GAME PLAN 2022

Sustainability agenda update + environmental impact report

20 years of active legacy

2022 realises the twentieth anniversary of the opening of our stadium - by Her Majesty Queen Elizabeth II - and the staging of the XVII Commonwealth Games – Manchester 2002 – an incredibly successful event that built on Manchester's regeneration and rebirth as a city of culture and of sport.

A key legacy of those Games was to ensure that Manchester continued to grow and that East Manchester would benefit from new and sustainable inward investment.

Manchester City Football Club engaged totally in this challenge and opportunity and began its local social, environmental and economic impact measurement just two years later in 2004.

Working actively and closely with the city, local residents and businesses ensured that the Club and the stadium itself would become a positive landmark and symbol of regeneration. In addition, driving local and active participation and change that respects tradition and heritage, yet looks forward to the future with energy and enthusiasm for a better place for all…

…The changes, the challenges and opportunities of the past two decades have been immense. Our fans, workforce, community and the collaboration with our city has been sometimes breath-taking.

Yet, local engagement, environmental and urban improvements and uplifts, community outreach and pathways to learning, work and opportunity have been key to us all and helped realise change that is an exemplar of sporting, cultural, community and football investment in the lives of so many people and in the life of our city.

2022

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

We are committed to growing a sustainable organisation, acting responsibly with the interests of our fans, employees and the people of our cities at the heart of everything that we do.

Whether engaging and supporting local people and our communities, working with suppliers and businesses to benefit the economic eco-system of our wider region, or introducing new initiatives to protect our environment, we believe that our football club can play a role in making positive change in our society.

Our 2022 Sustainability Report – Game Plan – is the eighteenth annual review of our ongoing sustainability work, detailing our targets, achievements and the progress we have made over the past twelve months.

Our approach to sustainability…

Authentically

…we measure, record and report our actions and our impact from all of our operations and development - honestly and transparently - so that know exactly where we are at any time and that we continue to improve and support a sustainable future…

Responsibility

…building on almost two decades of measurement and reporting, we are working for responsible growth – local, ethical procurement underpinned by best value – strong and reliable supply chains – doing business well…

Community

…actively supporting the life of our cities and communities – to positively engage our fans and our workforce – so that together we grow and make a meaningful difference…

…empowering better lives through football…

Environmentally

…in all we do, recognising that the place where we play, where we live and work is home to us all –

- We will work to ensure we put back in more than we take so that generations for the future can play and live safely and healthily too.

…and working to be credibly net zero by the end of the decade

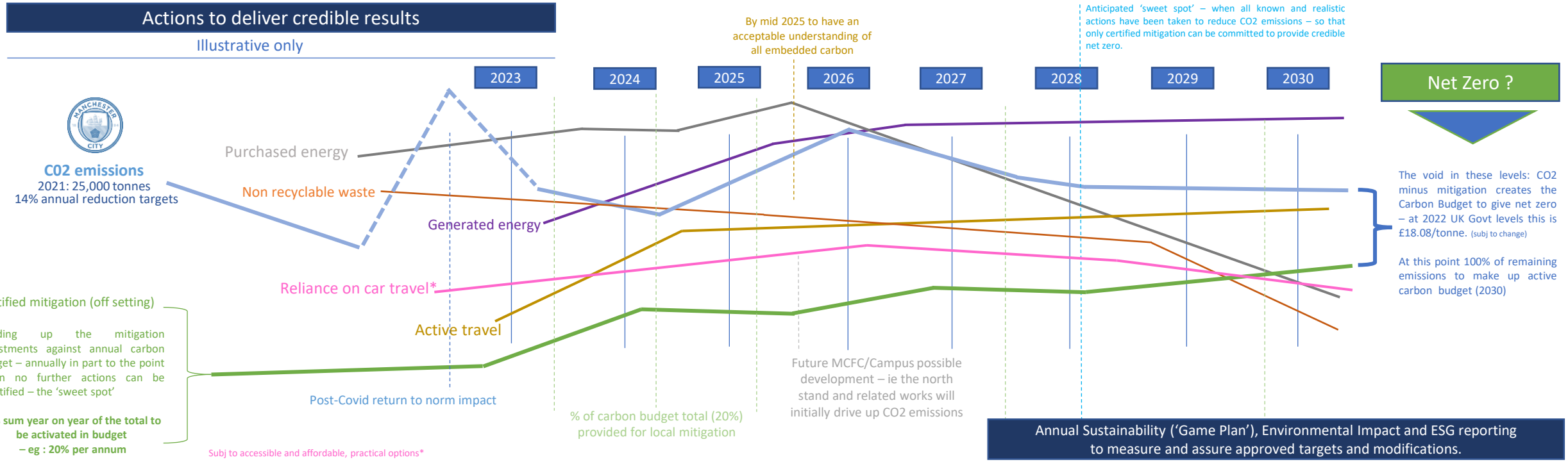
the road to net zero…

- Manage our energy consumption and future generation
- Work proactively with our fans and community for travel and transport changes
- Reduce or eradicate all waste – recycling, upcycling…
- Create and protect locally engaged biodiversity and ecology mitigation

…that's *credible* Net Zero by 2030 across all scopes and to include (practical) embedded carbon – this represents a fully embraced approach to reducing the CO2 impacts and improving the life of our cities, communities, players and workforce.

It presents higher challenges of course, but greater and more meaningful results.

MCFC CO2 emissions from scopes 1, 2 & 3 and embedded carbon



…progress in the past twelve months :

CO2 emissions

31.8%

CO2 Reduction
In 2021-22
(measured against annual trend pre-pandemic
– full year attendances and operations)

SCOPE 2 EMISSIONS REDUCED BY 18% TOO !

26%
Reduction
in gas consumption

Electricity
purchased only
from certified
renewables

waste

All Waste Reduced !

Handling *reduced*
by some 16%

- Whilst – Reduce; Reuse; Recycle
increased by 11%

+

Upcycling becomes key to operations and with our Partners too

We created a full circle, on site process for food, grass cuttings and all compostable waste : innovative, efficient and environmentally beneficial

travel

TRAVEL & TRANSPORT

Across 27 home matches Manchester City received almost 4,000 individual feedbacks from fans about their match day travel

In excess of 200 Club staff also provided feedback about their commuting information

This enables greater understanding of actions and the relative CO2 footprint and is a huge sample

This key topic will provide a major focus for 2022-3 +

community

MARKET PLACE
A major fair for jobs, careers and learning pathways brough together the wider city to support opportunities and the post-pandemic economic recovery

16,000 vacancies
93 employers
63% of all people attending offered immediate opportunities

Continuing positive, measured impacts of local engagement

Fans engaged in sustainability through City Matters

Local people and agencies engaged through regular neighbours meetings

ecology

SAFE, CLEAN SPACES
Increase in managed biodiversity and ecology to protect and enhance green space and wildlife habitat across our Manchester estate
+
We also created an incredible living wall !

and…

*…we tried lots of new things too – like **edible tea & coffee cups** and wholly compostable packaging.*

*We got **rid of even more plastics**; CFG clubs and City in the Community produced it's own **first ever** environmental impact report and we extended our **vegan food offerings**….*

Manchester City's CO2 emissions are measured across three different types : - GHG Scopes 1, 2 & 3

- **Scope 1** **emissions are primarily related to fuel usage (including gas) and the fuel we use in Club owned and leased vehicles.**
- **Scope 2** **emissions are mostly associated with the consumption of electricity and gas across our properties.**
- **Scope 3** **emissions cover all indirect activity – this is a more complex scope with up and down stream activity included – for the Club, it includes the travel of our fans and others to and form match days.**

The Club is also working to retrospectively and properly understand it's embedded carbon from the development of the stadium, CFA and other projects.

The Club reports it's emissions under SECR. (Streamlined Energy & Carbon Reporting)

In 2021-22 the Clubs actual CO2 emissions rose against the pervious year – entirely within scope three as fans returned to match days after the covid pandemic.

Against the last full year (2019-20) the CO2 trend remains downward overall by 31.8% - based on significant work in reducing waste and through energy management and investment. The Club's scope 2 emissions reduced by 18% within this. There has also been much improved measurement and reporting to understand a range of activities and their impacts. With these adjustments, future years are anticipated to return to average changes – the target remains to be ***credibly net zero by 2030.***

For 2022 there is a more informed measurement of **embedded carbon** which will provide a new benchmark for following years. In the eighteen years of measurement and reporting, the Club has become more sophisticated in understanding CO2 impacts and measures a greater range of operations and development so that we work towards a total and honest recognition of our emissions and the actions needed to reduce and mitigate.

Manchester City uses the UK Govt DEFRA and global Green House Gas protocol in the measurement and reporting of it's CO2 emissions and actions.

GREENHOUSE GAS PROTOCOL

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

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

Department for Business, Energy & Industrial Strategy | Department for Environment Food & Rural Affairs

2022 conversion factors

Embodied Carbon (aka : embedded carbon)

One of the continuing challenges of many organisations has been to understand and include embodied carbon in their annual measurement and reporting in order to present a truly credible CO2 emissions footprint.. This is a particular challenge in retrospective measurement – seeking to acknowledge the whole lifecycle of buildings and their development over many years or decades.

At Manchester City, this is no different. From the CO2 embodied in the Etihad Stadium, in City Football Academy and in major plant and assets – we are working to better represent the embodied carbon of our existing estate.

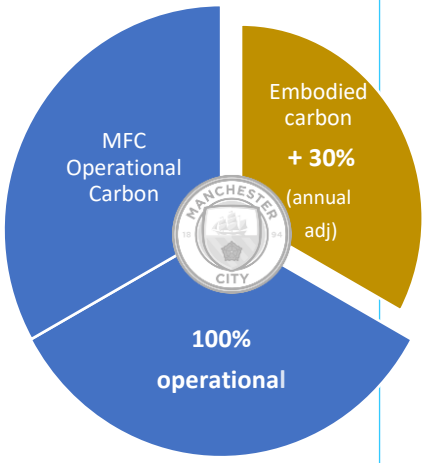
Embodied v operational CO2

Embodied carbon

…is the amount of carbon emitted during the construction (and major refurbishments or upgrades) of a building. This includes the extraction, manufacturing and refinement of raw materials, transportation, installation and disposal of old supplies, groundworks, demolitions etc - which all produce embodied carbon emissions. This is the CO2 that is within the fabric of building.

Operational carbon

…is the amount of carbon emitted as a building is used. This is simpler to measure and report than embodied carbon. Providing a series of efficient systems – energy, heating and cooling, waste and the management and behaviours, maintenance and upkeep associated with the property are critical considerations for best practice – then monitoring and working to continually lower emissions.



Using reasonable available information and data, though without a focused, lengthy and detailed specialist study, the Club has considered the issue of embodied carbon and believes that to have an honest overall position, it should be included.

Although in the coming years our understanding of this will become better informed, the staring point of 2021-22 is to take the best headline advice and add an 'acceptable' percentage to the operation carbon results that have been fully measured over the years.

Available headline advice suggests that there would be a measurement of not less than plus 20% of operational carbon, up to as much as 40% of the *total life cycle* of a property -

For the starting point at Manchester City and recognising this is *retrospective* - against annual operational CO2 – over a sixty-year cycle – brought back to an ***annual* added calc of 30%.**

"Embodied carbon is the total greenhouse gas (GHG) emissions (often simplified to "carbon") generated to produce a built asset. This includes emissions caused by extraction, manufacture/processing, transportation and assembly of every product and element in an asset".

UK Green Building Council

"The built environment generates nearly 50% of annual global CO2 emissions.

Of those total emissions, building operations are responsible for 27% annually, while building materials and construction (typically referred to as embodied carbon) are responsible for an additional 20% annually".

Architecture 2030.org

Stadium – under construction for the Commonwealth Games – Manchester 2002

MCFC CO2 *trend* 2021-22 is significantly reduced by 31.8%

(*actual* yoy over covid-norm is +94%)

Notes:

For 2021-22

the results demonstrate both actual changes and trend – the actuals report against the covid restricted years – the trend reports against the last full year of non-restricted activity.

All past report figs adjusted to take account of later updates

Improved and wider counting and measurement has created more accurate information to help establish a new 2022-23 benchmark – so all results should take account of this.

