visiting match days have an average local spend of €45.

Local estimates suggest that around 52% of Lommel fans (793) utilise local businesses and services. As such, with an annual match day attendance of 1,526 and 17 league home games – this is a local added value of around €606,000.

Indicators suggest that an average of 46 people stay in Lommel hotels on match days spending c€125 each additional x 17 match days is c€97,750.

Full time employee equivalents at Lommel total 70. In respect of GVA, recognising Belgian contributions to national and local revenue, plus reduced national costs there is a workforce added value of €4.9m

Average local salary €51,000 (used as default only)

- GVA:
- Contribution to exchequer (50%) - €22,500
 - Notable cost Reduced services reliance's c8% - €1,800
 - Health and social care reduction 13% - €6,630
 - Average disposable spend is €20,070 LMV = x0.8= **€1,605**
-
- €21,557 per FTE
 - (+60% for NEET and RTW engagements €34,491)
-
- Based on minimum salary only and 70 employees – the overall annual GVA for employment is €3.4m
-
- The estimated general GVA in respect of football club activity is c€8.3m
-
- Locally made materials and produce has a multiplier effect of €1.80 for every € spent in the local/regional economy (not included for 2026). With 80% local procurement, this will add significantly in future reporting .

Melbourne City



Melbourne City

This is Melbourne...

Melbourne City Football Club, has its training base and HQ in the City of Casey - a vibrant, diverse community, located approximately 40km south-east of Melbourne, Victoria. Covering roughly 397 square kilometres, it is Victoria's largest and fastest-growing municipality, boasting a rapidly expanding population of over 365,000 residents.

Casey's unique landscape stretches across five distinct geographic regions—ranging from the scenic foothills of the Dandenong Ranges in the north to the tranquil coastal villages of Western Port Bay in the south.

The club operates out of Casey Fields, a seventy-hectare sports and adventure facility.

Melbourne City's match days are played at The AAMI Stadium in the City of Melbourne's sports & entertainment precinct. Both the men's and women's teams play their games there.

Melbourne City FC operates a highly structured Corporate Social Responsibility (CSR) and community agenda, driven primarily through its registered charitable foundation, City in the Community (CITC).

The club is on an active operational journey to achieve net-zero carbon emissions by 2030. This strategy directly dictates resource management, solar integration, and eco-friendly practices across the City Football Academy training base at Casey Fields.



Melbourne City Environmental practices



Water Conservation & Climate Resilience

Rainwater Harvesting: The City Football Academy facility features extensive rainwater tank storage networks integrated into its structural design.

Pitch Irrigation: Collected rainwater is used directly to irrigate the club's elite training pitches, significantly lowering the club's reliance on municipal drinking water supplies.

Drought-Resilient Turf: The turf varieties selected for the training grounds are specifically chosen for their low water requirements and resilience against extreme Victorian climate conditions.

Waste Management & Clean Transport

E-Waste & Recycling: The club implements strict recycling protocols at its headquarters, diverting e-waste, organic waste, and plastics away from local landfills.

EV Charging Infrastructure: To support cleaner travel methods for players and visiting supporters, the Casey Fields academy site features **dedicated commercial electric vehicle (EV) charging stations** powered by the club's clean energy grid.

Casey Fields had created on site solar energy generation with supporting battery storage. c50Mwh of renewable energy is generated annually. It's estimated that the system saves c40 tonnes of carbon emissions each year.

Match days at **AAMI Park** utilise a venue-wide **integrated waste management and recycling system** to maximize landfill diversion. The rules and sorting workflows implemented across the concourses, stadium seats, and back-of-house operations break down into specific categories:

Co-Mingled Concourse Bins
Public spaces throughout AAMI Park feature dual-bin stations split between General Waste and Co-Mingled Recycling

The Bottle & Drink-Cap Policy
To maintain strict venue safety and ensure zero recycling contamination, AAMI Park enforces a specific match-day beverage protocol

Back-of-House Organic Waste Separation
While fans separate basic plastics and paper on the main walkways, AAMI Park's management authority (**Melbourne & Olympic Parks**) runs a hidden organic waste stream

Post-Match Hand-Sorting
Because fans inevitably mix up their trash during the excitement of an A-League match, AAMI Park relies on a manual sorting pipeline



AAMI Park

Melbourne City emissions

Melbourne City FC fans travel to home games at **AAMI Park** primarily by using **Melbourne's public transport network**, as driving is heavily discouraged due to severe matchday parking limitations. Because the stadium sits directly inside the central Melbourne Sports and Olympic Parks precinct, it features incredibly direct transit access.

The average attendance at AAMI Park for club games for 2025-26 is 7,319, with the highest attendance in February 2026 of 21,439.

There are typically 13 homes games played. Though cup games and A-League series' may lift this to as many as eight additional.

The average annual attendance is c 124,423.

Melbourne City buys only certified renewable energy.

The club shares tenancy of the AAMI Park stadium with there other pro clubs and does not buy energy, mange waste or operate the stadium itself. As such, stadium operations are excluded form this review.

Fan travel is estimated at av 26 miles round trip and using predominantly public transport, the average fan generates 6.6gms CO2 per journey – 7,319 x 21 = 153,699 x 6.6 =1.014,413 kg of CO2e per season = 1014 tonnes.



SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	0.5	Academy Teams Travel:	
Fuel purchased	0	Air	9.6
Refrigerant gases	0.3	Rail	0
		Car/bus mileage	0.3
		Hotel bed nights	3.6
SCOPE 2		Women's Team Travel:	
CO2e tonnes		Air	22.1
Energy (fossil)	0	Rail	0
		Car/bus mileage	0.5
		Hotel bed nights	2.9
		Men's Team Travel:	
		Air	31.1
		Rail	0
		Car/bus mileage	0.7
		Hotel bed nights	7.9
		Business Travel	348
		Fan Travel (home only)	1,065
		Staff Commuting	10.2
		Waste	65
		SCOPE 3 total:	1,566.9
		Total scopes 1,2,3 :	1,567.7
		embodied CO2 (plus 30%)	2,038
		local mitigation (minus)	600
		CO2e TOTAL 2025-26	1,438



Zero-carbon venue.

Melbourne City has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support local and regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

Melbourne City GVA



\$9.9m
Gross Value Added

Changing lives, engaging communities, local employment & procurement, alongside operational and match day impacts creates added economic values across the city and region.

EDUCATION & EMPLOYABILITY

- The GOAL! Programme:
- Pathways to Employment:
- Crime Prevention & Rehabilitation
- The Twinning Project:
- Community Health & Disability Sports
- Melbourne City Powerchair Team

Social Inclusion & Multicultural Integration:

- I Speak Football
- City Sisters

CITY IN THE COMMUNITY:

- The Twinning Project
- The Healthy Goals Campaign
- City Futures
- Young Leaders Network: CITC trains over 70 young local leaders annually. These youth mentors then deliver thousands of hours of free grassroots health and safety programming across 110+ Victorian locations.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Casey, Melbourne and Victoria averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



The socio-economic headlines for Melbourne focus on massive infrastructure spending, severe housing affordability strains, a highly diverse multicultural population, and its position as Australia's fastest-growing state capital.

Major event tourism serves as a massive economic driver. Major precincts like Melbourne Olympic Parks and the Arts Centre inject billions of dollars into local hospitality, retail, and hotel networks annually through international tourism

In Melbourne , football fans visiting match days have an average local spend of \$33. Visting fans that use local hotels spend c\$320 per event .

On average the club attracts 125,000 visitors annually, of which typical away teams fans number c175, often staying overnight.

Local estimates suggest that around 72% of fans utilise local businesses and services. (over 80% visiting fans). The typical number is: 103,000.

Indicators suggest that an average of 55 people stay in Melbourne hotels on match days spending c\$320 each additional x 19 match days is c€\$370k.. c\$3.6m is pumped into the local economy.

Full time employee equivalents at Melbourne City is 85. In respect of GVA, recognising Australia contributions to national and local revenue, plus reduced national costs there is a workforce added value of 4.9m

Average local salary \$101,000 (used as default only)

GVA:

- Contribution to exchequer (23%) - \$23,108
- Reduced services reliance's c8% - \$4,000
- Medi-care reduction c8% - \$2,020
- Notable costs (eg housing) c\$11,000
- Average disposable spend is with LMV = x0.09%= **\$64,872**
- \$32,000 per FTE
- (+60% for NEET and RTW engagements \$19,200)
- Based on minimum salary only and 85 employees – the overall annual GVA for employment is \$5.5m
- The estimated general GVA in respect of football club activity is c\$9.1m plus LM of 0.09 = **\$899k** is total **\$9.9m**
- Locally made materials and produce has a multiplier effect of \$1.72 for every \$ spent in the local/regional economy (not included for 2026). With 80% local procurement, this will add significantly in future reporting .

Montevideo City Torque



Montevideo City Torque

About

Montevideo is the capital, largest city, and chief port of Uruguay, housing roughly 1.3 million residents, which accounts for over one-third of the country's total population. Situated on the southern coast along the massive Río de la Plata estuary, the city serves as the country's administrative, financial, and cultural epicentre.

It consistently ranks among the top cities in Latin America for its exceptionally high quality of life, stable economy, and safe, laid-back atmosphere

Montevideo City Torque FC

Montevideo City Torque is a relatively new club. It was founded in 2007 in the Punta Carretas area, in Montevideo, Uruguay.

Montevideo City Torque plays in the Uruguayan Primera Division

Charrua Stadium: The Charrua stadium was built in 1984 and remodelled both in 2006 and 2018. It is a field that is used for Rugby and Football and is located in Montevideo. The stadium has a capacity of 11,000.

Montevideo City Football Academy training ground is located in the Barros Blancos municipality (specifically the Colonia Nicolich zone)

Though the club represents the capital city, the City Football Group constructed this ultra-modern, 22-acre campus, comprising seven football pitches just outside the official Montevideo city borders to secure enough space for extensive five-pitch infrastructure.

It sits immediately northeast of the capital, positioned conveniently close to the Carrasco International Airport.



Charrua Stadium

Montevideo City Torque GVA

Montevideo City Torque fans, generate local spend on match - a data-driven estimate shows that roughly 150 fans spend money in local restaurants and bars around a typical home matchday.

The Matchday Footprint Breakdown

Standard Domestic Matches: For standard Uruguayan league matches at Estadio Charrúa, the club averages roughly 550 spectators. As a modern club founded in 2007, City Torque has a smaller, family-oriented local fan base.

Industry sports-hospitality averages suggest around 10% to 15% of attendees (roughly 50 fans) dine out or buy food locally before or after these games.

High-Profile Cup Matches: When the club hosts major regional tournaments—such as their home fixtures in the CONMEBOL Sudamericana—or plays local giants like Peñarol and Nacional, stadiums are opened up to much larger crowds. For high-attendance events drawing closer to 10,000 people, the influx of visiting fans pushes local restaurant patrons to anywhere between 800 and 1,500 people.

As such, over the course of a ‘typical’ season, the measure for Montevideo City Torque fan GVA is 45,000 fan visitors to home games.

Primary Economic Drivers

The Parque Batlle Hub: Estadio Charrúa sits within the major public park spaces of Montevideo. The surrounding neighborhoods, such as Carrasco and Malvín, are filled with local *parrilladas* (steakhouses) and casual pizzerias where fans gather.

Economic Impact per Fan: According to local economic data on food and restaurant costs in Montevideo, a casual diner spends between USD \$10 to \$25 per person. A single home matchday generates roughly USD \$5,000 to \$20,000 for the surrounding hospitality grid.

For this 2026 report, \$17 per person/match and 300 heads, the overall sum of \$5,100 per match day will be used.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Montevideo and Uruguay national averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



\$1.2m
Gross Value Added

Fan attendance GVA in Montevideo – 45,000/season, creates a local spend of c\$96,900. With local multiplier of c3.8, the local business sector benefit is \$368,220 per season.

The club employs 69 FTE staff (inclusive) and using the average living wage in Uruguay is c\$16,800, used as a benchmark.

The cost of living in Uruguay is relatively high, however, the local multiplier is also higher than comparable cities at c3.8x.

Average local salary \$16,800 (used as default only)

- GVA:
- Contribution to exchequer - \$124
 - Notable cost (housing) c40% - \$1,100
 - Reduced services reliance's c8% - 2,271
 - Social security contribution - c19.6% - \$3,136
 - Average disposable spend is \$10,293 - after costs 20% availability = \$2,058 + LMV = x3.8= **\$7,820**
 - \$23,200 per FTE
 - (+30% for NEET and RTW engagements \$30,160)
 - Based on minimum salary only and 69 employees – the overall annual GVA for employment is €539,607
 - The estimated general GVA in respect of football club activity is c\$1.2mm (69 x 18,527)
 - Locally made materials and produce has a multiplier effect of \$2.10 for every \$ spent in the local/regional economy (not included for 2026). With over 80% local procurement, this will add significantly in future reporting .

Montevideo City Torque

CO2 emissions

Montevideo City Torque plays its home games at Estadio Charrúa.

There are 19 home games in each season with an average attendance of c1000 per match day, but overall, the club has an annual attendance of 45,000.

The club’s training centre is at the Montevideo City Football Academy, home of first team and youth teams.

The club has 61 full time staff plus 8 other FTE contracted staff (T 69) and 95% of the workforce is recognised as local.

City en la comunidad (City in the Community) represents the club’s outreach programme across the city.

The club procured over 98% of its energy from renewable sources. A small amount of bought energy – less than 6,000 kwh comes from fossil fuels (approx. 1.3 tonnes CO2e)

Operationally, the club achieved CO2 zero (carbon neutral) in 2024.

Montevideo City Torque mitigates some of its carbon emissions on site, primarily through its land ownership at the training academy absorbing around 2,000 tonnes CO2.

The majority of fans use the city's affordable public bus network (STM) to reach the Parque Rodó/Batll, location of Estadio Charrúa. For those driving, (less than 10%) car share is common and many local fans walk or cycle to the game (approx. 60%).

The use of public transport, local options and fan base gives Montevideo City Torque a very low CO2 footprint.

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage		Academy Teams Travel:	
Fuel purchased	0	Air	0
Refrigerant gases	0.1	Rail	0
SCOPE 2		Car/bus mileage	3.5
CO2e tonnes		Hotel bed nights	3.57
Energy (fossil)		Men's Team Travel:	
		Air	11.39
		Rail	0
		Car/bus mileage	0
		Hotel bed nights	3.65
		Business Travel	
		Fan Travel (home only)	
		Staff Commuting	
		Waste	
		SCOPE 3 total:	
		Total scopes 1,2,3 :	
		embodied CO2 (plus 30%)	
		local mitigation (minus)	
		CO2e TOTAL 2025-26	



Zero-carbon venue.

Montevideo City Torque has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

Montevideo City Torque

Social values actions

Montevideo City Torque's primary community outreach program is its official foundation, **City en la Comunidad** (City in the Community).

Launched in 2020, this foundation mimics the global social responsibility model of its parent organization, the City Football Group (CFG). It is heavily focused on using football as a tool to address educational, health, and social challenges faced by youth in the neighbourhoods surrounding Montevideo and their training academy.

Core Outreach Initiatives:

Performance-Linked Funding: To fund its social projects, Montevideo City Torque commits a direct financial pledge of **USD \$500 to the foundation for every single goal** the first-team scores in the Uruguayan top division.

"Pasá la Pelota" (Pass the Ball) Food Drive: Organized to target food insecurity, this campaign successfully distributed over 12,000 hot meals to vulnerable children living in impoverished neighbourhoods like Barrio Felipe Cardoso and Malvín Norte.

Literacy & "Pelota y Libro" (Ball and Book): Partnering directly with Uruguay's national player-led Fundación Celeste, this initiative distributes educational books alongside footballs to encourage underprivileged children to balance sports with classroom engagement.

Youth Sports Infrastructure Support: Under the global Cityzens Giving umbrella, the club has provided sanitation kits, gear, and formal training to youth football coaches. This has successfully re-integrated over 3,000 local children back into safe, structured sports leagues.

Targeted Health Campaigns: The foundation utilises its City Football Academy facilities for local public health initiatives, such as running custom, volunteer-led medical and health drives tailored specifically for vulnerable populations in the capital.



City en la Comunidad
City Football Academy, Montevideo



New York City



New York City

The club's footprint



New York City is the most populous city in the United States, located at the mouth of the Hudson River in southeastern New York State. Known as a global hub for finance, culture, and media, the city spans five boroughs: Manhattan, Brooklyn, Queens, the Bronx, and Staten Island.

Queens, the home base of the new Etihad Park Stadium, currently under construction, is the largest borough of New York City by geographic area and the second-most populous, housing approximately 2.35 million residents. Located on western Long Island, it is internationally recognized as one of the most ethnically diverse urban areas in the world.

Current Temporary Homes: The club primarily plays its home games at Yankee Stadium in the Bronx, utilising Citi Field in Queens for secondary home games.

In July 2027, the club will transition into its permanent home, Etihad Park.

Etihad Park will have a capacity of 23,00 built to LEED Sustainable standards and is being built on a 23-acre site at Willets Point. It will be New York City's first soccer-specific stadium and the first fully electric sports arena in MLS.

Alongside the stadium comprises 23-acre urban redevelopment project in Willets Point. This transformative project features 2,500 affordable housing units, a 650-roll public school, a hotel, and public open spaces.

The club's office centre is located in midtown lower Manhattan, accommodating executive teams, ticketing and marketing.

In Orangeburg, Rockland County, some 20 miles northwest of Manhattan, the club's training centre is a 17-acre site for the first team, coaching and medical staff.

City in the Community (CITC) NY is the official non-profit charitable foundation of New York City FC. Its primary mission is to empower local youth to lead healthier, safer lives by using football as a tool for social development.

CITC NY delivers free coaching, mentoring, and educational programming across all five boroughs of New York City.



New York City Social Value - GVA

New York City Football Club (NYCFC) fans boast some of the highest spending metrics and strongest commercial loyalty in Major League Soccer (MLS). Backed by a diverse, urban, and high-income New York demographic, their consumer behaviour is distinct from traditional American sports audiences.

A breakdown of the spending habits, merchandise trends, and premium consumer data driving NYCFC's \$1.02 billion GVA impact highlights this impact.

Multi-Stadium Costs: Because NYCFC temporarily splits home matches between Yankee Stadium in the Bronx and Citi Field in Queens, avid fans face high recurring transport and venue-specific concession costs across the boroughs.

Food, Beverage, and Travel: Diverse Culinary Spending: Reflecting the multicultural identity of New York, fans heavily patronize local neighbourhood sports mainstays, spending significantly on food and drink post-match at hubs like Billy's Sports Bar near Yankee Stadium.

NYCFC fans overwhelmingly travel to matches using public transit, leveraging New York City's extensive subway and rail networks. Because the club currently splits home games between the Bronx and Queens—and will move permanently to Queens in 2027—mass transit is the fastest and most cost-effective way for supporters to reach the stadiums.

A distinct segment of NYCFC fans stay overnight in hotels, primarily driven by long-distance commuters, international tourists, and premium matchday packages. While the core fanbase consists of local commuters traveling by subway, hotel stays form a crucial element of the club's broader matchday economy.

The average hotel night spend for fans is c\$340 and around 800 fans use hotels every match day. (t \$272,000)

Local spend generally in restaurants, leisure and city outlets by fans averages \$34. (t \$782,000)

An average of 23,000 attend match days and New York has a local multiplier of 1.75.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local New York and state averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



\$41.2m

Gross Value Added



Fan attendance GVA in New York – \$1.05m x 17 home games equates to \$17.9m.

The club employs 450 FTE staff (inclusive) and using the average salary in the city is \$81,000 (used as a benchmark).