MITIGATION

3,170 mature trees (x .170 tonne +) = 538.9 tonnes
4.8 km active hedgerow = 100m length of mature hedgerow can sequester in the order of 120kg = 4.4 tonnes CO2/year.

36 acres managed grass = 100m length of a 2m permanent grass margin could sequester over 75kg (0.075t) CO2/year = 1884 tonnes 36 x 88)

7 acres wild grasses and wildflower meadow = approx. 880 tonnes

Swales and wetland = 0.8 acre = 22 tonnes
Sources incl - farmcarbontoolkit.org.uk

*

Encompasses a range of activities – incl broadcast, police operations, deliveries, printed materials, handling, match day staff travel and actions, litter and responsive works, power change overs and added tech, foul water and discharge etc

2021- 22 CO2 emissions

Area	2019-20 Previous full year ops	2020-21 Covid restricted year	2021 – 22 CO2 operational	scope 1	scope 2	scope 3	Change actual	Change trend
Operations:								
Match Day Operations (Etihad Stadium)*	2,172.6	8	**2,447.6**	87	411	1,949.6	+2,439.6	+275
Match Day Ops (CFA Stadium) *	690	680	**653**	34	209	410	-27	-37
Non Match Day Ops (incl commuting)	3,104.7	231	**2,422**	620	340	1,462	+2191	-682
Travel:								
Authorised Travel (business)	5,629	238	**1,682.32**	-	-	1,682.32	+1,674.32	-3.946.68
Match day (fans) all travel	12,480	2,080	**7,648**	-	-	7,648	+5,568	-4,832
Match Day - Player Travel	2,121.1	2,207	**2,106.3**	-	2,106.3	-	-100.7	-14.8
Energy:								
Electricity (zero carbon – PPA)	0	0	**0**	-	0	-	-	-
Gas	1,403	1,450	**1,064**	-	1,064	-	-339	-386
Water	0	0	**0**	-	0	-	-	-
Gen fuel (gen diesel– emissions (0.8-0.93 kg CO2/kWh)	11	7	**9.8**	9.8	0	-	+2.8	-1.2
Other:								
Materials & Waste	161.2	3	**12.2**		3	9.2	+9.2	-149
Biodiversity	3	4.2	**1.6**			1.6	-2.6	-1.4
Construction	88.5	3	**17**		5	12	+14	-71.5
Misc Allowance and Other Operations	6.2	53	**6**	2	2	2	-47	-0.2
T CO2 e (t) operational	**27,445.6**	6,611	**18,069.8**	752.8	3,076.3	13,174.7		
Mitigation (all encompassed)	1,001	1,001	**1,022**					
Actual total	**24,953.4**	3,909.7	**17,047**				+16,025	-7,906
If embedded CO2 added :							+77%	**-31.8%**
Embedded (embodied) CO2 + 30%	-	-	**5,114.1**					

Manchester City 2021-22 CO2 emissions: **22,161.1**

Working for av 14% y-o-y reduction
2030 target for credible net zero:

Energy consumption

In the period 2021-22 the Club's overall energy consumption rose by around 4.7%, partly owing to the post-covid 'bounce-back'

Over the year, the consumption of energy had peaks and troughs with significant late 2021 uplifts.

Through detailed usage and fugitive energy audits at the start of 2022 – the Club began a programme of energy waste reduction and liaison across the workforce to promote behavioural change in the use of energy across the property portfolio.

There is a clear emphasis to return Club operations to the very best practices in operational efficiency.

The rise in energy costs during 2002 has driven a refocus of this work so that waste is minimised and the very best options for energy efficiency are engaged.

Note:
The changes in kwh consumed and the CO2 related to this – doesn't reflect the significant rises in energy costs during 2022 – which has realised increases in excess of 400% - this is being addressed separately in the Club's Cost of Living Task Group

During the year June 2021 – May 2022 incl – the Club consumed the following fuels for its energy use

		Consumption 2021-22	Consumption Change
ELECTRICITY	kwh	14,143,213	+ 1,516,167
GAS	kwh	5,807,365	- 2,088,115
Generator diesel	ltrs	27,900	+ 3,620

Electricity use previous year

Manchester City - CFA	4,832,790
Manchester City - City @ Home	698,302
Manchester City - City Centre Store	328,246
Manchester City - HSBC Building	21,012
Manchester City - The Etihad Stadium	6,932,042
Manchester City - Waste Compound	3,902
	12,816,294

SECR 2021-2 = **12,627,046**
One month adj in reporting period/month

Gas use previous year

Manchester City - CFA	4,012,920
Manchester City – City @ Home	746,920
Manchester City - City Centre Store	807,568
Manchester City - HSBC Building	1692
Manchester City - The Etihad Stadium	1,978,7710
	7,547,871
	- 507,000
	7,040,871

SECR 2021-2 = **7,895,480**
One month adj in reporting period/month

Over the year on year consumption, the Club's electricity rose by 1,516,167 kwh

This includes the return to match days and is anticipated.

From January 2022 – consumption began to fall creating a second half year trend

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Gas consumption over the year reduced by 1,233,658 kwh which realised an increasing trend in early 2022

Overall:

Combined energy use across the full year rose by 93,261 kwh

The trend in Q1-Q2 of 2022 is downward

2022 year-on-year emissions changes (SECR)

Manchester City's location based emissions decreased from 4,236tCO2e in 2020/21 to 4,032tCO2e in 2021/22. This is as emissions decrease of 5%. Against the 2019/20 base year, location based emissions have decreased by 11%.

Scope 1 emissions decreased from 1,510tCO2e in 2020/21 to 1,200tCO2e in 2021/22, an emissions decrease of 21%. However, scope 1 emissions are up 5% against 2019/20.

The emissions associated with on site combustion (natural gas and diesel generators) decreased, from 1,504tCO2e in 2020/21 to 1,190 tCO2e in 2021/22. However, site combustion emissions were 6% higher than the 2019/20 base year. This is due to higher diesel consumption.

Natural gas consumption decreased from 7,895,480kWh in 2020/21 to 5,807,365kWh in 2021/22, a consumption decrease of 26%. This resulted in an emissions decrease of 386tCO2e associated with natural gas consumption.

The emissions associated with scope 1 transport (diesel) increased from 6tCO2e in 2020/21 to 10tCO2e in 2021/22. However, scope 1 transport is down by 57% against the base year.

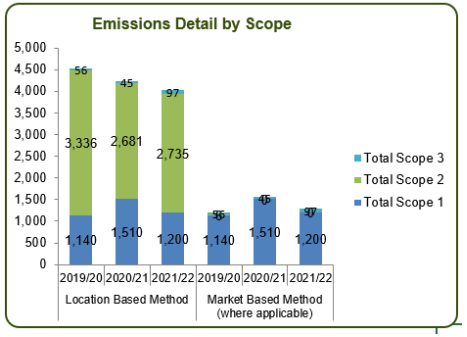
Scope 2 electricity consumption increased from 12,627,046kWh in 2020/21 to 14,143,213kWh in 2021/22. Scope 2 location based emissions increased by 2% as a result.

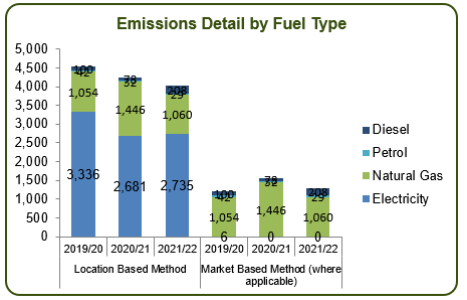
Against the base year, electricity consumption has fallen by 1%.

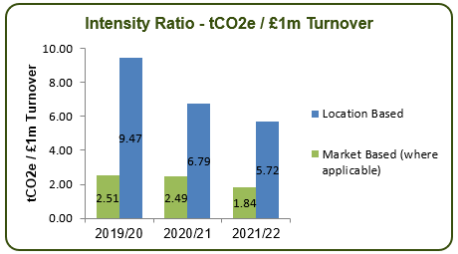
However, scope 2 location based emissions have reduced by 18%. This is due to the emissions intensity of the UK conversion factor for electricity reducing.

Emissions detail by scope		Location Based Method			Market Based Method		
Scope	Units	Base Year	Previous Year	Current year	Base Year	Previous Year	Current year
		2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
Scope 1 Combustion	tCO_2e	1,118	1,504	1,190	1,118	1,504	1,190
Scope 1 Transport	tCO_2e	22	6	10	22	6	10
Total Scope 1	tCO_2e	1,140	1,510	1,200	1,140	1,510	1,200
Total Scope 1	kWh	6,092,234	8,165,626	6,386,509	6,092,234	8,165,626	6,386,509
Scope 2 Purchased Energy	tCO_2e	3,336	2,681	2,735	6	0	0
Total Scope 2	tCO_2e	3,336	2,681	2,735	6	0	0
Total Scope 2	kWh	14,310,601	12,627,046	14,143,213	14,310,601	12,627,046	14,143,213
Scope 3 Transport - Employee Mileage	tCO_2e	56	45	97	56	45	97
Total Scope 3	tCO_2e	56	45	97	56	45	97
Total Scope 3	kWh	238,984	184,130	387,715	238,984	184,130	387,715
Total All Scopes	tCO_2e	4,532	4,236	4,032	1,202	1,555	1,297
Total All Scopes	kWh	20,641,819	20,976,802	20,917,437	20,641,819	20,976,802	20,917,437

Emissions Detail by Fuel Type							
		Location Based Method			Market Based Method		
Fuel Type	Units	Base Year	Previous Year	Current year	Base Year	Previous Year	Current year
		2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
Electricity	tCO_2e	3,336	2,681	2,735	6	0	0
Natural Gas	tCO_2e	1,054	1,446	1,060	1,054	1,446	1,060
Petrol	tCO_2e	42	32	29	42	32	29
Diesel	tCO_2e	100	78	208	100	78	208
Total	tCO_2e	4,532	4,236	4,032	1,202	1,555	1,297
Electricity	kWh	14,310,601	12,627,046	14,143,213	14,310,601	12,627,046	0
Natural Gas	kWh	5,734,060	7,895,480	5,807,365	5,734,060	7,895,480	5,807,365
Petrol	kWh	182,935	131,265	121,883	182,935	131,265	121,883
Diesel	kWh	414,223	323,011	844,976	414,223	323,011	844,976
Total	kWh	20,641,819	20,976,802	20,917,437	20,641,819	20,976,802	6,774,224







Taking all SECR reporting and the Club's scope 3 emissions data the *combined* value reduction is 31.8% CO2 t

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

The management of water – for the Club's industrial use (eg irrigation) and potable water (for drinking) are priority considerations for the Club.

A 12m litre rainwater harvesting tank at City Football Academy provides all industrial water needs – and there is a similar provision under the main pitch at the Etihad Stadium – this provides for all the Club's irrigation.

In the spring and early summer of 2022 – it was evident that the UK runs the risk of drought – albeit uncommon in the north west.

This ensures that the protection of our water harvesting, storage and consumption remain critical which also ensures that there is cost protection.

During the past twelve months, the main harvesting tank at CFA has been under some major repair which has led to an uplift in mains water consumption in this period.

The importance of water conservation and the need to respect and manage our suppliers and treatment are not lost on Manchester City fans and communities.

Manchester, generally, is well supplied with water and the infrastructure ensures clean and plentiful supply.

However, no one at the Club takes this for granted.

The Club works actively with its partner – Xylem – in driving water solutions – not just in Manchester, but through CFG's Cityzen's Giving – for people around the world.

The Manchester City away kit in 2021-23 was developed in the most sustainable way and proved a huge success amongst players and fans alike.

The Club continuously works for best practices in water collection, storage and management.

2021-22 away shirt – produced by Puma to be one of the most sustainable ever !

CITY, PUMA AND XYLEM CELEBRATE IMPACT OF WATER-INSPIRED AWAY KIT

City's 2021/22 away kit was the Club's first kit dedicated to a social cause: safe water.

Over the twelve months since launch, Cityzens Giving has joined forces with PUMA and Xylem to positively impact the health of young people around the globe, delivering vital water education and clean water access to over 9,300 young people in four cities.

Produced with a special Dope Dye manufacturing process to reduce water consumption, the kit paid tribute to this unique partnership and marked the launch of a new global programme, blending football-based education on water, clean water access for communities in need and mass awareness of a global issue.