The cost of living in New York is high and around 120% above the national average. The local value multiplier at 1.75 is high too.

is relatively high, however, the local multiplier is also higher than comparable cities at c3.8x.

Average local salary \$81,000. (used as default only)

GVA:

- Contribution to exchequer - \$22,700
- Essential living costs ; (post tax) c40% - \$23,280
- Reduced services reliance's c8% - \$1,800
- Social security contribution - c19.6% - \$3,136
- Average disposable spend is \$35,020
- 20% immediate local availability = \$7,004 + LMV = x31.75= **\$12,257**

- **Treasury benefits = \$10.2m**
- **Local GVA benefit = \$5.5m**

• Based on average salary only and 450 employees – the overall annual GVA for employment is \$15.7m.

• CITC NY activities across the city – engaging people in 383 events – with over 86% local neighbourhood participation, 9,600 hours with an average contact time of 20 hours provides a general GVA (impact cost reductions*) c\$7.6m

*- 2025-26 GVA social impact for impact cost reductions based on UK SVM owing to unavailable local data.

• Locally made materials and produce has a multiplier effect of \$2.10 for every \$ spent in the local/regional economy (not included for 2026). With over 80% local procurement, this will add significantly in future reporting .

New York City Environment & emissions

There are 17 home games in each season with an average attendance of c23,000 per match day, but overall, the club has an annual attendance of 391,000

Match days are generally at the Yankee Stadium with some games played at Citi Field.

Fan primarily use public transport with an average return journey is 20 miles.

Yankee Stadium purchases 100% green, non-polluting electricity to power its operations. While the building does not feature large-scale visible on-site renewable infrastructure, it fulfils its clean energy goals through off-site green power.

Citi Field uses off-site renewable energy credits (RECs) to offset 100% of its electricity footprint. NYCFC's secondary home match venue relies on a mix of smart engineering, off-site procurement, and structural efficiency to hit its sustainability goals.

waste is managed with the two stadia and available estimates provide a total CO2 impact of 62 tonnes.

Orangeburg: Because the facility draws power from the local Rockland County energy grid, the site focuses heavily on reducing structural electricity demand to minimize its carbon footprint:

Natural Climate Controls: The 24,000-square-foot main building was engineered with heavy thermal insulation and deep-set windows, drastically lowering the daily heating and cooling loads required by the facility.

Smart Pitches: The complex features a state-of-the-art subsurface radiant heating system beneath its natural grass fields.

This specialized configuration runs at highly optimized, sensor-controlled temperatures, preventing the immense power spikes associated with traditional above-ground field heating.

On-Site Watersheds: Rather than using power-hungry municipal water pumping systems, the 17-acre campus relies on integrated, gravity-fed stormwater management and water retention basins to handle irrigation and turf upkeep.

An estimated energy emissions of 650 tonnes is accrued to the centre with some 11 acres of local mitigation (c 1,200 t CO2 eq).

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage		Academy Teams Travel:	
Fuel purchased		Air	221
Refrigerant gases		Rail	0
		Car/bus mileage	0
SCOPE 2		Hotel bed nights	0.5
CO2e tonnes		Men's Team Travel:	
Energy (fossil)		Air	539
		Rail	0
		Car/bus mileage	0
		Hotel bed nights	12.6
		Men's Second Team Travel:	
		Air	96.3
		Rail	0
		Car/bus mileage	0
		Hotel bed nights	4.4
		Business Travel	80.6
		Fan Travel (home only)	3,237
		Staff Commuting	123.4
		Waste	62
		SCOPE 3 total:	4,397.8
		Total scopes 1,2,3 :	5,074.8
		embodied CO2 (plus 30%)	-
		local mitigation (minus)	1,200
		CO2e TOTAL 2025-26	3,874.8



(excludes operational CO2 of offices in Manhattan)
(excludes CFG staff business travel)

Notes – all air travel averages across 737-800 aircraft aligned to actual distances travelled.



Zero-carbon venue.

New York City has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support New York City and State net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

New York City

Local procurement

As part of its multi-billion-dollar Willets Point redevelopment project in Queens, New York City FC (NYCFC) has integrated a strict local procurement and sustainability plan.

This framework ensures that the construction and ongoing operation of their new 25,000-seat stadium, Etihad Park (projected to open for the 2027 MLS season), directly fuels the local economy while minimizing its carbon footprint.



The club's procurement strategy is structured around four primary pillars:

Locally Sourced Materials

To eliminate the environmental impact of long-distance transport, NYCFC's construction guidelines mandate that raw building materials, fixtures, and structural fittings be sourced locally within the New York metropolitan region wherever feasible.

This rule applies to concrete supply, metal components, and basic interior finishings

Economic Inclusivity (M/WBE Contracting)

Because the stadium anchors a larger city-backed initiative that includes 2,500 affordable homes, a public school, and a hotel, the project enforces strict NYC procurement benchmarks:

Minority and Women-Owned Business Enterprises (M/WBEs) are given explicit priority for sub-contracting bids during construction.

Local vendors in Queens have dedicated avenues to bid on secondary services, such as site remediation, hauling, and masonry

Hyper-Local Food & Beverage Procurement

Once the stadium opens in 2027, the local sourcing model transitions to its hospitality operations.

The stadium design features an all-borough food hall intended to showcase local culinary businesses.

The club is establishing procurement pipelines to source ingredients, beverages, and prepared foods directly from small, independent businesses across the five boroughs, with an emphasis on Queens-based vendors.

Direct Jobs and "First Source" Hiring

The broader procurement and operational framework aims to lock economic value into the surrounding underserved community.

The project generates 14,200 union construction jobs and 1,500 permanent operational roles.

Under localized hiring agreements, priority for concession, ticketing, security, and maintenance contracts is being extended to local neighbourhood residents first

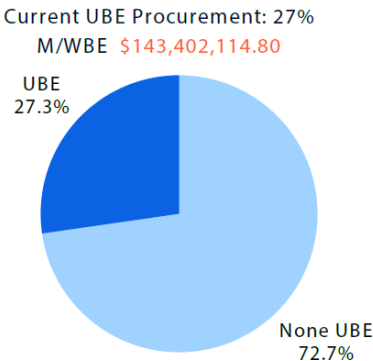
New York City
Etihad Park stadium build



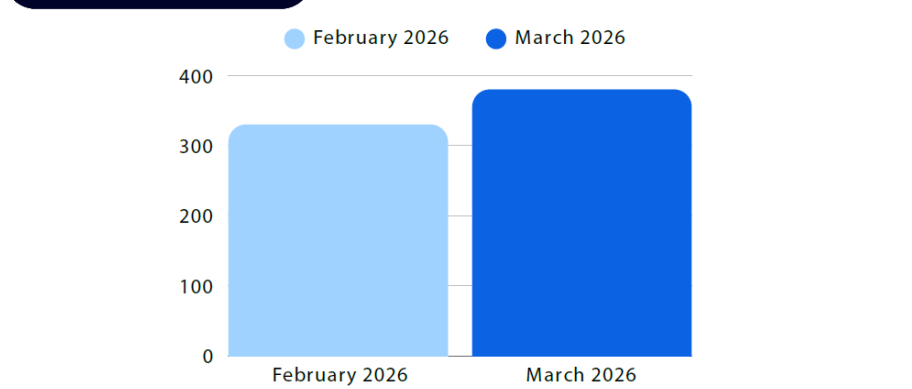
New York City FC Etihad Park Project Impact & Compliance Overview

March 2026

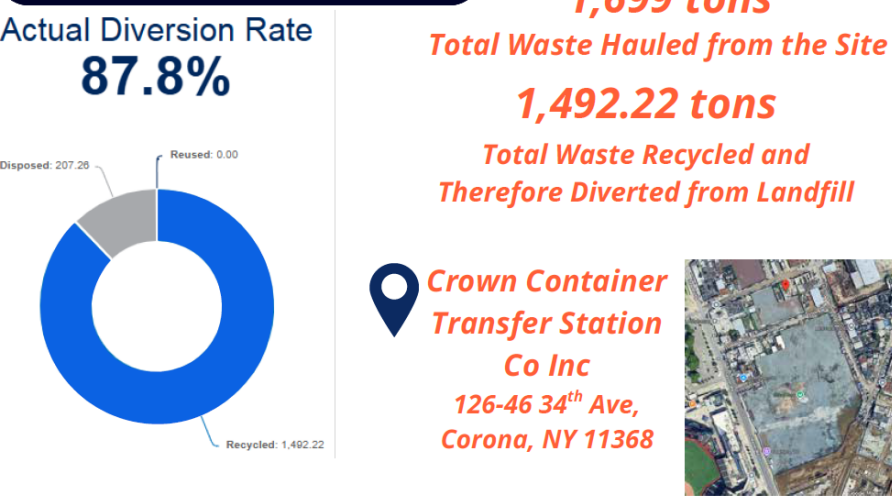
Underutilized Business



Local Workforce



Construction Sustainability



Local Partnerships, Outreach and Volunteering

- 248.5 Volunteering Hours
- 92 Volunteers
- \$55,900 Donations and Sponsorships
- 7 Community Based Organizations
- 12 Outreach Events
- 5 Educational Partners
- 5 Educational Site Tours Completed



Underutilized Business Enterprise (UBE)
Definition: A certification category that includes small, disadvantaged, minority-owned, women-owned, or veteran-owned businesses.
Context: Local, state, and federal agencies set specific participation "goals" or quotas for UBEs when awarding public projects and procurement contracts.
Purpose: To level the playing field and ensure diverse suppliers and contractors can fully engage in large-scale industries like construction and professional services



Palermo



Palermo

This is Palermo

Palermo is the vibrant capital city of the Italian island of Sicily, renowned for its complex multi-civilisation history, spectacular Arab-Norman architecture, and world-famous street food culture. Situated on the northwest coast of the island along the Tyrrhenian Sea, this Mediterranean metropolis of roughly 626,000 residents balances gritty charm with unmatched cultural wealth.

The club plays its home games at the 36,349-capacity Stadio Renzo Barbera.

The Palermo City Football Academy (Palermo CFA) is the club's groundbreaking new training centre located in Torretta, a municipality about 20 km northwest of Palermo.

Officially inaugurated in April 2024, it represents a historic milestone as the very first club-owned training facility in Palermo FC's 120-plus year history.

Built on 5 hectares of land historically used for olive groves, the complex was developed using the global infrastructure blueprint of City Football Group.

The state-of-the-art facility is designed to host the men's first team and selected youth squads:

- **The Pitches:** It features two full-sized natural grass pitches mirroring the exact dimensions (105 x 68 m) of the Stadio Renzo Barbera, plus a dedicated smaller natural grass training area for goalkeepers.
- **Main Building:** A massive 1,650-square-meter modern hub housing the first-team locker rooms, a futuristic central gym, advanced physiotherapy and medical wings, a video analysis room, and administrative offices.
- **Club House:** A dedicated hospitality space for players and staff to dine, rest, and build team chemistry.



Palermo City Football Academy



Palermo

Environment & emissions

There are 19 home league games in each season with an average attendance of c27,800 per match day, overall, the club has an annual attendance of c528,000.

Fans travelling to Palermo F.C. matches primarily rely on Palermo's local public transport network, with dedicated city buses and commuter trains serving as the most popular transport choices.

Because the Stadio Renzo Barbera is situated roughly 5 km north of the historic city centre right on the edge of the Parco della Favorita, driving a personal car directly to the stadium area is heavily discouraged on matchdays due to tight police blockades, extensive parking restrictions, and chaotic gridlock.

The average round trip journey is 14km.

Palermo F.C. buys and integrates renewable energy, combining self-generated solar power with corporate procurement of renewable biofuels. Driven by the environmental standards of the City Football Group, the club has aggressively shifted its energy profile across its logistics, training, and stadium operations.

Palermo CFA: The club's newly inaugurated Torretta Training Centre roof features integrated solar panels. This system generates 36,105 kW of renewable energy, which is used to partially power the facility's domestic hot water (DHW) boilers.

The "New Barbera" Project: Under their newly proposed stadium design with Populous, the club is integrating extensive photovoltaic (PV) solar systems across the venue roof. The ultimate goal of this project is to transition the stadium into a model of complete energy self-sufficiency

HVO Biofuel Integration: Through this agreement, Palermo buys Q8 HVO (Hydrotreated Vegetable Oil). This is an advanced biofuel sourced entirely from renewable raw materials, which dramatically lowers the day-to-day carbon dioxide (CO₂) emissions produced by the Rosanero team fleets.

Green Corporate Partners:
Palermo aligns its commercial portfolio with the renewable sector to assist in its broader infrastructure upgrades.

The club's official corporate partner lineup includes Italtelkno, a Palermo-founded Energy Service Company (ESCO) that specializes in the design and construction of industrial photovoltaic systems and energy redevelopment projects

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage		All Teams Travel:	
Fuel purchased		Air	186
Refrigerant gases		Rail	0
		Car/bus mileage	110
		Hotel bed nights	34
SCOPE 2			
CO2e tonnes			
Energy (fossil)		Business Travel	190
		Fan Travel (home only)	1,614
		Staff Commuting	71
		Waste	40
		SCOPE 3 total:	2,245
		Total scopes 1,2,3 :	2,294.3
		embodied CO2 (plus 30%)	2,982.5
		local mitigation (minus)	340
		CO2e TOTAL 2025-26	2,642.5



Final emissions results for Palermo are estimates based on previously ratified numbers.



Zero-carbon venue.
Palermo FC has eliminated the operational footprint of its direct operations buildings and equipment (Scopes 1 & 2).

The club isn't stopping there. The supply chain, match and event travel is the heaviest part of the footprint. The club is actively working to further reduce all emissions (scope 3) working across its supply chain and with its community.

The club is creating local CO2 mitigation initiatives to support regional net zero targets and help improve community wellbeing mainly, though not exclusively, through sustainable travel options.

Palermo

Community and sustainability

Palermo F.C.'s Corporate Social Responsibility (CSR) agenda focuses heavily on urban regeneration, public healthcare integration, and environmental sustainability. Under the global guidance of the City Football Group, the club uses its brand equity to drive social change directly across Sicily.

The club's active CSR agenda spans several core pillars:

Palermo in the Community:

This is Palermo's headline charitable programme, heavily inspired by CFG's global network of community pitches.

Piazza Magione Redevelopment: The club launched a complete refurbishment of the local sports ground in Piazza Magione. This project includes a brand-new playing surface and public lighting systems designed to give local youths a safe space to gather and play.

Fan-Driven Funding: Funding for these community sports spaces relies heavily on local involvement; a portion of proceeds from Palermo FC's recent season-ticket campaigns goes directly toward financing local urban projects.

Public Healthcare & Social Inclusion

The club treats football as a tool for public wellness and community integration.

ASP Partnership: Palermo FC signed a landmark memorandum of understanding with the Provincial Health Authority of Palermo (ASP).

Key Targets: This partnership focuses on utilizing the club's facilities and reach to host local health prevention campaigns, promote inclusion, and run educational courses for underprivileged demographics.



Palermo Eco-Sustainability & The "New Barbera" Project

Environmental responsibility is central to Palermo's long-term infrastructure layout.

Green Stadium Restyling: Palermo FC worked closely with world-renowned stadium design firm Populous to draw up a sustainable blueprint for the Renzo Barbera Stadium.

Eco-Features: The proposed stadium model integrates high-performance photovoltaic (PV) solar panels, advanced rainwater harvesting systems, and a goal of total energy self-sufficiency.

Smart Mobility: The site's blueprint aims to introduce permeable parking lot pavements, tree-lined walking tracks, and infrastructure specifically dedicated to electric vehicles, public transit links, and bicycles.

Renewable Operations: Logistically, the club's fleets have partnered with energy sector leaders like Q8 to supply high-grade HVO advanced biofuels, significantly lowering the day-to-day carbon emissions of the *Rosanero* transit network.



Palermo GVA

Fan and event generated GVA

An estimated 26,000 – 28,000 local and travelling fans directly inject money into the local Palermo economy on any given home matchday.

While the club generates roughly €9 million in raw matchday revenue per season inside the stadium gates, the vast majority of their division-leading 27,841 average spectators spend money externally before and after matches.

This collective consumer footprint drives a significant micro-economy across northern Palermo's commercial districts.

Some 14,000 people use Palermo's public transport network contributing c €4 per match day, per fan.

An average of €23 is spent in local businesses on every match day from around 85% of fan attendees – creating c€474,000 per match day eq c€9m annum.

With local multipliers being a 0.08, this rises by €720k to €9.7m.

Visiting fans staying in hotels on match days average 850 bed nights per game. The average spend domestically is €122 creating a business income of €103k/game and c€1.9m/annum

Visitors travelling into the city via air or sea contribute approx. 120k per match day x19 = €2.2m.

Palermo's (Italy) local multiplier is c0.08 creating a fan and visitor GVA benefit to the city of c€13.1m

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Palermo, Sicilian and national averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



€15.4m
Gross Value Added



Employment

The club employs 100 FTE staff (inclusive) and using the average living wage in Sicily is c€26,650, used as a benchmark.

The cost of living in Palermo is highly affordable, tracking roughly 18% lower than the Italian national average and up to 50% cheaper than northern hubs like Milan.

Average local salary €26,650 (used as default only)

- GVA:
- Contribution to exchequer – 23% = €6,129.5
 - Notable cost (housing) c12% - €3,190
 - Reduced services reliance's c5% - €1,332.5
 - Regional surtax - 0.9% - €240
 - Average disposable spend is €15,578 – after costs 20% availability = €3,151 + LMV = x0.08= **€7,820**
 - **Value = €23,398**
-
- \$23,200 per FTE
 - (+30% for NEET and RTW engagements \$30,160)
-
- Based on minimum salary only and 100 employees – the overall annual GVA for employment is €2.3m
-
- The estimated general GVA in respect of football club activity is c€15.4mm

Locally made materials and produce has a multiplier effect of €1.74 for every € spent in the local/regional economy (not included for 2026). With over 80% local procurement, this will add significantly in future reporting.

This excludes construction GVA benefits

Shenzhen Peng City



Shenzhen club mascot (Peng Peng) and robot to reflect Shenzhen as technology city and innovative approaches

Shenzhen Peng City Shenzhen community



Shenzhen in Southern China is a major mega-city which is also a global tech hub. And a bustling international trade centre.

Shenzhen Peng City Football Club joined the City Football Group family as its seventh club in 2019.

Founded in January 2017 as Sichuan Jiuniu Football Club, the Club started their journey in the China Amateur Football League and navigated through the Chinese football pyramid, ending the 2023 campaign as second-division China League One champions. The club is currently playing in the Chinese Super League.



Shenzhen Sports Centre Stadium

Off the pitch, the Club is committed to community projects. In December 2020, the Club, CFG China and the Adream Foundation initiated a project in the underprivileged Daliangshan area of the Sichuan Province. This project collaborates with schools and educators to guarantee that physical education and sports remain part of school curriculum.

Their local community projects focus on youth development, social inclusion, and building football culture.

The club regularly conducts several key community initiatives:

Grassroots & Youth Coaching Clinics

School Visits: First-team players and licensed coaches travel to local schools across Shenzhen to host free training clinics.

Inclusive Fan and Community Engagement

Fan Festivals:

Before major matches at the Shenzhen Sports Centre Stadium, the club hosts family-friendly interactive fan zones featuring skills challenges and meet-and-greets.

Symbolic Inclusion: The club purposefully uses symbols of the local community—like Wutong Mountain and the Bougainvillea flower—in their marketing and outreach to build local identity.

Charity Tournaments: They participate in global CFG-connected charity networks that use football to improve the mental and physical health of young people.