The projects in São Paulo, Mumbai, Buenos Aires and Manchester each benefitted from funding, bespoke training for young people in leadership and community football, special PUMA kit and equipment drops, and the expertise of leading global water technology company, Xylem, to deliver innovative solutions to local water challenges.

A replica clean water tower at the Etihad Stadium in Manchester inspires and educates local fans and school groups on water challenges and solutions.
During the season, young leaders in each city delivered weekly football and water education sessions, culminating in a series of community footballs festivals, with surprise project visits from Manchester City players and the Premier League Trophy.

The programme has delivered real and measured life change for young people, improving health, well-being and awareness of the importance of clean water and water conservation.

… so, how are we doing ?

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

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

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

The priory through 2020 - 21 and 22 has been to focus on these ambitions to realise change.

CRS | Sustainability Game Plan 2021 – MCFC Environmental Impact Report 2021

MCFC Proactive Summary 19-22 | Materials and Waste Group

Mission Statement

VISION TO BECOME A ZERO WASTE ORGANISATION

To manage all waste as a resource, promoting environmentally sound and cost effective practices through a system of sustainable materials sourcing, waste reduction, reuse, recycling, audit and education.

Pillars

Waste Management

Managing our current waste

Application

- Identify ways to reduce our waste by auditing our waste streams.
- Identify opportunities for incineration diversion.
- Zero to landfill.
- Ensure relevant waste streams are available.
- Accurately measure via monthly reporting.
- Removal of single use plastic.

On target

Procurement and supply chain

Engage partners and suppliers to help us achieve our mission.

- Introduce waste guidance for all procured contracts.
- Ensure all our contracts and suppliers have a responsible waste strategy for in-direct operations.
- Immediately reduce and eventually remove all supplier waste to site.

On target

Internal Operations

Challenge internal operations to reduce waste.

- Audit individual departments to understand current waste and materials.
- Understand challenges and provide sustainable alternatives.
- Identify quick wins to easily remove waste from everyday operations.

On target

Accreditation and recognition

Aim for excellence and industry recognition

- Identify recognised industry standards that we should aim for in line with our Vision.
- Undertake accreditation applications where suitable.
- Publicise success and ensure we tell our story through club platforms

Getting there

Innovation and Learning

Be creative, advise and help stakeholders make better decisions.

- Communicate our strategy.
- Develop/Increase staff engagement around waste.
- Create ethical guide highlighting alternative materials.
- Help our people make better choices.
- Investigate new ideas and technology that can help us achieve our goals

On target

Overall, working across all Club activity and functions – with contractors and partners –
in a **very good** place during 2021-22 and meeting all ambitions and obligations
– 2022-23 will ensure all targets are reset and accreditation is engaged to keep this process active and positive.

Waste – headlines - anaerobic digestion : food, grass, compostables *…and….*

Food and grass waste trials in anaerobic digestion resulting in significant ' full circle' productivity, savings and handling reductions

General waste reduced by over 100 tonnes

Dry Mixed Recycling increased from 32 tonnes to 128 tonnes

Active waste action group involving Club partners

All packaging moving toward total compostable

The Club completed a successful trial of a processor that produces high calorific value residue (Wastemaster WM400) unit to remove food waste from being collected and taken from site at around 400kg/day.

This was to create a practical opportunity to compost both grass, food and any compostable material in one process – ensuring that resulting product is usable in the Club's landscape.

The process combines mixed ion reactive* treatment technology (nothing added to create this) to breakdown and change the structure of the waste; thus reducing by 68-70% per load (dependent on the ratios of each product). The process reduces smells, odours and the amount of space required to store product discharged from the units.

The output from the unit was in the form of an inert compost type material which was used as a soil enhancer under shrubs and hedging areas around CFA.

Medium term aim is to remove grass cuttings from waste collection and create a closed loop scenario; additionally to further reduce waste from leaving site, catering compostable packaging including drink cups (mixed recycling) will be combined in the recipe with food and grass.

In due course, it is proposed to introduce a WM1000 (1000kg per day) unit at the Etihad Stadium to provide as a campus wide solution - with circa 280 tonnes per annum of grass being introduced with the matchday food waste and packaging.

*Mixed Ion Reactive Approach (MIRA) is patented by WasteMaster

…and then there's our shirts….

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

Pep Guardiola's men wore special PUMA jerseys ahead of their 5-1 thrashing of Watford at the Etihad, (April 2022), while Gareth Taylor's women's team wore them ahead of their emphatic 4-0 victory over Everton at the City Football Academy.

The tops on display 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 shirt worn ahead of Saturday's game are made with 75% repurposed football jerseys. The remaining 25% comes from SEAQUAL ® MARINE PLASTIC [1].

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

Food, provided on **match days across the Etihad Stadium** – in our general fan areas and concessions and in our restaurants and suites is a major part of the experience of our fans and visitors.

The Club works with tow key partners – **F3** for the management of food at the Etihad Stadium.

2021-22:

Stadium **general fan catering** realised 4.7% of all food sales were vegan – available at every food outlet.

Including vegan fries – this fig rises to 21%

In Club **hospitality** – there was an 8% vegan uptake and 12% vegetarian

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Throughout our stadium catering there are common themes and considerations:

Eradication of waste
No single use plastics
Local and seasonal produce
Local employment
High quality
Continuous review and collaboration

F3 has launched a Local Eats scheme partnering with street food vendors who are contracted to operate in several mobile and fixed point catering units.

F3 works with talented artisan food traders utilising utilise on site facilities and supported by F3 and Club infrastructure.

Seasonal contracts allows F3 to adapt the offer when required and incorporate and develop emerging food trends.

F3 is committed to :

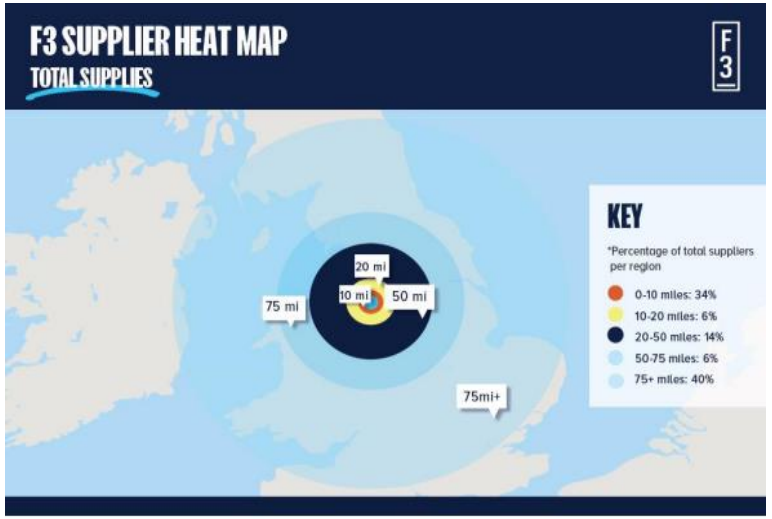
providing employment to the local communities.
Paying the Manchester living wage – working only with agencies who offer this
investing in its own online training academy FLOW to ensure all staff get the training required for their roles.

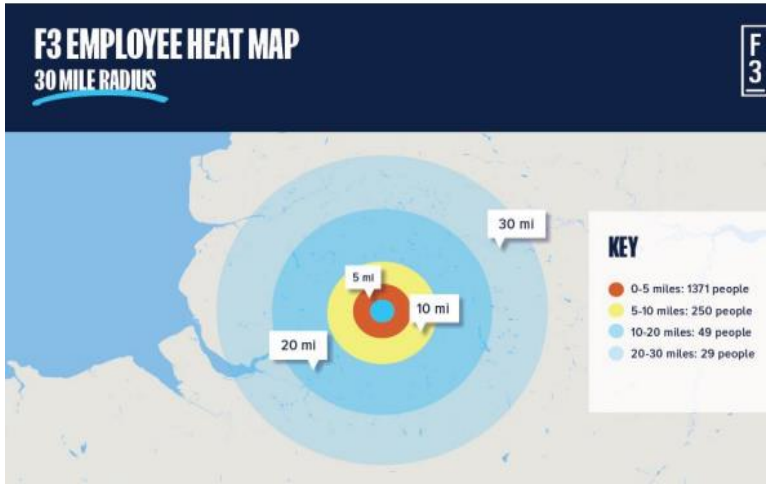
F3 Food charter

- Establish the operational requirements and associated costs
- Create a joint charter around food i.e. no MSG, additives and/or preservatives etc. Ensure all partners comply. Should be included at all induction training, shared with college partners and displayed in kitchens
- Contribute to thriving local economies and sustain the livelihoods of people working in the food sector – **ECONOMIC SUSTAINABILITY**
- Protect the diversity of both plants and animals and avoid damaging natural resources and contributing to climate change – **ENVIRONMENTAL SUSTAINABILITY**
- Provide social benefits, such as good quality food, safe and healthy products and educational opportunities – **SOCIAL SUSTAINABILITY** Other initiatives F3 have worked on this year include:

- Engaged with our suppliers to plant wildflower meadows
- Run a campaign (similar to BBC Radio 2 Bee Campaign) internally to encourage the workforce/supporters/local families to plant wild flowers in containers or gardens and then run a small competition (send photos in)
- Work with Manchester City Football Club to achieve de-gasification throughout the kitchen operations by their target date.
- Audit of all gas appliances within the stadium
- Obtain quotes for suitable/efficient electrical appliances
- Trial electric-only kitchens and kiosks

Local produce and local employment opportunities are a key element of the Club's contractor – F3 – in delivering the food and catering services to Manchester City





Food, provided for our academy scholars, first and professional teams is provided through the Club's in-house catering teams.

For staff catering and for the CFA Stadium the is contracted to Baxter Storey

For the sustainability report, this is shared here under the collective of 'other catering'

Throughout, there are common themes and considerations:

Eradication of waste
No single use plastics
Local and seasonal produce
Local employment
High quality
Continuous review and collaboration

Sourcing sustainably

Baxter Storey (BS) works closely with local suppliers, finding partners who care as much as they do about their produce and livestock.

Sourcing fresh ingredients local to our kitchens reduces our food mileage and gives our chefs the freedom to work closely with our suppliers to plan menus that are fresh, tasty and keep our customers happy.

BS cares about serving its customers sustainable provenance with ethical welfare standards. That's why BS is proud to be part of food accreditation schemes.

People make the difference

Baxter Storey Academies and development journeys support people as they build their careers.

"We give them the skills to provide the best service and hospitality and we support them as they grow with us.
We're proud of our people too – find out about some of our teams' best memories and how hard they've worked to achieve their goals".

baxterstorey

"Our team at Manchester City Academy Stadium pulled out all the stops last week, catering for the women's EURO 2022 – their biggest event to date.

The stadium, home to Manchester City Women's Football Club, hosted three group games throughout July, with an average of 4500 excited fans from across Europe loudly cheering on their teams.

https://baxterstorey.com/baxterstorey-hosts-womens-euro-at-manchester-city-academy/

Managing director, Jeremy Wood said: "It was a regional team effort to cater on such a grand scale for what was an incredible three days of match day hospitality. The chef team created an exceptional food experience for the fans and VIP guests and managed the complicated logistics of all three events with fine precision. I am extremely proud of the whole team".

MANCHESTER CITY'S ACADEMY CATERING:

Our academy catering – provided in-house - :

- Continually works to identify and work with local suppliers.
- The catering team also benefits form weekly supply, updates to promote seasonal produce.
- In addition, by planning meals with the Academy staff and players the team works to reduce all aspects of food waste – providing the correct/required foods only.
- There is always a vegetarian and vegan offer available across all menus.
- The Academy does not serve any drinks or foods in single use plastics, in line with Club policy and has removed all plastic bottle drinks from the catering provision.
- The catering team has replaced plastic water bottles with recyclable cartons and encourages the use of reusable cups by Academy staff.

Menu content and home food preparation – based on affordable, sustainable food planning, is shared with academy scholars and parents so that these offers and options can be used at home.

Match Day attendances

To help understand fan travel impacts and behaviours, it's important to also know match day attendances for each event in order to provide a better understanding of local traffic volumes and numbers.