Shenzhen Peng City Focus



Shenzhen Peng City CSR agenda focuses on four core areas in the club's future planning :

1. Health and Well-being Through Sport

- Youth Activation:** The club uses a specialized football curriculum to combat rising youth obesity rates and promote active lifestyles in local communities.
- Mental Health Initiatives:** Following the broader CIRC global framework, coaches are trained to use football sessions to build resilience, self-esteem, and social skills among young participants.

2. Social Inclusion and Special Education

- Migrant Worker Communities:** Since Shenzhen has a massive migrant population, the club organizes free football clinics specifically targeting the children of migrant workers to help them integrate into the city.
- Special Education Outreach:** The club partners with local special education schools in Shenzhen, sending first-team players and specialized staff to conduct adaptive football clinics for children with physical and intellectual disabilities.
- Through initiatives such as community charity stands and football star school visits, the club delivers a wide range of matchday and non-matchday programs. In partnership with organizations including the Municipal Federation of Trade Unions, the Disabled Persons' Federation, and local communities, the club supports the growth and accessibility of grassroots football while promoting environmental awareness and sustainable values



3. Education and Grassroots Skill Development

- Free PE Teacher Training:** The club uses its elite coaching expertise to train local physical education teachers in public schools, upgrading grassroots sports development for free.
- STEM Integration:** Through the CFG network, the club works on linking football metrics with STEM education (Science, Technology, Engineering, and Math), creating engaging learning materials for local primary schools.

4. Environmental Awareness

- Eco-Education:** In line with the city's green focus and the club's 2030 net-zero targets, youth clinics and matchday fan zones are frequently used to educate young fans on waste recycling and sustainable low-carbon living.

Shenzhen Peng City GVA

Shenzhen Peng City plays fifteen league home games at the Shenzhen Sports Centre Stadium.

The stadium is located in the Futian District of the city with a capacity of 45,000.

Currently in the Chinese Super league, average attendances for home games is 20,437.

In line with the Shenzhen Model, most fans travel to games using public transport , principally the underground metro, bypassing city traffic.

A proportion of fans travel by high speed rail or by Futian Port from Hong Kong.

With shopping and leisure malls close to the stadium, many fans take advantage and use their visit to eat in local restaurants and partake in sports bars. Late night (post match) street food is also popular.

An estimated 60% use local commercial centres.

Because travel distances for visiting fans are long, many away fans stay in local Shenzhen hotels at an average of 560 bed nights per match day and an average overall spend of c£65 per room and c£22 on local food, entertainment and culture.

Visiting teams and their staff also take up c130 rooms per match day. This provides a significant local economic boost for local businesses.



The GVA for the club has been measured using the **UK Social Value Model**, Input data from the club or available, public data.

This also includes local Shenzhen and Chinese national averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



£8.3m
Gross Value Added
(c65m yen)



Football fans visiting match days have an average local spend of £22 as home supporters and c£40 (av 720 fans) .

Local estimates suggest that around 30% (6,131) of Shenzhen fans utilise local businesses and services and c 80% of visiting fans (576). As such, with an annual match day attendance of 306,555 – this is a local added value of around 184,000 visitors at c£34 – of €6.2m.

Full time employee equivalents at Shenzhen peng City are 77. In respect of GVA, recognising Chinese contributions to national and local revenue, plus reduced national costs there is a workforce added value of

Average local salary €16,800 (13,300 Yen) (used as default only)

GVA:

- Contribution to exchequer (3%) - €504
- Notable cost (stat social security)- c10% - £1,680
- Reduced services reliance's c5% - £840
- Average disposable spend is €6,888 LMV = x20%= **€8,265**
- £16,800per FTE
- (+60% for NEET and RTW engagements £26,880)
- Based on minimum salary only and 77 employees – the overall annual GVA for employment is £869,253.
- Ther are 2000 match day staff with an estimated contribution of £82,000 per match day (£41 day rate) x 15 £1.2m taking the total employment benefit to c£2.1m
- The estimated general GVA in respect of football club activity is c€6.2m
- Locally made materials and produce has a multiplier effect of £0.20 for every £ spent in the local/regional economy (not included for 2026). With 80% local procurement, this will add significantly in future reporting .

Shenzhen Peng City

Carbon neutral 2026

Carbon Neutral Pathway: The club operates under a standardized framework designed to transition its day-to-day operations toward carbon neutrality, sharing data and baseline metrics transparently in CFG's annual environmental reviews.

Local Stadium & Operations Mandates: Green City Synergy: Because the club operates out of Shenzhen—a municipality famous for the "Shenzhen Model" of low-carbon city infrastructure —the club aligns its matchday travel policies with local green energy grids, heavily promoting public transit and electric vehicle usage to fans.

Resource and Waste Optimization: Following the City Football Group- global template, the club is progressively implementing guidelines targeting waste reduction at team facilities, water conservation at youth academies, and the gradual elimination of single-use plastics from club operations.

There are further important actions within the **SHENZHEN MODEL**:

- The Modern Low-Carbon & Green Infrastructure Model
- Dual Control of Carbon:
- 100% Electric Mass Transit:
- Near-Zero Carbon Communities:
- Sponge City Infrastructure:
- The "Railway + Property" Transit-Oriented Development (TOD):
- The Historic Economic Model
- Policy Test-Bedding:
- Shifting from Copycat to Creator: .
- The 15-Minute City Plan:
- Trading Scheme (ETS) 15-minute city neighbourhoods



SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage	212	Academy Teams Travel:	
Fuel purchased	3		
Refrigerant gases	0.3	All Academy Travel	10.2
SCOPE 2			
CO2e tonnes			
Energy (fossil)	16	Women's Team Travel:	
		Air	221
		Rail	0
		Car/bus mileage	7.2
		Hotel bed nights	22.4
		Men's Team Travel:	
		Air	537.4
		Rail	0
		Car/bus mileage	1.2
		Hotel bed nights	22.4
		Business Travel	53.2
		Fan Travel (home only)	1,172
		Staff Commuting	0.4
		Waste	14
		SCOPE 3 total:	7,284.4
		Total scopes 1,2,3 :	7,512.4
		embodied CO2 (plus 30%)	2,253.7
		local mitigation (minus)	800
		CO2e TOTAL 2025-26	8,966.1

Yokohama F. Marinos



PARTNER CLUB



Yokohama F. Marinos facilities



PARTNER CLUB

Yokohama F. Marinos play their home games at the Nissan Stadium.

Nissan Stadium is a premier multi-purpose sporting arena located in Shin-Yokohama Park, Japan. It has a seating capacity of **72,327 seats** and is the largest stadium by seating volume in Japan.

The club's first team and youth training centre is at Shin-Yoko Football Park/Nissan Oppama ground/Yokohama National University.

Shin'yoko Football Park (officially Shin-Yokohama Park Football Park) is a premier, community-accessible public sports facility located directly adjacent to Nissan Stadium within the sprawling Shin-Yokohama Park complex.

It is highly regarded by local teams as a "professional-grade" venue operating right in the shadow of Japan's largest stadium.

Operational Quirks & Closures

Flood Basin Function: Because Shin-Yokohama Park was intentionally engineered to serve as a massive flood control basin for the neighbouring Tsurumi River, the football park will automatically shut down during typhoons or torrential rain. If the river rises, the turf becomes submerged to protect the surrounding city and can remain closed for several days afterwards.

Nissan Oppama Ground typically refers to the dedicated sports field located within the massive **Nissan Motor Oppama Plant** complex in Yokosuka, Kanagawa Prefecture. While the Oppama Plant itself is historically famous as an automotive engineering marvel, the sports ground plays an essential role in regional football development.

Home of the Marinos youth setup

The Oppama ground is most famous in the sporting world for hosting the **Yokohama F. Marinos Junior Youth Oppama** academy teams.

Elite Talent Development: It serves as a secondary core hub for the Marinos Football Academy.

It is tailored specifically to scout and train youth players from the southern Kanagawa/Miura Peninsula region.

The Academy Pyramid: Young players trained on this ground participate in official JFA youth leagues and tournaments. Exceptional prospects move up the club's development pyramid with the ultimate goal of joining the first team at Nissan Stadium



Shin'yoko Football Park

Yokohama F. Marinos environment

Sustainable Infrastructure

Yokohama F. Marinos has an official sustainability philosophy that places environmental protection as a core strategic pillar.

On 30 June 2026, the club formally integrated long-term social and ecological goals into its core framework under the banner of "100 Years into the Future" to combat climate change threats facing its home city.

1. Environment Directives

The club actively works with local stakeholders to reduce its stadium footprint and promote ecological preservation:

Biodiversity Pact: The club signed a formal Diversity Awareness Agreement on Biodiversity with Yokohama City to educate the community and preserve native urban ecosystems.

LTO Project: Since 2017, the club has run the "LEADS TO THE OCEAN" initiative alongside the Nippon Foundation, organizing fan-led stadium and beach cleanups before home fixtures to eliminate ocean-bound plastic waste.

Recycling Actions: During regular tournament matchdays, the club operates designated recycling centres at Nissan Stadium to harvest and process second hand fan clothing.

2. Hometown Integration

The club treats community resilience as a fundamental piece of environmental sustainability:

Disaster Infrastructure: Because its training locations and stadium act as flood control basins for the local Tsurumi River, the club integrates civic disaster relief planning directly into its weekly schedules.

3. Family Network

Corporate Alignment: Because Nissan remains the club's primary shareholder, the team's operational footprint aligns with Nissan's strict corporate green procurement and energy management guidelines

Yokohama F. Marinos buys 100% renewable energy for its main training facilities.

As part of its formal sustainability and decarbonization strategy, the club signed an official partnership with **JFE Engineering**.

Through JFE's specialized clean-power subsidiary, **Urban Energy Co., Ltd.**, Yokohama F. Marinos procures zero-emission electricity to power its primary training facility:

The Covered Facility: The **F. Marinos Sports Park** in Yokosuka relies entirely on this eco-friendly energy infrastructure.