Etihad Stadium

For 2021-22 season football matches at the Etihad Stadium –there were 29 match days totalling 1,434,503 fan attendances.

The average capacity (attendances) across the season = 99%

Contractors, match day staffing and Club staff add approx. 1600 people per match giving 46,400 staff attendances over the season too.

T: fans and staffing (etc) match day travel impact is 1,480,903

CFA Stadium (MCWFC)

In excess of 22,500 fans attended Manchester City Women's matches during the season and for the first time, the travel and related impacts of our fans coming to the CFA stadium are also included – this year as estimates, but as the Club creates new insights, this will become more substantive.

Note : the 2022 concert season is outside of this reporting period (it will be in 2022-23).

Premier League	Attendance
Norwich	51,437
Arsenal	52,276
Southampton	52,698
Burnley	52,711
Crystal Palace	53,014
Everton	52,571
West Ham	53,245
Wolves	52,613
Leeds	52,401
Leicester City	53,226
Chelsea	53,319
Brentford	51,658
Tottenham	53,201
Man Utd	53,165
Liverpool	53,197
Brighton	52,226
Watford	53,013
Newcastle	53,336
Aston Villa	53,395

Domestic Cup	Attendance
League Cup (Wycombe)	30,959
FA Cup 1 (Fulham)	53,400
FA Cup 2	0

Champions League	Attendance
CL Group Game 1 (RB Leipzig)	38,062
CL Group Game 2 (Club Bruges)	50,228
CL Group Game 3 (PSG)	52,030
CL R16 (Sporting Lisbon)]	51,213
CL QF (Atletico Madrid)	52,018
CL SF (Real Madrid)	52,217
Soccer Aid match 2021	51,674
	1,434,503

FA Super League	Attendance
Tottenham	1,216
West Ham United	1,298
Chelsea	3,174
Aston Villa	1,098
Arsenal	2,355
Man Utd	5,317
Reading	1,216
Everton	1.119
Leicester	1,885
Brighton	1.377
Birmingham City	1,207

Domestic Cups	Attendance
Tottenham	1.410
Everton	1050
Durham	900
Bristol City	574

Champions League	Attendance
Real Madrid	1360
	22,654

Travel, Transport, Traffic

This is one of the greatest (non-football) match day challenges for our fans, operations, community.

Understanding how fans travel, the impacts of this in terms of local congestion, emissions, costs etc are important – both for our CO2 measurement – but also to aid future thinking for practical, yet sustainable solutions.

During the course of a season – over 1.5m people visit the Etihad Stadium.

Getting to and from match days creates a range of challenges and Manchester City is working with its fans and community to understand this in detail to reduce negative impacts and help plan for the future.

Taking into account all match day fan travel: numbers of cars, shared use, distances, types of vehicles, public transport, active travel……

Using the GHG protocol (2021) the overall CO2 impact of match day travel for the year is 7,648 tonnes

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An average of **320** fans (individual every match day) took part in our surveys – over 8,000 individual returns – providing a significant insight into travel, parking, timings etc

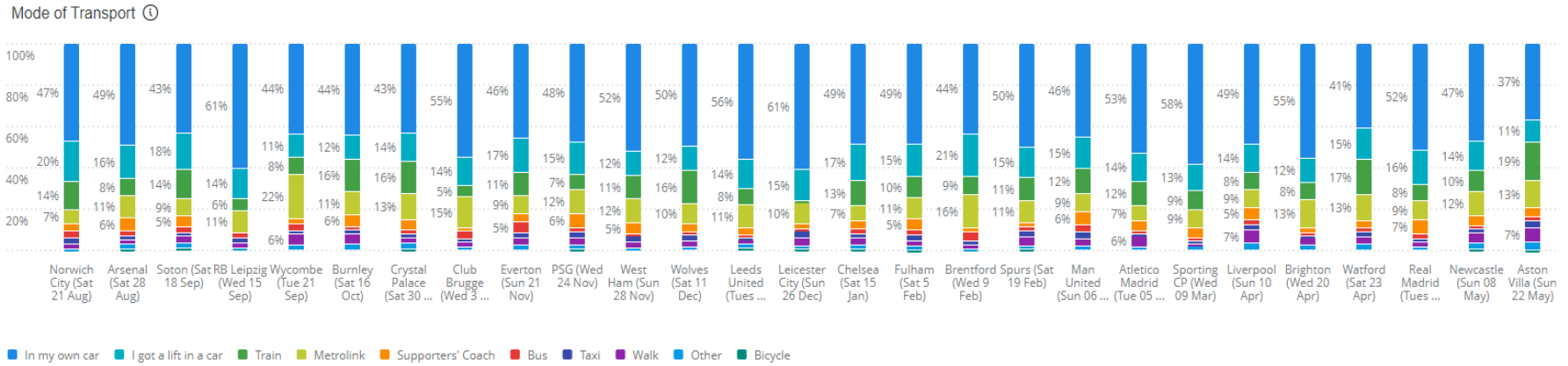
- 48% of people drive to match days in their own car
- 15 % get a lift with someone else
- 11% travel by train
- 11% use Metrolink (tram) – likely to be linked to train travel
- 4% use official supporter club coaches
- 3% walk
- 2% travel by local service buses
- 2% taxi
- 2% travel by 'other' means (this is mainly covered via long haul/international travel)

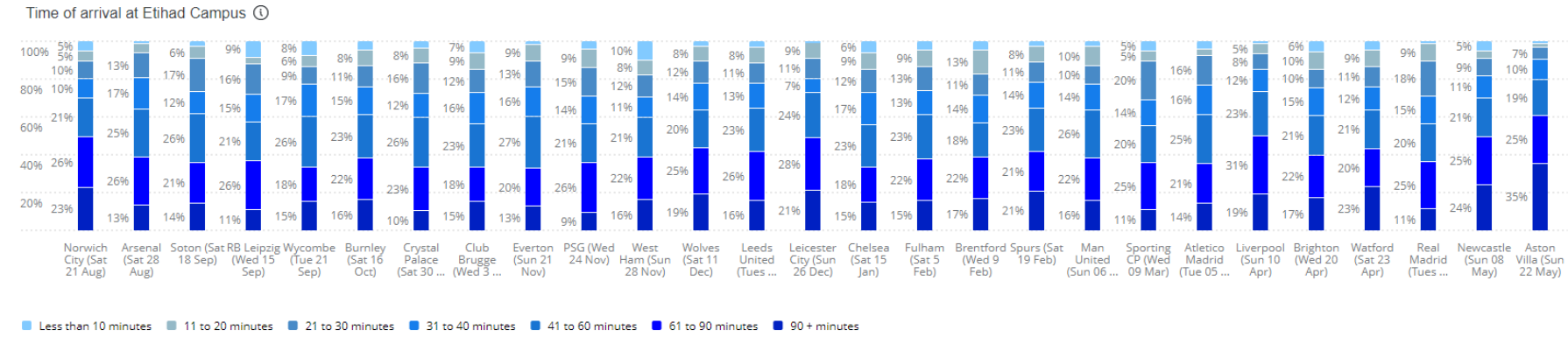
On Metrolink (tram) – zones travelled through

- 33% of all travellers originate in the city centre zone
- 32% across zone 2
- 22% zone 3
- 9% zone 4
- 3% couldn't recall

BUS (Public Services Buses)

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





Most of the Club's fans still travel by car…

This relates to various travel challenges including

- Unavailability of direct public transport
- Costs
- Convenience and reliability
- The alternative of multi-transport modes - often viewed as disconnected.

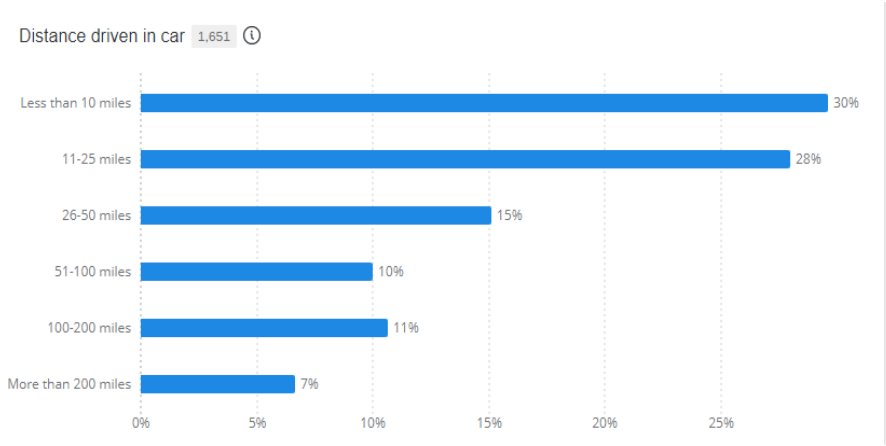
Using the available return information across all local parking and trave form fans:

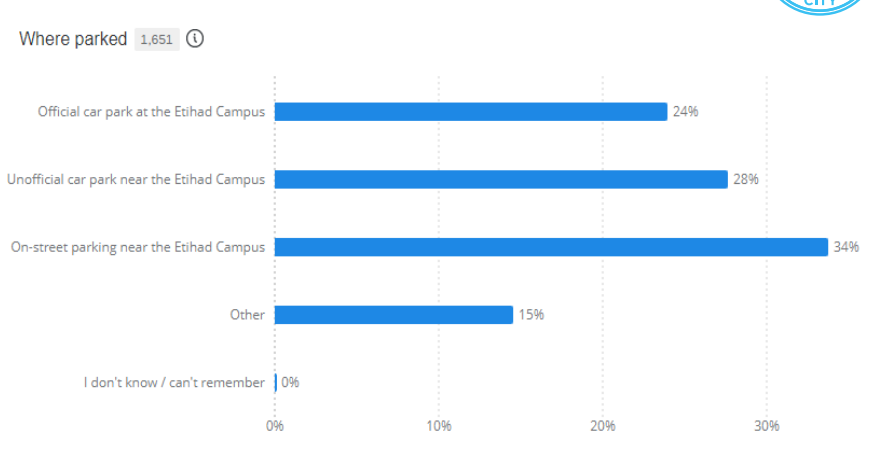
There are some 13,463 vehicles brought to every match day (390k per season)

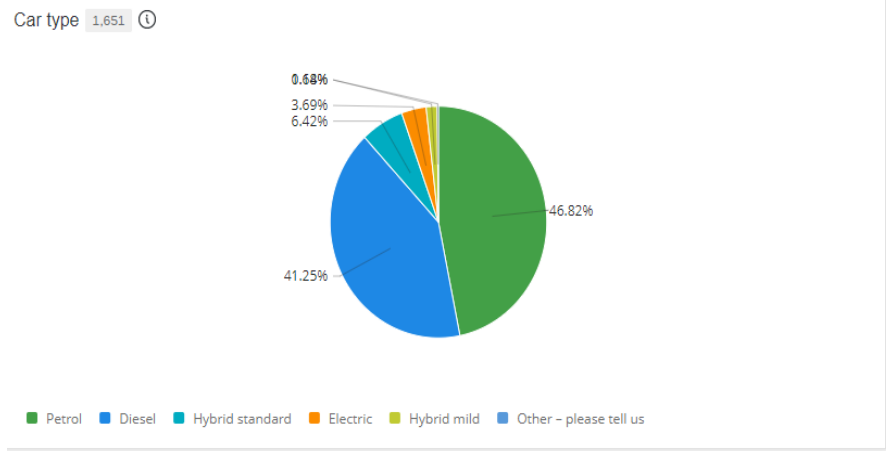
The majority of journeys are under 25 miles in total. 18% of fans travel more than 100 miles.

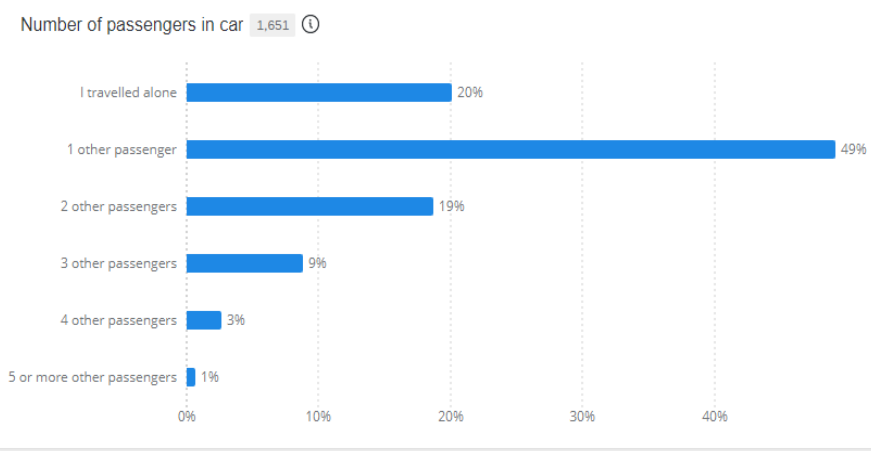
Most people drive petrol or diesel cars

Parking:
- On Site (Campus) – 3,200 = 24% of fans
- Unofficial local car parks – 3,732 = 28%
- Local street parking – 4,532 = 34%
- Other – 1,999 = 15%









2021-22 Manchester City FC fan experience survey

Understanding fan travel and the challenges of Club fans – throughout the year, which must include winter and night matches where travel can be more difficult – not only provides valuable impact information, but helps the Club and city to plan for better, reliable and practical future options

Around 25 of math day fans are long distance, usually international travellers to match day.

(note : this is Manchester City fan information, and nor away team visiting fans)

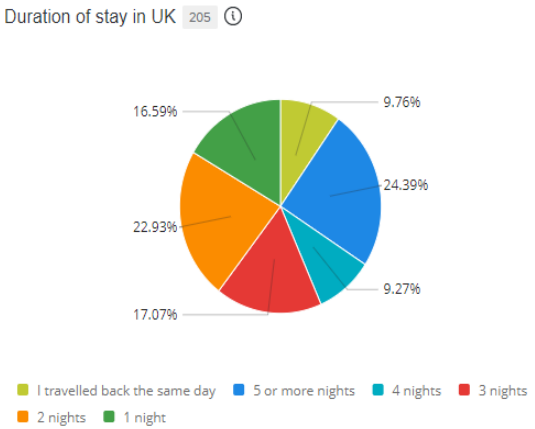
As such 28,690 fans travel to City's home games every season from distance origin points.

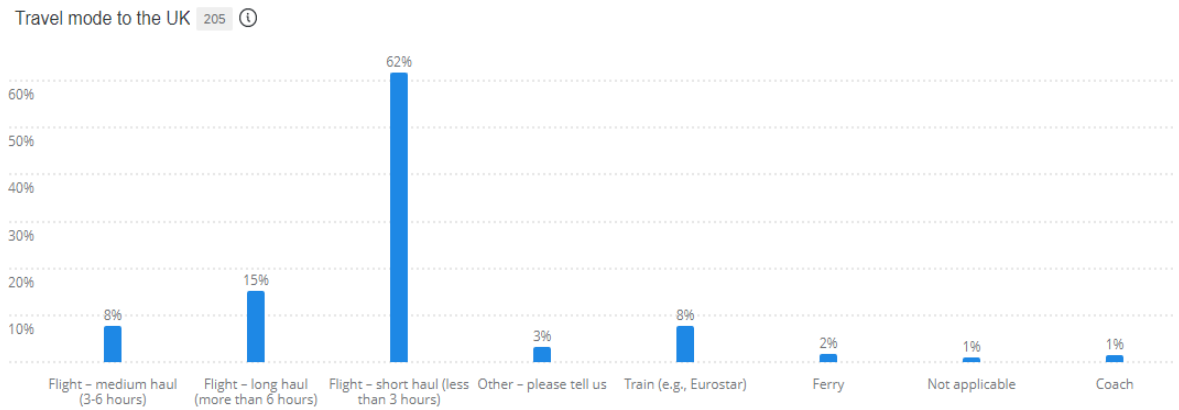
The CO2 impact of this travel, plus hotel bed nights in included in the Club's overall fan travel impact – based on data agreed with GHG DEFRA Protocol and hotel CO2 impacts provide by Clarity.

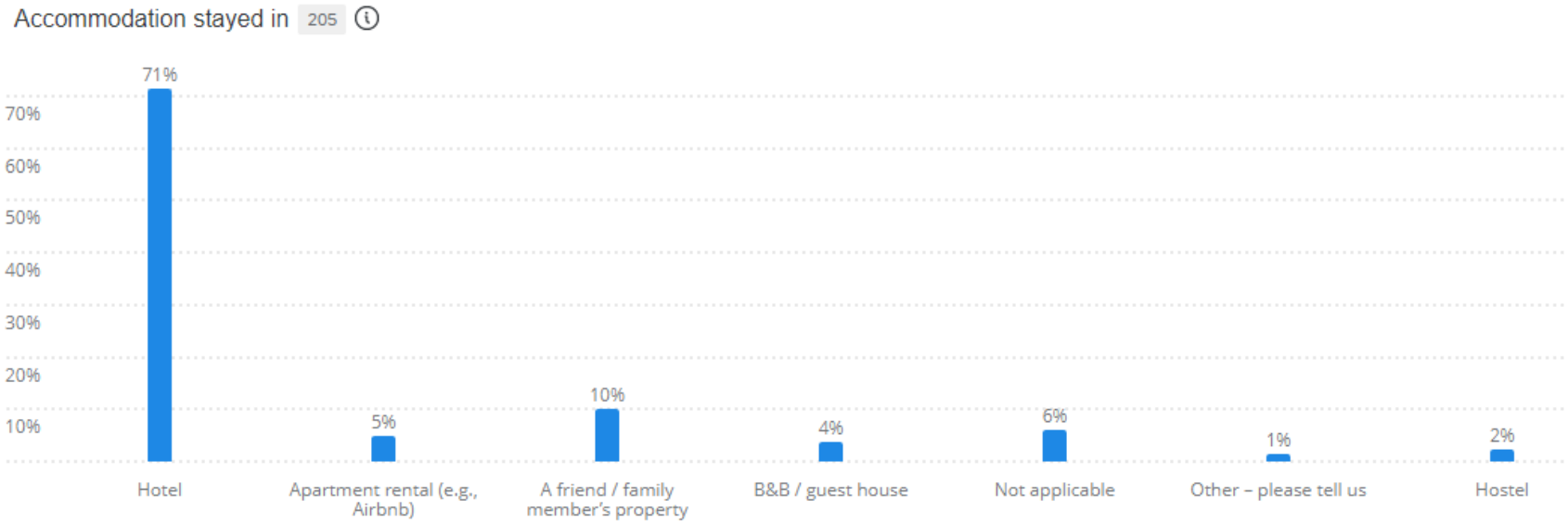
62% of long distance fan travel ws by short haul flights – of which 20% is estimated at domestic short haul

23% were long haul flights of which 15% were in excess of six hours.

Most people stayed overnight in Manchester (city centre) hotels (71%) whilst there was a reasonable uptake of self-service accommodation.







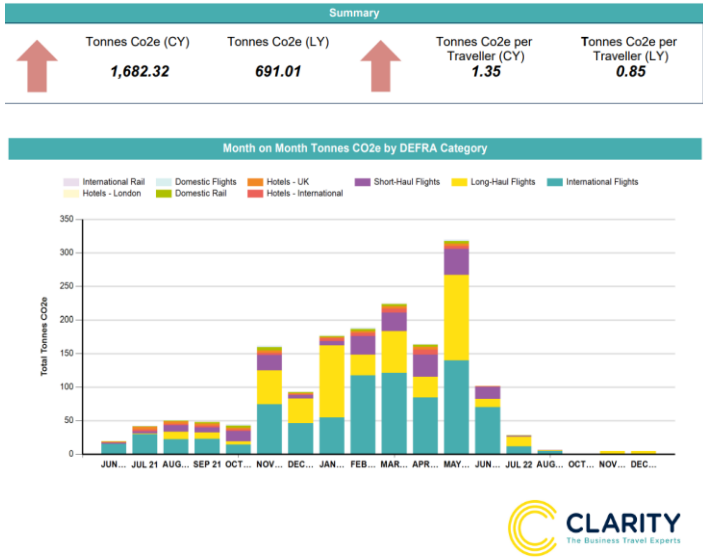
In the year 2021-22 there was a clear growth in business travel (authorised) across all parts of the Club's activities.

Just about all of this can be related to the post-covid 'bounce-back' and return to norms

The trend against previous years remains downward (at around 7%) – so the current year figs will form a benchmark for 2023 +

The travel of Club teams and the uplift is directly related to fixtures and cup competition successes.

2021-22 summary:



CLARITY
The Business Travel Experts

Commuting

During the year 2021-22 commuting miles –for all works including g outreach, business, and match day travels was

- Diesel: 224,944 = 66.3 tonnes CO2
- Petrol : 101,779 = 33.4 tonnes CO2

In 2022 – City Football group staff in Manchester completed a staff survey of their commuting actions that typified their daily and weekly journeys across the year.

Over 200 staff responded to the survey – from just over 600, so this represents a circa 33% return.

From the survey –

- 66% of staff are in office three days or more
- 94% staff (drivers) travel to work in their cars alone
- The average distance is 30.9 miles (round trip)
- 6% staff travel with others
- 58% petrol; 29% diesel; 8% electric 5% hybrid
- 21% of staff use public transport
- 3% staff cycle
- 3% walk

There has bene growth in active travel and the numbers of staff using all-electric or hybrid vehicles.

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

Staff home to/from work commuting accounts for approx :
309 tonnes CO2 per annum

Teams' travel impact 2021-22

MCWFC Team travel (&c)
= 145 tonnes CO2
Increase x8 tonnes CO2

Based on data available and matches played the travel and associated activity with MCWFC matches provided a total of
142 tonnes CO2

No associated data for hotel nights or handling

Based on simple assumptions and allowance of
3 tonnes
is made for this

Academy Team travel (&c)
= 22 tonnes CO2
Increase x 3 tonnes CO2

Manchester City Academy Travel

Assumptions made on away travel and fixtures only (all home activity is recorded in the Club's overall CO2 calculations)

The approximate travel impact of Academy activity on the CO2 footprint is
22 tonnes
based on numbers of scholars and staff travelling. Modes of transport , handling, baggage etc

MCFC Team travel (&c)
Up by 198.8 tonnes (form 1,677.2 tonnes previous year)
Largely owing to additional fixtures and greater distances

All team travel (air and rail) in 2022-21 totalled 41,220 miles

As mostly chartered transport or reserved carriage
(assume av 30 travellers)
So total miles travelled = 1,236,600

= **1,763 tonnes** CO2 (based on Boeing 757)
+112 tonnes CO2 by rail (based on Inter City Pendolino)

Total of team-based travel is
1877 tonnes CO2

Assumed bed (hotel) nights based on four star eq
29 x home hotel nights x 30 pacs
30 x away hotel nights x 30 pacs
(Hotel Carbon Management Initiative calc = 31.1 kg CO2/night/person)
58.3 tonnes CO2 (kg x 0.0011 av)

Handling and servicing incl baggage
Allow = **4 tonnes**

Match day coach travel

Includes Ellison's confirmed match days – first team :
17,639mile (17,437 miles previous year) ie 28,222 Km x 792g CO2 / Km = 22,351,824 g CO2 = **22.35 Tonnes CO2**

EDS coach travel : as 3,482m x 2 = 6,964m = 11,142Km x 792g CO2 = 8,824,780g CO2 / 1000 = 8824 KG CO2 / 1000 = **8.82 Tonnes CO2**

All 2021-22 match day travel CO2 = 2,106.3 tonnes

The CO2 footprint of match and event day

Match and event days are the primary focus – even the purpose – of the football club.

Over the past ten years, the Club has sought to accurately measure a match day footprint – to help understand the impact of every event.

As the Club's ability to measure better and understand scopes 1,2 & 3 and also include appropriate allowances for all actions and embedded carbon, the latest of these match day footprint is provided based on the 2021-22 impacts.

The Club also hosts concerts over the summer. A similar exercise will be engaged for the 2022-23 report to include concerts

This information helps us work positively with our city, our communities and importantly, with our fans to plan for a sustainable and healthy future.