The Plan: The club specifically subscribes to Urban Energy's "**Zero Emission Plan**". This plan physically delivers power backed by environmental certificates to guarantee that the energy consumed by the academy and first-team operations is **100% derived from renewable sources**, such as solar or biomass plants.

Wider Stadium Impact: While the massive Nissan Stadium is owned by Yokohama City rather than the club, it benefits from Yokohama City's Renewable Energy Strategy, which heavily integrates regional solar investments and mandates strict eco-power standards across its large municipal venues.



Yokohama F. Marinos Sports Park

Yokohama F. Marinos emissions

Average home games attract c26,400 fans during the 19-game season.

Fans traveling to Yokohama F. Marinos home games at Nissan Stadium rely almost exclusively on **Japan's highly efficient public transit system**. Because the stadium management strongly discouraged driving due to anticipated match-day congestion.

According to official transit metrics compiled by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the average round trip stadium journey create c 35gm CO2 per passenger, with bus use creating 71 gms and car use 128gms. Domestic aviation generates c101 gms.

Approx 87% of all fans use public transport.

Based on available information train travel on match days (xc22,000 fans), over the course of a season just 8.8 Tonnes CO2 is generated with c0.7t for bus use, 270t for private cars and c22.5t for domestic air travel .

Thus, a relatively low fan travel impact of 340t CO2e is recorded for fan travel.

Nissan Stadium and the club purchase 100% renewable energy for its operations with zero CO2 footprint.

A large amount of club travel is by owned vehicles recorded in scope 1.

SCOPE 1		SCOPE 3	
CO2e tonnes		CO2e tonnes	
Vehicles owned mileage		All Teams Travel:	
Fuel purchased	1	Air	1160
Refrigerant gases	0.3	Rail	0
SCOPE 2		Car/bus mileage	47
CO2e tonnes		Hotel bed nights	36
Energy (fossil)			
		Business Travel	126
		Fan Travel (home only)	340
		Staff Commuting	16
		Waste	52
		SCOPE 3 total:	1,777
		Total scopes 1,2,3 : embodied CO2 (plus 30%)	2,332.6
		local mitigation (minus)	130
		CO2e TOTAL 2025-26	2,902
PARTNER CLUB			



Yokohama F. Marinos

Social Value
GVA

Yokohama F. Marinos operates a highly comprehensive, structured community programme managed primarily through the F. Marinos Sports Club, a dedicated general incorporated association.

The local outreach operates through several major pillars:

1. Youth & Educational Sports Clinics

- Grassroots Coaching
- International Exchange Programs:

2. Social Welfare & Health Initiatives

- Dementia Awareness and Prevention
- Disability Sports Support

3. Inclusive Match-Day Programmes

- Friendly Rooms
- Community Invitations

4. Disaster Relief & Civil Support

Kanagawa Fundraising: Working closely with corporate partners like Nissan, the club runs extensive regional fundraising campaigns and charity merchandise sales. These funds go directly to natural disaster relief, such as reconstruction support following regional earthquakes.

The GVA for the club has been measured using the **UK Social Value Model**, input data from the club or available, public data.

This also includes local Yokohama and Japanese averages publicised spend, salaries and local multipliers as applied to the location.

Margins of error, whilst there has been an overall process to report fully measured and accurate figures, owing to multiple calculator tools and moving parts, there is an estimated margin of error of +/- 5%.

The reported GVA is understated allowing for future development of this process alongside local intelligence.



£17.1m
Gross Value Added
(c3.6b JPY)



Taking into account the club's match days, social outreach and employment, the GVA for the city through the club's activities.

Social outreach GVA per engagement has a multiplier effect of c £26 (213 JPY) – an estimated 5,000 impacts creates some £130,00 local benefits.

The club's fans average 26,400 per match day with local intelligence reporting that Yokohama F. Marino's fans typical home crowd size, this collective economic activity injects between ¥300 million and ¥450 million into the local economy per match day (c£16/fan x 74% of attendance = £295,00 = £5.6m, x 0.88 LM = £4.9m gives an annual GVA of £10.5m (2.2bn JPY).

Japan has a consumption tax of 10% - as such, an approximate GVA Government benefits is c £1.05m

Employment at Yokohama F Marinos:

- FTE = 40 (est)
- Annual (mean) salary is £153,000
- Tax (collective = 50%) - £76,500
- Overhead cost (est) = £20,000
- Disposable spend = £56,500
- LM (0.08) = £4,480
- Total employment GVA = £137,480
- X 40 = £5.4m
- (excludes players)
- Overall, the likely GVA from the club's activities is :
- £17.1m (c3.6b JPY)

CITY FOOTBALLLL GROUP

Climate & Environmental Risk
Register 2026



New York wildfire smoke impacts
July 2026
(The Guardian)

Manchester wildfire smoke impacts
July 2026
(Manchester Evening News)

Extracts form the full register report

Some parts of this report are AI generated.
All information and data has been verified with human oversight.



Above 50% AI generated

Climate & Environmental Risk Register 2026

The Environmental Risk Register is a 'live document' that applies locally to CFG operations globally. It helps mitigate any risks, protect people, communities and assets and ensure CFG plans appropriately for the future. This also considers the activities of community outreach teams and other programmes or events that might be affected, health impacts and mitigation needs (eg from smoke) on people and events.

The register is aligned to regional government authorities as of July 2026. and updated regularly.

Whilst extreme heat is a primary concern (2026) this is often followed by significant storms, whilst some locations may be additionally at risk of storm surges, excess surface water, coastal erosion and rising water tables.



City football

empowering better lives through football

AI generated

Climate & Environmental Risk Register 2026

The Climate & Environmental Risk Register is an operational tool to help plan and reduce our own impacts, realise opportunities for change and adapt as necessary.

This helps protect our people and communities, our assets and investments.

FOOTBALL CLUB	Headline risk level	Risk mitigation plan	Residual risk level	Extreme Heat	Drought	Heavy rainfall	Flooding	Sea Level rises	Coastal Erosion	High winds +	Snow/ice	Fog	Landslides+	Woodland fires	Air quality	Water stress
BAHIA		✓	M	H	H	M	M	L	L	L	L	M	M	M	M	H
BOLIVAR (La Paz)		✓	M	H	H	M	H	L	L	L	L	M	H	M	M	H
BOLIVAR (Santa Cruz)		✓	M	H	H	M	H	L	L	L	L	M	H	M	M	H
ESTACTROYES		✓	M	H	M	M	H	L	L	L	L	M	L	M	M	M
GIRONA		✓	M	H	M	M	M	L	L	L	L	M	L	M	M	M
LOMMEL		✓	M	H	M	M	M	L	L	L	L	M	L	M	M	M
MANCHESTER CITY FC		✓	M	M	M	M	M	L	L	L	M	M	L	M	M	M
MANCHESTER EVSL		✓	L	M	M	M	M	L	L	L	M	M	L	M	M	M
MELBOURNE		✓	M	M	M	M	M	L	L	L	L	M	L	M	M	M
MONTEVIDEO		✓	L	H	M	M	H	L	M	L	M	M	L	M	M	H
NEW YORK (NYC)		✓	M	M	M	M	H	H	H	L	L	M	L	M	M	M
NEW YORK (Orangeburg)		✓	M	H	M	M	H	L	L	L	L	M	L	M	M	M
PALERMO		✓	M	H	H	M	M	M	M	L	L	M	L	M	M	M
SHENZHEN		✓	M	H	M	M	H	M	M	L	L	M	L	M	M	H
YOKOHAMA		✓	M	H	H	M	H	H	H	L	L	M	L	M	M	M

SO FIVE SOCCER CENTRES (USA)	Headline risk level	Risk mitigation plan	Residual risk level	Extreme Heat	Drought	Heavy rainfall	Flooding	Sea Level rises	Coastal Erosion	High winds +	Snow/ice	Fog	Landslides+	Woodland fires	Air quality	Water stress
ALAMEDA CA		✓		H	H	H	H	M	M	M	L	M	M	M	H	H
COVINA CA		✓		H	H	H	H	M	M	M	L	M	M	M	H	H
POMONA CA		✓		H	M	M	M	M	M	M	L	M	M	M	H	H
RANCHO CUCAMONGA CA		✓		H	M	M	M	M	M	H	L	M	M	M	H	M
SOUTH GATE CA		✓		H	M	M	M	M	M	M	L	M	M	M	H	H
UPLAND CA		✓		H	M	M	M	M	M	M	L	M	M	M	H	H
LAKE NONA FL		✓		H	M	M	M	M	M	H	L	M	M	M	H	H
WINTER PARK FL		✓		H	M	M	M	M	M	H	L	M	M	M	H	H
CHICAGO IL		✓		M	H	H	M	M	M	M	M	M	M	M	M	M
COLUMBIA MD		✓		H	H	H	M	M	M	M	M	M	M	M	H	H
ROCKVILLE MD		✓		H	M	M	M	M	M	M	M	M	M	M	H	H
CARLSTADT NJ		✓		M	M	H	H	M	M	M	L	M	M	M	H	M
CHERRY HILL NJ		✓		H	H	H	M	M	M	M	L	M	M	M	H	H
Mt LAUREL NJ		✓		H	H	H	M	M	M	M	L	M	M	M	H	H
APEX NC		✓		H	H	H	M	M	M	M	L	M	M	M	H	H
RALEIGH NC		✓		H	H	H	M	M	M	M	L	M	M	M	H	H
ELKINS PARK PA		✓		H	H	H	M	M	M	M	L	M	M	M	H	H
HATFIELD PA		✓		H	H	H	M	M	M	M	L	M	M	M	H	H

CITY FOOTBALL EDUCATION	Headline risk level	Risk mitigation plan	Residual risk level	Extreme Heat	Drought	Heavy rainfall	Flooding	Sea Level rises	Coastal Erosion	High winds +	Snow/ice	Fog	Landslides+	Woodland fires	Air quality	Water stress
Manchester City P2P programme:		✓		M	M	M	M	L	L	L	M	M	M	M	M	M
Manchester (CFA)		✓		M	M	M	M	L	L	L	M	M	M	M	M	M
Melbourne, Australia		✓		M	M	L	L	M	M	M	L	M	M	M	H	M
Perth, Australia		✓		M	M	L	L	M	M	M	L	M	M	M	H	M
Shenzhen, China		✓		H	M	M	M	M	M	M	M	M	M	M	M	M
Lommel, Belgium		✓		H	M	M	M	L	L	L	L	M	L	M	M	M
Girona, Spain		✓		H	M	M	M	L	L	L	L	M	M	M	H	M
New York, USA		✓		H	M	M	M	M	M	M	L	M	M	M	H	M
Dallas, USA		✓		M	H	L	L	L	L	M	M	M	M	M	H	M
Abu Dhabi, UAE		✓		H	H	L	L	L	L	L	L	L	L	L	M	M
Ajman, UAE		✓		H	H	L	L	L	L	L	L	L	L	L	M	M
Dubai, UAE		✓		H	H	L	L	L	L	L	L	L	L	L	M	M
CFE Partner Programme: base review only	Headline risk level	Risk mitigation plan	Residual risk level	Extreme Heat	Drought	Heavy rainfall	Flooding	Sea Level rises	Coastal Erosion	High winds +	Snow/ice	Fog	Landslides+	Woodland fires	Air quality	Water stress
Albania		✓		M	M	M	M	M	H	M	M	M	M	M	H	M
Techno India, Kolkata		✓		H	H	H	H	M	H	M	M	M	M	M	H	M
Jain School, Bengaluru		✓		H	H	H	H	M	H	M	M	M	M	M	H	M
BSJ Jakarta, Indonesia		✓		H	H	H	H	M	H	M	M	M	M	M	H	M
Aiglon, Switzerland		✓		L	L	M	M	L	L	L	H	H	M	M	M	M
Highgate, Thailand		✓		H	M	M	H	M	H	M	L	L	M	M	H	M
Charlotte Soccer Academy, NC, USA		✓		H	M	H	H	M	L	L	L	M	M	M	H	M
Dwight School, Vietnam		✓		H	M	H	H	M	H	M	L	L	M	M	H	M
X4 Australia:																
Rostrevor - Adelaide		✓		M	M	M	M	M	M	M	L	L	L	M	H	M
St Laurence's - QLD		✓		H	M	M	M	M	M	M	L	L	L	M	H	M
Parade College - Melbourne		✓		M	M	M	M	M	M	M	L	L	L	M	H	M
Waverley - NSW		✓		M	M	M	M	M	M	M	L	L	L	M	H	M

ENVIRONMENTAL & CLIMATE RISKS 2026	heat	drought	flooding	rain	fires	air quality	snow	ice	Water stress	sea levels	erosion
City Football Group - highest risks	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mitigations	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
REVIEW - JULY 2026											
NEXT REVIEW - 2027/8											
Continuous watching/reporting											
Highest env risks:	Bolivia	Palermo	New York	Jakarta	Bengaluru	Kolkata	Vietnam	Alameda	Covina	Raleigh	

All locations have environmental and climate risks relating to investment, development and operations. The awareness and actions in place mitigate the risks as fully as possible, working to protect the safety and wellbeing of all concerned and the interests of all parties. Local awareness and authorities liaison is essential. The clubs and various operations can identify opportunities from the reviews. The summary/overview is a guide and is indicative and can change according to local reviews.

H – HIGH RISK IDENTIFIED ACTUAL OPERATIONS AND PLANNING CONCERNS
M – MODERATE RISK PROVIDES A WARNING OF POTENTIAL DISRUPTION
L – LOW RISK REQUIRES CONTINUED AWARENESS AND MAINTENANCE OF ADJUSTMENTS

Climate &
Environmental Risk
Register 2026
Review

CHANGING FACES OF OUR CLIMATE

Manchester is getting hotter, consistent with wider climate trends across the UK and the rest of the world.

Key findings include:

Observed Warming Trend: Meteorological observations show a significant increase in Manchester's year-round climate over the long term, with a particularly faster rate of warming since the mid-1970s. By 2026, Manchester's average five-year temperatures are c 2.0°C higher.

Hotter Summers: Summers are becoming notably warmer and drier on average. Heatwaves are more frequent and intense, with the 2022 heatwave setting new temperature records for Greater Manchester (peaking at 37.2°C in Rochdale).

Warmer Winters: Winters are also warmer and wetter, with a decrease in the number of frosts and snowfall events over the long term. In this biodiversity and ecology are placed in stress and lead to significant change in wildlife, air qualities and related risks and reduced rainfall.

Urban Heat Island Effect: The urban core of Manchester and Salford experiences higher average daily minimum temperatures, particularly in summer nights, due to the urban heat island effect, where buildings and surfaces retain heat.

Future Projections: Climate projections indicate this trend will continue. Under a medium emissions scenario, the average summer temperature in the North West of England could increase by 2.6°C by the 2050s. By 2050, it is projected that every other summer could be as hot as the record-breaking summer of 2018.

These changes are driven by global climate change and have led to increased risks of **extreme weather events** such as intense heatwaves, droughts, and flooding, which pose challenges to public health, infrastructure, and the local environment.

Met Office

All CFG locations have climate change risk and challenges. These are headlines recorded for 2025-26.

WILDFIRES across many continents is a major concern and in parts of Southern Europe the intensity and regularity risk desertification, major infrastructure damage and political shift.

New York is hotter, with significant heat retention and higher flood risks – the city's water table is rising 'alarmingly', and there are coastal reduction risks, with intense heatwaves increasingly common.

New York State Climate Impacts Assessment

In **Melbourne** - Extreme heatwaves, more frequent and intense heat and bushfires, less rainfall leading to droughts, and more frequent, intense rainfall and windstorms. Sea level rise is also a significant risk

City of Melbourne Climate Adaption Strategy

Palermo - extreme heat waves, prolonged drought, and intense, short-duration flooding events. These hazards are exacerbated by the city's urban environment and aging infrastructure.

Meteoblue, Sicily

Girona - extreme heat, wildfires, and flooding (both riverine and flash floods), which are all projected to increase in frequency and severity due to climate change. Water scarcity and drought are also significant.

Ecosocial Transition Plan (ETP) - various actions Catalonia

La Paz - The main climate risks in La Paz, Bolivia, are water scarcity and landslides/flooding, driven by the melting of glaciers that supply the city and changing rainfall patterns

National Adaption Plan - Bolivia

Bahia - The main climate risks in Bahia, Brazil, are prolonged droughts and water scarcity, intense flooding and landslides, coastal erosion and sea-level rise, and extreme heat. There are major issues of Dessertification; Reduced Rainfall and Aquifer Depletion.

Climate Action Plan (PMAMC) - Salvador



Manchester City

Premier League

Environmental Commitment

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

As a result, we strive to plan, develop and operate our facilities, contracts, events, supplies and services in an increasingly sustainable manner – taking into account the key pillars of social, environmental and economic consideration.

To help with this, we have identified the following priority areas to guide our future decision-making:

- Energy and Water
- Transport and travel
- Waste Reduction
- Consumables and Food
- Impactful Biodiversity
- Materials
- Local, active participation
- Measurement and Reporting

To monitor and progress our ongoing sustainability work, as well as detail our targets, we will continue to publish our Game Plan Report on an annual basis.

This report has been published for twenty consecutive years and continues to align with all UK, EU and related legislation. In doing so, it demonstrates our commitment to authentic measurement, reporting and analysis, something which underpins our sustainable agenda.

Through Game Plan, we outline our commitments to:

- Reduce and eradicate waste across all our operations, events, and infrastructure developments
- Identify and implement increasingly sustainable travel options
- Prioritise local seasonal food produce
- Continuously review our CO2 emissions impact and the actions we will take to reduce them.
- Manage a clear and appropriate local materiality assessment and update regularly.
- Continue building and managing a meaningful energy and water efficiency programme.
- Measure, record and report all emissions across scopes 1-3 and through embodied (including retrospective) carbon.
- Manage all consumption with the greatest efficiency and with total and full regard to the planet and climate change, not least in line with the strategic direction of Manchester City Council, Manchester Climate Ready (MCR) and regional commitments of the GMCA (Greater Manchester Combined Authority).
- Measure, report and act upon the club's published Environmental Risks and Opportunities review.
- Incorporate an active and sequestration-measured biodiversity and ecology plan in line with local and regional strategies.
- To manage and continually review the club's credible Net Zero 2030 programme*.
- Provide the Governance and support through leadership teams and to embed all of the club's sustainability across every club role and in planning.
- To share our work, policy, outcome and planning with key stakeholders – fans, community and staff.

*review in progress for reset 2027-37



Our approach to sustainability also recognises the value and importance of creating and supporting local communities. Therefore, through Game Plan, the Club commits to:

- Implement clear targets and action plans that create employment and development opportunities for local people both with the club and through our suppliers, manufacturers and external employers.
- Create accessible pathways to work and career opportunities, learning and education for individuals and a clear, collective development process for the club.
- Build meaningful, sustainable procurement opportunities that empower local manufacture and origins, fair practices and policies within an overarching best value framework.
- Working with all suppliers and contractors to promote a positive social values programme across the whole supply chain.
- Meet with the local community to share and discuss ideas, as well as listen to the practical support the area needs.
- Contribute positively and actively in local regeneration.
- Recognise that the health, safety and wellbeing of everyone across our communities is a priority and build scope for change into all club planning, development, operations and events.
- To lead from the front and ensure that the club's actions and opportunities are shared respectfully and appropriately.
- Commit to leadership governance of the wider sustainability agenda in line with our own expectations and relevant UK, EU and global legislation or directives as may evolve.