Each match day mitigation has a carbon value (@ £18.08/tonne) of £7,521

Note: some of the measurements are based on allowances as micro measurement isn't easy, nor sometimes possible.
Final totals are rounded-up

Manchester City –Etihad Stadium match day CO2 emissions/footprint

	CO2 (tonne)	Information
Energy	36.6	Both gas and electricity are used and accurately measured. Parts of stadium ops also switches to diesel generators – this is also included ion the measurement.
Fan Travel (City fans)	263	Most fans attending matches do use their cars to travel to and f rom the Etihad Campus. Fan travel form the greatest individual CO2 impact and it's a critical record for credible reporting and net zero ambitions
Fan travel (visiting fans)	7.5	Assumes 70% capacity and further season distance (Southampton) embracing all travel modes (estimate)
Team Travel (all/immediate)	2.9	Most team travel is very local and managed. The allowance shared includes individual player and related staff travel to and/or from match day, full distance travel of Team Bus, escorts etc.
Staff & contractor travel	3.7	Staff and contractor travel is varied for every match day – and includes all Club staff travel and the various vehicles – of all sizes that travel to support match days
Waste handling	0.8	Results from match day handling of specific materials, litter and vehicle movements This includes all handling – food – recycling – digester waste – hard waste. Data thnaks to OCS.
Broadcast	0.65	Based on visual evidence of match day (un-plugged) set ups and estimated distances Note- Broadcast companies are very good at their own CO2 measurement
Police	0.41	Based on information shared from Greater Manchester Police – numbers of vehicles, officers and points of origin for match day (with thanks to GMP)
Horses	0.1	Challenging to measure accurately but a horse employed over (say) four hours could produce around 5kg CO2 x (say) six horses x (say) 29 events = 0.29 / 29 = 0.11 per match day
Food (concessions)	1.8	Alongside the food preparation and service across the stadium proper – there is a range of external concessions providing a range of foods and offerings that are reported separately
Retail	0.75	The club's retail provision – form its main store and smaller on site units uplifts and responds to higher numbers on match days whish requires additional resources including packing, printing etc
Digital assets	0.95	Based on available information, the outputs of match day specific digital screens, advertising boards and ribbons – related consumption
Misc materials and services	5.75	A wide range of activities and services – for example printed matters, flags, promotional items, brochures additional litter receptacles, barriers and security hardware – all add to the CO2 footprint - this is an allowance for all these matters
Fan zones and entertainment	1.8	City Square and Blue Carpet provide incredible entertainment for fans on match day – the various infrastructure, transport, support and (eg) PA equipment required is included here
Post match (direct)	2	There are always issues and items to address post match – this includes repairs and also the clearing of litter from a wide neighbourhood area – undertaken within 24 hours of every match or event day
T:	**328.71**	
Add in embedded @ 30%	98.6	
Total match day CO2	**427.3**	

On the basis of this exercise – match days across a full season would realise 12,819 tonnes CO2 (incl embedded) - assumes 30 x match days

The ecology and biodiversity of the Club's estate is vital in the operations of facilities to counter (mitigate) the impact of CO2 emissions – and also to ensure that everyone associated with the Club and the neighbourhood benefits for the enhancement of this former industrial landscape.

In 2014, the Club bought and planted over 2500 mature trees, hedgerow and in time has planted many acres of wild flower and wild grass meadows and established a series of swale and ponds, principally across the City Football Academy site.

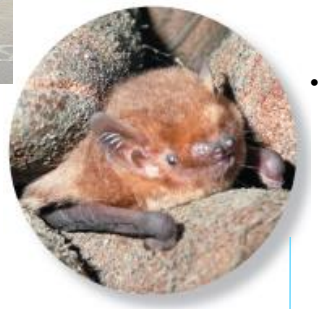
The habits and landscapes have also contributed significantly to local area regeneration and form a major part of east Manchester and the city's ambitions for cleaner air.

Year-on-year, the investment in locally appropriate biodiversity has grown and contributes to health improvement for our city and community.

A living wall adorns City's new TV studio – bult on sustainable standards and playing tis part in CFAs ecology.

- A new orchard developed with the help of City of Trees.
- A major bat survey that identified a new, rare species - the pipistrelle thingy bat – demonstrating that the health of CFA ecology is so very good
- A survey of CFA invertebrate species – demonstrating again that the site is in good health and yet again identifying a species not seen in the UK for many years
- Local CO2 sequestration plan completed to advise positive directions for ecological investment and credible local mitigation
- Forward-thinking action planning to design and develop '*mancgroves*' that engage communities and absorb greater CO2 levels

Feeding-in on site produced compost at CFA



Nathusius' Pipistrelle is a rare bat in the UK – migratory in species – but some remain year-round – it's slightly larger than more common UK bats with a furry coat.

This rare bat is living well at CFA

(Bat Conservation Trust)

Ecology headliners 2021-22

- Staff form across Club functions joined in habit surveys, planting wild flower meadows and engaging in future plans for allotments spaces and bee keeping
- The Club contractor (IDVerde) joined projects to inform and develop opportunities in horticulture and greens space development with local schools
- Additional beetle banks and bug hotels introduced to protect species on site year-round
- Grass cuttings form all sites are now included in the new (2021) anaerobic digestion facility – which returns composts and fresh produce from the receiving farm

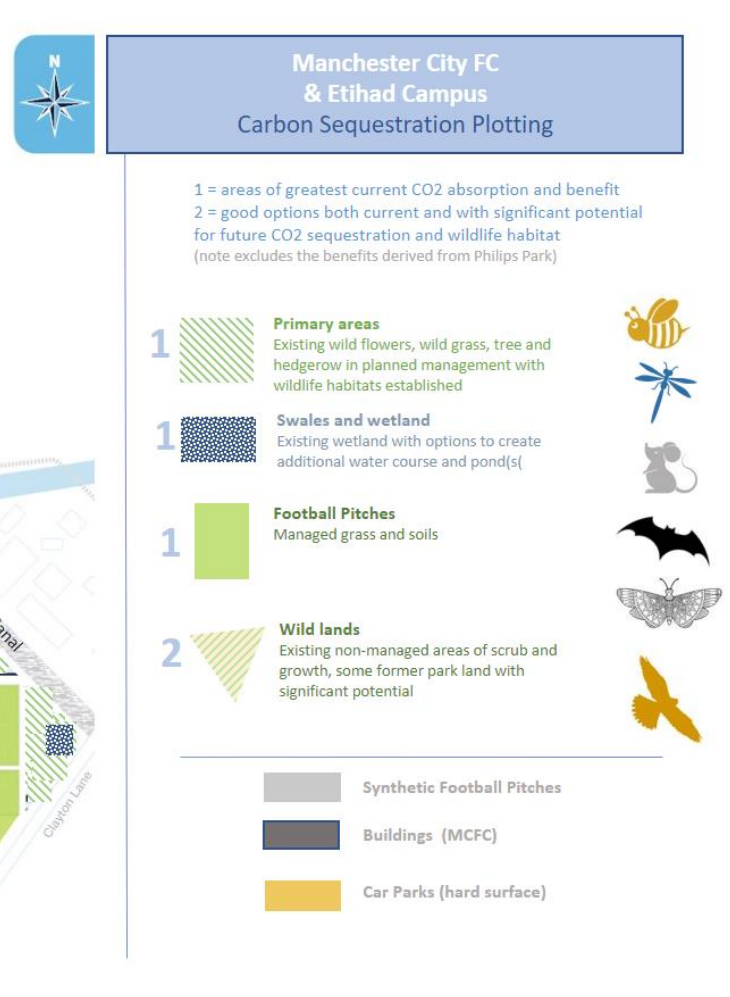
Creating a new pond at City Football Academy for 2022 – further enhancing the site's nature habitats

Ecology

The Changing face of our landscape and boundaries :

Staff from the Club have been engaged in creating new wildflower meadows within the Academy grounds and around our roadside boundaries – they have also been engaged in planting a new orchard – working with the Club's landscape team and contractor (IDVerde)

The Club is now working with local schools and community groups to promote new spaces and places for improved ecology and biodiversity.



An initial carbon plotting/sequestration plan is helping the Club to promote best ecological practice for our neighbourhood, city and region and to plot the very best future planting and biodiversity investments for the future

Above all other consideration, social sustainability – the importance that the Club places on people and community stands head and shoulders above.

The Club continues to work with people across the community – both through the City in the Community Foundation – and also through a series of targeted initiatives to ensure local people have opportunities in sport and leisure participation, for careers, work and training, in creating neighbourhood place and benefitting from Club activities and actions.

In 2021, in collaboration with Manchester City Council, the Club staged a major post-covid economic recovery project – Market Place – matching vacancies for work, learning and training pathways for those impacted by the pandemic.

The Club also recognised twenty years or continuous meeting with local residents of the Etihad Stadium – ensuring there is positive engagement and respect.

Manchester Climate Change Agency

Manchester has committed to play its full part in tackling the global climate emergency. We have committed to urgent action to reduce our CO_2 by at least 50% during 2020-2025 down to zero by 2038 at the very latest.

MANCHESTERCLIMATE.COM
INFO@MANCHESTERCLIMATE.COM
@MCRCLIMATE

Manchester City Football Club is a member of MCCA and is working collaboratively where practical with all Agency members to help address the needs and urgency of climate action.

the Club's own agenda supports the 2038 target and the actions in place with Manchester City creates a high level of confidence that across al scopes and embracing embedded carbon, the Club will achieve a credible net zero by 2030.

City matters

Continuous liaison with the Club's supporters to ensure that the sustainability and climate change issues are shared and that the actions and direction that the Club follows is shared with fans so that we work realistically and together

As excitement grows with the rising from the ground of the new COOP Live Arena – our joint sustainability aims are being shared and developed.

Our neighbourhood, our neighbours.

Since 2001, the Club has been meeting with local residents' representatives and key agencies to share and exchange information and knowledge, to understand and address issues and challenges, to promote best practice and maximise participation amongst local people – both in and with Manchester City, but also more widely across a range of community priorities and place making.

The 20th anniversary meeting was held in October 2021

MARKET PLACE - 2021

Helping link people in our community with jobs, careers and opportunities

As part of Manchester City and City Football Group's commitment to support local communities through and beyond the Covid 19 Pandemic – Market Place (Manchester) was developed to introduce the many people who had lost jobs and those seeking work and training – to the many vacancies and opportunities identified.

This is a key part of the Groups social values agenda and supports positive sustainability withing the Environmental & Social Governance process.

- Over 1600 people attended the event
- 93 organisations from a wide range of industries shared over 15,000 opportunities
- At the close of the event – immediate offers of work topped 360
- A 'legacy' virtual event was provided on the MCFC web site to share vacancies further afield so that more people could be supported

Wider CFA Impacts

The combined investments of Manchester City and Manchester City Council have already delivered a range of tangible and intangible benefits to the East Manchester community and contributed positively to the evolving character of this historic part of the city.

Health Benefits

Using a model developed by Sport England, New Economy finds that:

— The health benefits associated with use of CFA can be estimated at £432,000 per year, including quality of life improvements valued at £366,000 and health cost savings of £65,000.

— The health benefits associated with the EMLC can be estimated at £2.5million in its first year of operation and then be expected to rise to £3.7 million in the second year and £4.3 million in the third.

— The combined health benefits of the CFA and the EMLC could be valued at approximately £38.4 million over the next ten years.

These estimates take into account the likelihood that many of the CFA's elite male and female users would still be undertaking the same amount of physical activity in the absence of the facility.

Ref: new economy Growth and Prosperity for Manchester

MCFC employees:

23.8 % of Manchester City's employees live within the City of Manchester -

- of which - 15.4% of all live within the immediate catchment

74.8 % in Greater Manchester

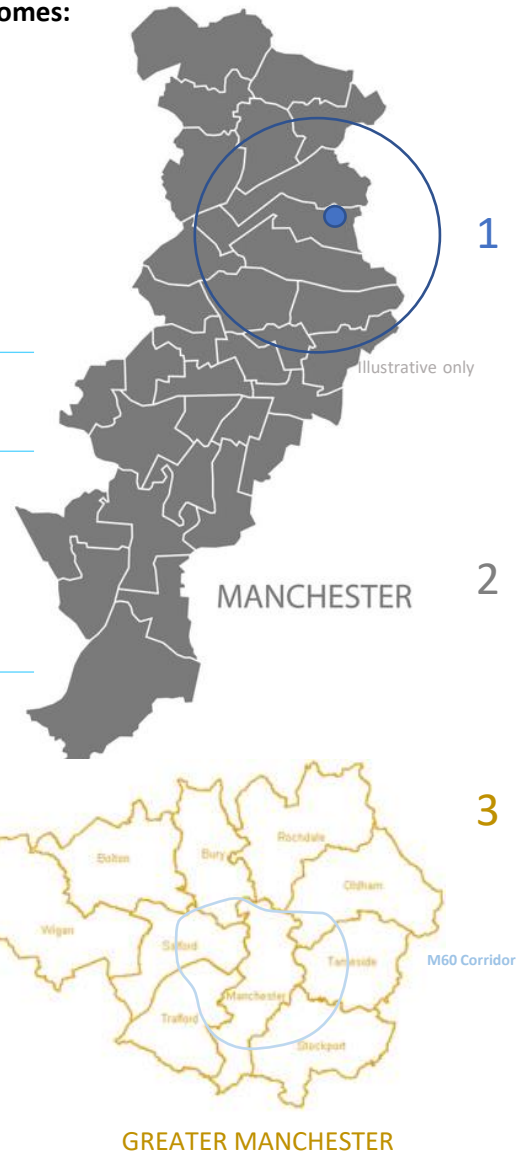
1.4% travel from outside Greater Manchester

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

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

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

Employee homes:



In 2021- during the Covid Pandemic – Manchester City Staff, principally through the Fan Relations Team and City in the Community liaised with fans and with local people to make contact, care and remove isolation – through phone calls and regular contacts – this was undertaken in association with age UK – The Club also provide significant 2020 & 1 support to NHS workers

The Club's charitable foundation – City in the Community – works with almost 20,000 local people across the year – to empower healthier lives through football

CITY IN THE COMMUNITY

CITY FOOTBALL GROUP EAST MANCHESTER INVESTMENT IMPACT (UK TOTAL IMPACT)

£

Based on its analysis of construction, employment, education, health and visitor spending, NEW ECONOMY provided a ten to sixty year estimation of the total public value of the impact to the UK of the investments made jointly by Manchester City FC and Manchester City Council in East Manchester

	5 years	10 years	25 years	50 years	60 years
Permanent jobs	£48.5m	£89.4m	£177.1m	£254.6m	£272.7m
Construction	£637.3m	£637.3m	£637.3m	£637.3m	£637.3m
Visitors	£15.1m	£27.9m	£55.2m	£79.4m	£85.0m
Education	£25.3m	£50.7m	£126.1m	£216.1m	£227.4m
Health	£19.7m	£38.4m	£78.3m	£117.2m	£126.6m
Total	£745.9m	£843.7m	£1,074.0m	£1,304.6m	£1,349.0m

Ref: new economy Growth and Prosperity for Manchester

Following completion of the facilities –Permanent jobs =

47 FTE Jobs at City Football Academy (CFA)
+
24 at East Manchester Leisure Centre (EMLC)
+
56 created at Connell College
&
24 at Manchester Institute of Health & Performance (MIHP)

In April 2016, **City Football Group** commissioned New Economy to evaluate the economic impact of a number of landmark investments in infrastructure and facilities made by Manchester City Football Club and Manchester City Council in the vicinity of the Etihad Stadium…

…By 2021-22 – Manchester City has been able to consider the lasting impact to date to recognise the ongoing benefits of its courses of action…

An estimated 5,500 people worked on the construction of the CFA and 2,000 people worked on the construction of the East Manchester Leisure Centre, the Connell Sixth Form College and the Manchester Institute of Health & Performance respectively.

Over 60% of construction jobs for the CFA went to Greater Manchester residents and approximately 60% of the supply chain for the MIHP remained within Greater Manchester.

Within the CFA programme – 80% + of the overall supply chain was within Greater Manchester and some 280 apprenticeships and traineeships were developed.

Of these almost forty people were non-typical, having challenges of literacy and access to opportunities – working with the construction partner and related trade union, Manchester City ensured this was enabled and included withing the training through an applied learning programme.

All the cohort apprentices achieved permanent roles or returned to full time learning post-construction.

Connell Sixth Form College (Cooperative Academies Trust) has evolved and developed over the past six years and has become a must see – and very popular option for many Manchester school, students – it works to ensure that Connell students are *'ready for the world: the world of university, of apprenticeship, of work. The world of discovery and possibility'.*

92% of Connell's students are Manchester from Manchester postcodes - and 73% have gone straight to university; 3% to employment; 2% into apprenticeships and 2% took gaps year*

Manchester City has supported the learning aims of the College including sustainable futures events and careers during 2021-2 *source Connell College

CONNELL CO-OP COLLEGE

…(2021-22) – the Club remained in touch with 38 of the **51 local case studies** (apprentices, trainees and full time employees) created during the CFA development programme – all remained in permanent work and four of the project's applied literacy cohort had moved into full time education including two into HE.

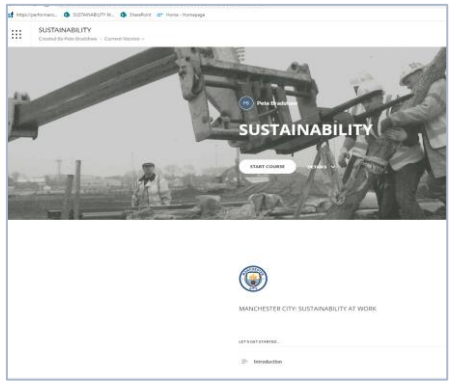
This programme has carried forward into all Club major projects and investments since 2015 and remains a key feature of all sustainable development initiatives and operations

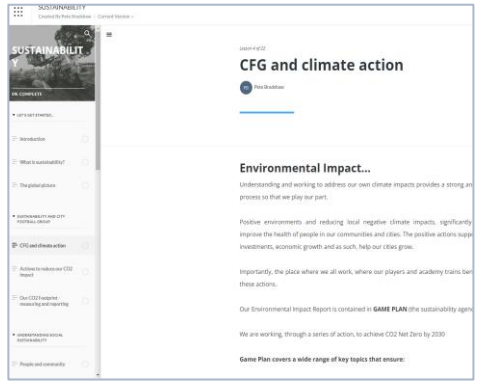
Sharing the importance of sustainability best practice and how every person at Manchester City will engage with the various social and environmental issues – to understand the impacts of climate change and the actions we need to take to play our part in improving life on our planet – is a primary focus for 2022+

The Club works proactively and collaborates with key agencies and organisations – from the incredible students at Connell Sixth Form College and Manchester Metropolitan University to Manchester City Council and the Manchester Climate Change Agency.

Equally, working with our Partners – for example – *Etihad Airways; Puma; Xylem; Nissan; Nestle; Hays and Masdar* – ensures that we exchange knowledge and continue to learn and develop across all our activities and actions.

Working with our fans – not least through the City Matters fans' forum ensures we take on their views and share Club thinking and vision etc.





A workforce training course has been developed using *Articulate* and is interactive – it's an all-staff project and part of future inductions

Manchester City's under 15's took part in a project with City TV to promote sustainability and create snapshots for a new all-staff learning programme

In additional to the training course, staff have been sharing experience and working practices across the Club in – for example – ecology & horticulture – sustainable food menus – efficient heat for home – cycle to work – '*BeCity*' which includes '*BeActve*'- '*BeSustainable*'..... a Club programme to engage participation.

Quarterly neighbours' meetings for residents in East Manchester also ensure there is regular contact and engagement – continually building strong community spirit and connection.

In 2022 – the Club's charitable foundation – City in the Community (CITC) compiled its own agenda in line with Manchester City's Game Plan.

This represents the headlines of CITC's first sustainability report.

PURPOSE

Helping to create a sustainable future for the Manchester community through the power of football

PRINCIPLES

- Align with the Group's sustainability agenda
- Have authentic impact linked to CITC's mission
- Work with young people in our community
- Ensure that CITC's sustainability plan is embedded across the team

CITC Environmental Sustainability Plan 2022

HELPING TO CREATE A SUSTAINABLE FUTURE FOR OUR MANCHESTER COMMUNITY THROUGH THE POWER OF FOOTBALL

CO2 REDUCTION

To align with the Club's Sustainability Agenda (Game Plan) and to work towards a net zero CO2 footprint by 2030.

_____

Measuring the impact as we look to reduce our carbon emissions by 14% each year

EDUCATION

To incorporate sustainability issues as part of our programme delivery, using football as a vehicle and working closely with our partners to provide additional context to this work

VOLUNTEERING

To help future-proof our football community by creating opportunities for our staff and young volunteers from our existing programmes and supporting our community sustainability projects

"WE MOVE WITH OUR CITY TO EMPOWER HEALTHIER LIVES THROUGH FOOTBALL."

Manchester City's community story began in 1880 when the Connell family in Gorton harnessed the power of football to support their local community.

Today, our desire to bring positive change to communities in Manchester and across the world through football is as strong as ever.

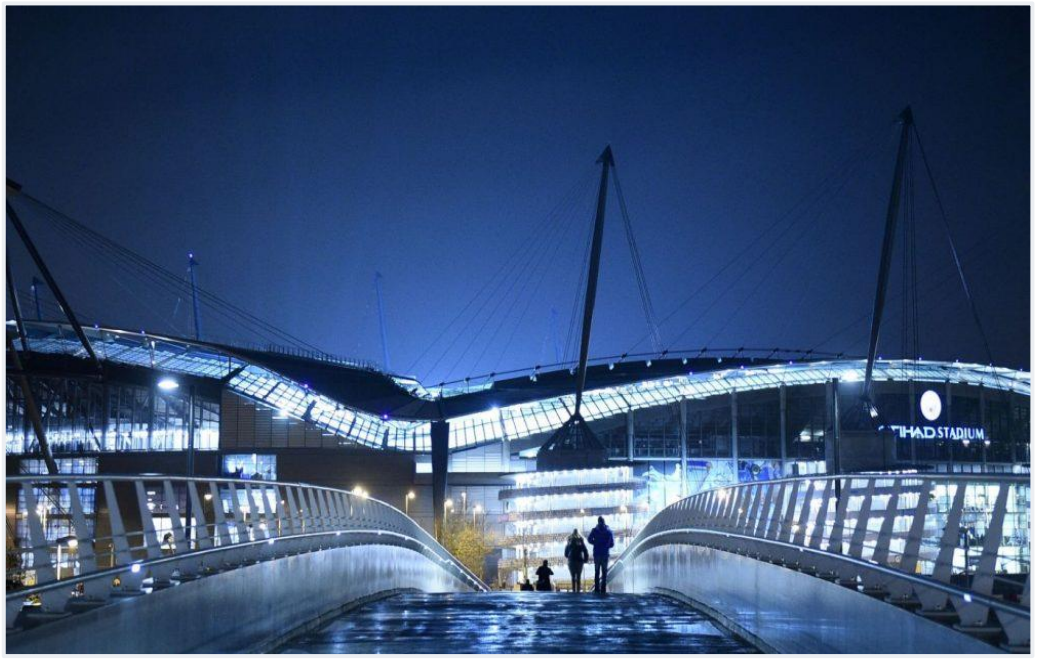
With support from our passionate fans, we're using the power of football to empower young people in Manchester and all around the world, helping them to lead healthier lives."