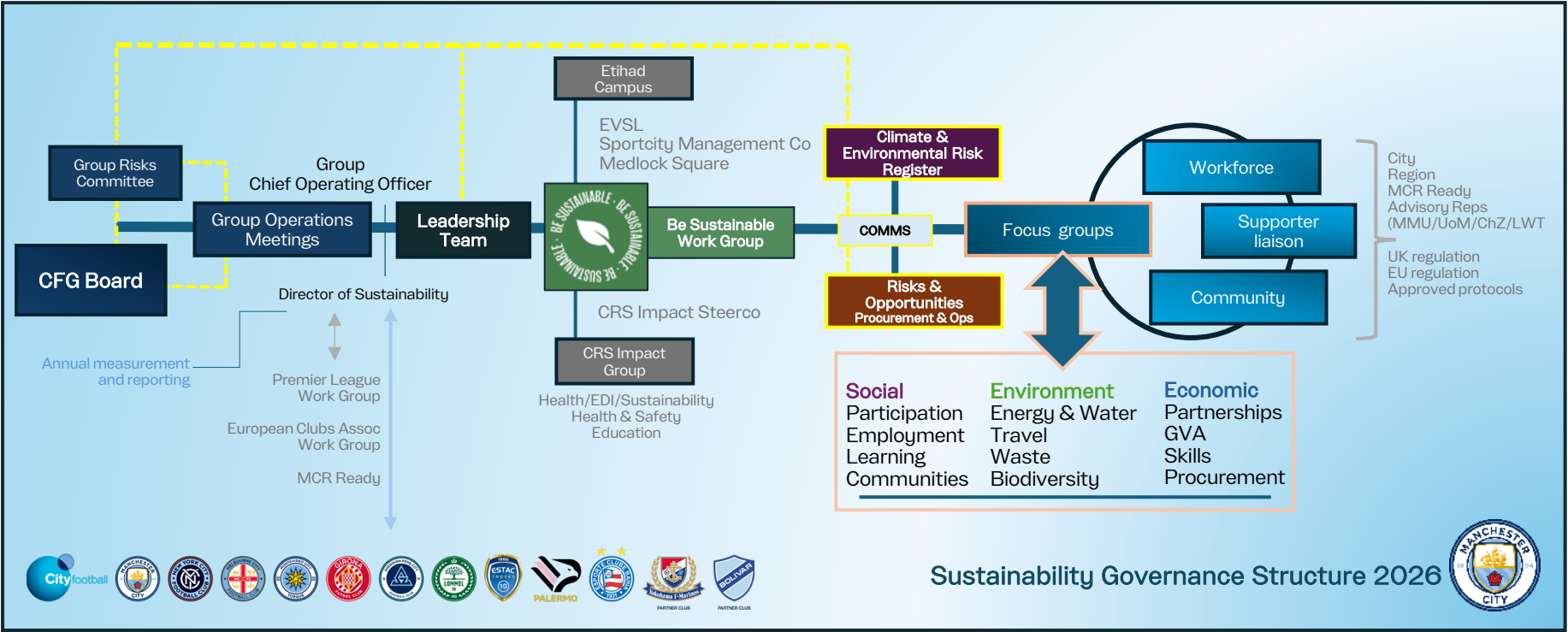
CFG Sustainability

Governance

Sustainability commitments across the Group reflect the values of our workforce, ownership, Board, workforce, partners and communities – and the vision for our future embedded in authenticity.

Manchester City provides the benchmark Governance of sustainability through an engaged ‘Be Sustainable work group’ and full reporting to its club leadership teams and to the CFG Global Operations Meetings.

All CFG clubs and operations have devised their own versions and will liaise with and share their report through the Director of Sustainability.



All primary, internal reporting is monthly with additional work sessions as required
Annual sustainability report is published every September and is primarily a retrospective of the previous football season
Key measurements aligned with GHG Protocol; ISSB and TCFD requirements.

Co-op Live

Information and link

IN PARTNERSHIP

Everything at Co-op Live is in partnership.

City Football Group (CFG), the global operator of football and sports related business, and Oak View Group (OVG) are equal joint venture partners and investors in Co-op Live along with Harry Styles as an investor.

Together, delivering one of the world's most pioneering and sustainable venues that pushes the boundaries of live entertainment experiences and advances Manchester as an entertainment and leisure destination for people from the UK and around the world to visit.

Co-op Live plays a pivotal role in CFG's ambitions to continue developing the Etihad Campus as a global sport and entertainment destination that is a source of community, employment and economic opportunity for Manchester.

Co-op Live

- A football pitch of solar panels on our roof
- 100% renewable energy
- Air source heat pumps
- Intelligent building controls to minimise energy use
- Toilets that flush with rainwater (collected from the roof)
- Zero waste direct to landfill
- Sustainable travel options for fans including the tram and walking route
- Increased biodiversity including trees, living green walls and wildflowers
- Locally sourced food
- Reuseable cups
- No single use plastic bottles
- Free water stations to keep fans hydrated



[Sustainability | Co-op Live](#)

Medlock Square

Information and link

Medlock Square opens in autumn 2026 and will be part of future sustainability reports from September 2027.

Links will be engaged to the restaurants, retail, cafes and to Raddison - so the sustainability credentials of this exciting initiative can be shared in future Game Plan reporting.



“ A stone’s throw from the city centre, but way beyond what you’d expect, **Medlock Square** is a destination unlike any other.

Located in the heart of the action, between the iconic **Etihad Stadium** and next-generation, live entertainment arena, **Co-op Live**.

The newest chapter in the evolution of the **Etihad Campus**, **Medlock Square** is a year-round 365 entertainment destination. Mancunians, event-goers and families will be able to come together and enjoy world-class entertainment, mouth-watering eateries and immersive experiences and events.

Medlock Square will build on the area's existing heritage of delivering large-scale sport and music spectacles even further, by creating a place that can play host to an ever-changing calendar of events, arts and culture

Everything from spontaneous mid-week meet-ups, intimate gatherings to special weekend celebrations. From martini glasses to samba classes. Downward dogs to maki rolls. Arty pop-ups and pastry top-ups. Firing up taste buds, setting off goosebumps.

So, expect diverse and delicious food and drinks, from speciality coffee and all-day dining through to signature restaurants and exclusive dining experiences.

Enjoy spine-tingling stadium roof walks, a zip-wire and abseiling, not to mention a new immersive **Manchester City** museum experience

A dynamic 3,000-capacity covered **events space**, with pop up seasonal activations, live shows, famed brand collaborations and big sports screenings, come rain or shine.

A striking new **401- bedroom hotel** set to welcome visitors from across the UK and around the world. Blending contemporary style with exceptional comfort, and with an exclusive Penthouse experience, the hotel promises vibrant spaces, elevated service, and an unforgettable stay.

A new three-storey office centre, **One Medlock Square** where modern office facilities and wellness amenities neighbour unbeatable entertainment, unmatched anywhere in the city.

”



Links

Links

City Football Group

City Football Group
[City Football Group - Official Website](#)

FC Esporte Clube Bahia
[Esporte Clube Bahia](#)

Bolivar FC (Partner Club)
[Club Bolivar Partner Club - City Football Group](#)

ESTAC
[ESTAC.FR | Welcome to the official website of the Troyes club](#)

Girona FC
[Girona FC | Web Oficial](#)

Lommel SK
[Lommel SK – samengroeien](#)

Manchester City Football Club
[Manchester City FC - Official Website of Man City F.C.,](#)

Melbourne City FC
[Home - Melbourne City](#)

Montevideo City Torque FC
[Montevideo City Torque](#)

New York City FC
[New York City FC](#)

Palermo FC
[Palermo F.C. | Official Website](#)

Shenzhen Peng City FC
[Shenzhen Peng City - City Football Group](#)

Yokohama F. Marinos FC (Partner Club)

[YOKOHAMA F.MARINOS ENGLISH SITE | 横浜F・マリノス 公式サイト](#)

City Football Education
[Learn Football | Manchester City F.C.](#)

SoFive Soccer centres (US)
[Sofive Soccer Center Locations | LA, NYC, Chicago, NJ, PA, & More](#)

Co-op Live
[Sustainability | Co-op Live](#)

Medlock Square
[Medlock Square: World Class Entertainment & Dining Destination](#)

The Medlock Hotel (Raddison Blu)
[The Medlock Hotel Manchester - Radisson Blu Hotel](#)

EVSL (about)
[City Football Group and Oak View Group launch Eastlands Venue Services joint venture](#)

[Oak View Group - Where Every Moment Thrills](#)

Links

Manchester

Manchester City Council
[Manchester City Council](#)

Greater Manchester Combined Authority
[Home - Greater Manchester Combined Authority](#)

City of Trees
[Growing the Urban Forest in Greater Manchester | City of Trees](#)

Cyan Lines
[CyanLines – Where green and blue meet to grow the city..](#)

Links

Other

Greenhouse Gas Protocol
[Homepage | GHG Protocol](#)

Premier Leage (sustainability)
[Premier League Environmental Sustainability Commitment & Strategy](#)

The Football Association (sustainability)
[Sustainability at The FA](#)

UEFA (sustainability)
[Sustainability | UEFA.com](#)

European Clubs Association (sustainability)
[Sustainability - EFC](#)



Sustainability 2026

CHANGING PLACES

“ Sustainability in 2026 reflects a world in motion, of change and ideals that have the potential to unsettle, yet with recognition of our challenges, has the opportunity to uplift lives, change direction and change places.

The myriad of opportunities to engage our communities, to promote real and meaningful participation and inclusion, to protect and enhance the places where we live, work and play, outweighs and outstrips the regional and global fears for our futures – whilst we re-engage our youth, that holds in its hands the scope to bring about a world of hope and of peace and opportunity.

This is what we can build on. It's what we must build on. Finding and expanding our shared enthusiasms.

This is sport, this is football, this is City : it's our game and setting out our sustainability agenda, it's our game plan too – City communities, City life and changing places so that we thrive, mutually and supportive of each other.

Sustainability is not one-dimensional, it's multi-faceted and dynamic to reflect the needs of our current and future generations. If we can start in our own back yards, avoid distractions, properly place targets, share the possibilities, listen & learn; then together, we can really change things - socially, environmentally, economically .

”

Pete Bradshaw
Director of Sustainability , September 2026