City in the Community

mancity.com/community

POLICIES APPENDIX

Manchester City created a series of policy statements for sustainability in 2017.
In the following appendices, these statements are provided and updated for 2022 +



Waste
Energy & Water
Food

Transport
Biodiversity

Materials
Infrastructure
Measurement

Social **Environmental** **Economic**

policies and procedure

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

Collation of practices and procedures providing a backdrop to our actions

For amendments, updates, information:

pete.bradshaw@mancity.com

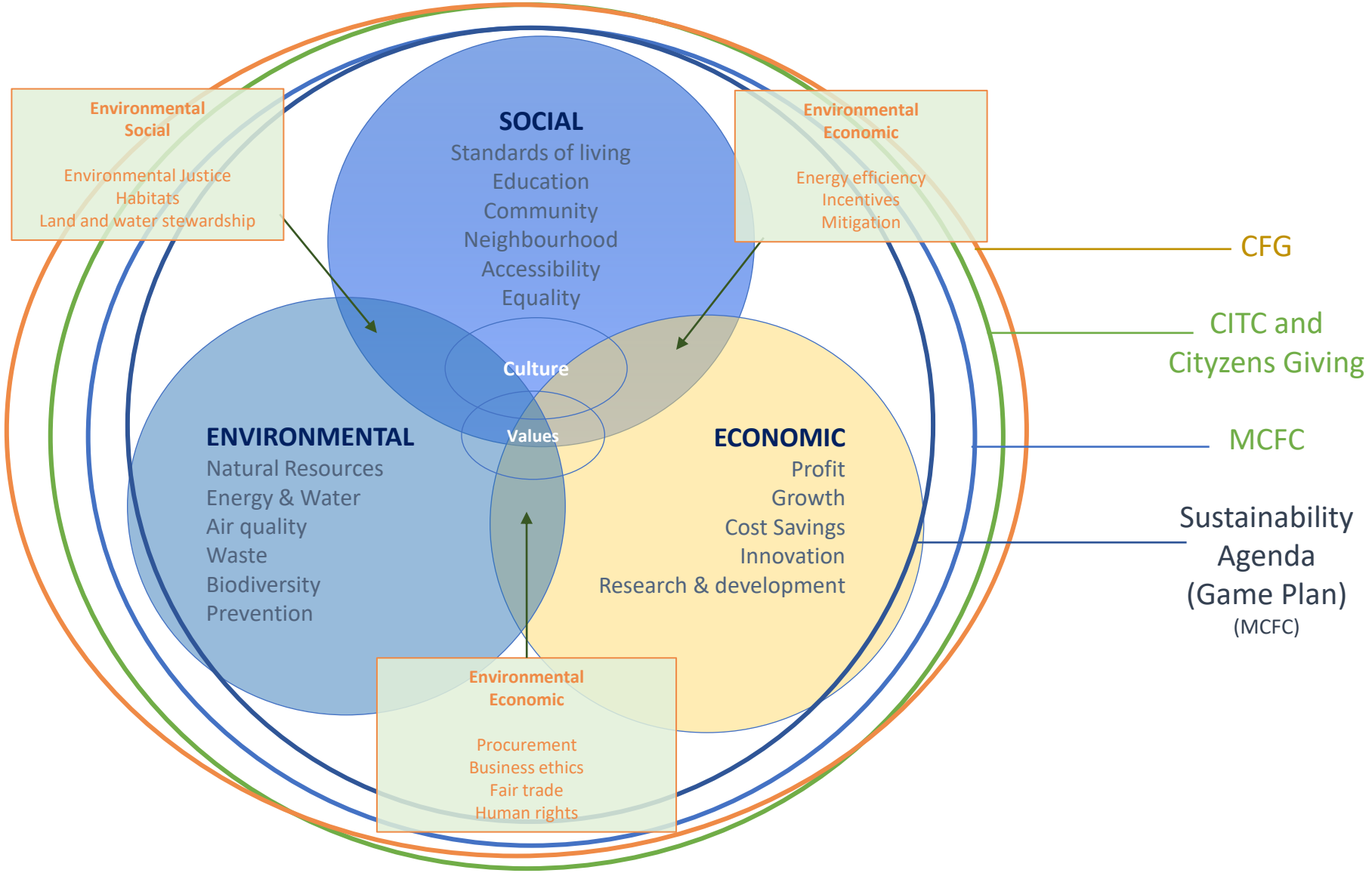
the three issues of sustainability

policy guide

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

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

Social
Environmental
Economic



social value

policy guide

Manchester City and social value

Whilst Manchester City has to protect and ensure its business and profitable future, there is a clear recognition and commitment to our actions beyond the playing field and profit.

From the founding of our Club, through almost 130 years of activity, Manchester City's enthusiasm, passion, energy and commitment to its people, its community and neighbourhood and how this community is supported, engaged and enriched, strengthening wellbeing wherever possible.

Through City in the Community (CITC), with our fans, our workforce and amongst people in the neighbourhood, responsible, caring and respectful behaviours and actions will drive the way we work, how we plan for the future and support the growth and success of our Club with a unequivocal support in the power of people and that the club will itself work to be a good neighbour locally, regionally and globally.

The Club will seek to measure social value by actual and proven impact and will work constructively to be responsive, to listen, learn and develop.

Policy notes

What is Social Value?

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

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

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

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

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

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

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

.

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

environmental impact

policy guide

Manchester City and our environment

The Club will work to minimise the potentially harmful effects of all such activity wherever possible.

Manchester City recognises that best practice in environmental management must be an integral and fundamental part of all actions and activities and must be embedded throughout the Club's operations, developments and events.

It is equally critical that environmental matters are at the forefront of our business and corporate strategies.

The Club will measure and report its environmental impact openly and honestly, building year on year on its experience and ability to undertaken this.

Policy note

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

The Club will work to address all waste and inefficiency in energy and utilities; transport and travel; building operations; events management and in its infrastructure development.

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

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

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

Sharing, learning and the resulting endeavour to make a positive change will be shared across City Football Group to promote the best possible understanding of environmental impact, climate change issues and the delivery of positive solutions

Climate Change…

Climate Change impacts on our neighbourhood, city and planet:

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

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

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

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

Drought and energy challenges

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

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

economic criteria

policy guide

Manchester City and economic criteria

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

The Club promotes an open and fair process in its procurement, tendering and appointments.

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

The Club has experienced some very positive results from circular economy/triple-bottom-line (TBL) initiatives – whilst not provided as a key policy – the TBL opportunities should eb considered where practical and future options within all budget building.

Policy note

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

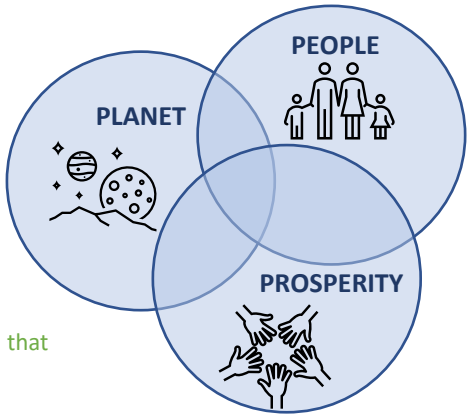
Such practices employ the principles of reduction, reuse, repair, share, refurbishment and at the end, recycle. This creates a close-loop system that can include items and resources being used within an organisation or shared with others.

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

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

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

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



Triple Bottom Line (TPL)

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

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

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

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

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

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

-

ref Univ Wisconsin

carbon budget

policy guide

Manchester City Carbon Budget

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

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

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

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

Policy note

Carbon budgets: how we monitor emissions targets

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

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

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

Carbon budgets:

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

The current rate per tonne CO2 for UK carbon is £18.08 (2021-2)

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

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

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

A global perspective of carbon budgets

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

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

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

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

energy & water

policy guide

Energy

The energy the Club consumes provides heating, cooling and lighting we use. It powers our technology, our medical and broadcast, it keeps our properties safe and secure.

The Club has and will continue to identify and introduce good energy use/management practice, fitting energy efficient lighting and controls, managing time and working for energy behaviours befitting of a world-leading organisation.

The Club will seek to further reduce all energy waste and related consumption by circa 10%/annum from 2019-2025, will work to eradicate 'fugitive' energy and work actively with credible partners to identify energy generation, sharing and business and neighbourhood benefits.

Our aim will be to reduce our energy CO2 footprint and reduce our consumption and costs too without any negative affect on our business operations and developments.

Alle electricity is bought only a certified 100% zero carbon

The Club uses gas – but will not build any new facilities to include gas supply

Water

The Club's water programme will seek to address issues of

Consumption
Potable water
Harvesting
Reuse

At CFA the Club harvests all rainwater for re-use in grey water operations across the CFA site. The property also benefits from a bore hole supply, providing potable water

The Club will work to identify and realise wider water harvesting and re-use opportunities at the Etihad Stadium where both grey and potable options will be tested and promoted across the business and with fans too.

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

Policy note:

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

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

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

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

The Club will seek to generate all our on energy – from credible, renewable sources and collect and re-sue water – black; grey; potable wherever possible.

The Club will undertake this with best practice and best value leading the business case and will work constructively and actively to share energy and water benefits in our neighbourhood wherever practical.

The Club will engage with its fans, stakeholders and partners in promoting its own actions and in widening the appeal and opportunity of practical change for further (community) benefit

energy & water

Relevant guides and legislation

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

UK Govt.

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

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

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

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

UK Govt – Dept for Business, Energy & Industrial Strategy

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

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

Finally, the Climate Change Act gives powers to the UK Government to require certain organisations to report on how they are adapting to climate change through the Adaptation Reporting Power. Request for advice on UK climate targets The UK is committed to maintaining a robust climate framework that takes into account evolving scientific knowledge on climate change. Following the publication of the Intergovernmental Panel on Climate Change's (IPPC) special report on global warming of 1.5°C, the UK Government asked our independent experts, the Committee on Climate Change (CCC), for their advice on the implications of the Paris Agreement for the UK's long-term emissions reduction targets, including on setting a net zero target4.

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

Ofwat

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

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

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

Also, uncertainty about the levels of demand, which could be altered by changing weather patterns, population growth, lifestyle, demographic shifts and geographic coverage. Simply relying on the solutions of the past will not be enough to continue to deliver the services of the future.
Nor do we know the nature and extent of the innovative solutions we need to develop. We need better information to make choices about what we invest in, where we invest and how we can ensure we do it at a price we can afford.

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

energy & water

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

Electricity North West, the region's power network operator has launched its vision for how it will help transform how energy is delivered across the North West, from electric vehicles to community energy schemes. The report, 'Powering the North West's Future', sets out its innovative plans to meet the Government's energy decarbonisation challenge by supporting people, businesses and energy producers across the North West region

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

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

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

Secretary of State for Environment, Food and Rural Affairs

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

1. Water is essential for life. It is vital for our health and wellbeing, and for agriculture, fisheries, industry and transportation. Healthy water resources are necessary for a high-quality natural environment. Water provides us with countless benefits as we swim in it, sail on it, water our gardens and take pleasure in the plants and animals which depend on it. Healthy water environments, such as wetlands and floodplains, also provide natural water storage and flood protection.

2. The drought in South East England in 2004-06, and the floods of 2007 have brought into focus the pressures we know climate change will bring. Future Water, our new water strategy for England, is our response.

3. Future Water sets out how we want the water sector to look by 2030, and some of the steps we will need to take to get there. It is a vision where rivers, canals, lakes and seas have improved for people and wildlife, with benefits for angling, boating and other recreational activities, and where we continue to provide excellent quality drinking water. It is a vision of a sector that values and protects its water resources; that delivers water to customers through fair, affordable and cost-reflective charges; where flood risk is addressed with markedly greater understanding and use of good surface water management; and where the water industry has cut its greenhouse gas emissions. The vision shows a sector that is resilient to climate change, with its likelihood of more frequent droughts as well as floods, and to population growth, with forward planning fully in tune with these adaptation challenges.

4. In short, our vision is for sustainable delivery of secure water supplies and an improved and protected water environment."

food

policy guide

Food

The key issues for food at the Club are:

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

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

.. If we're to build a future where people and nature thrive, we need to reconsider the food we eat and how it's produced.
Livewell – our work on sustainable diets – looks at the food changes we need to make to keep temperature rise below 2 degrees.

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

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

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

Policy note:

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

Vegan and vegetarian choices are readily available at all times, the Club has reduced food waste and is implementing sustainable schemes to ensure good husbandry. Reduced packaging has changed how we prepare and deliver food and ingredients – just moving to sustainable milk supplies in staff catering has removed over 8,000 plastic milk bottles from the business.

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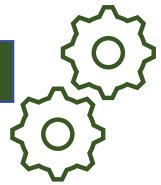
Current food actions include:

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

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

transport

policy guide



Transport

- Reduce or eradicate non-essential travel
- Use technology to host meetings and small events where possible
- Promote active travel where practical
- Support accessible transport futures

The Club will work in tangent with the City Council, the Greater Manchester Combined Authority and with Transport for Greater Manchester (plus others) to identify practical solutions to transport, for active travel options.

The Club will

- **Liaise with fans and supporters in finding new travel solutions**
- **Work with local people and elected members to ensure local life disruption is minimised**
- **Find ways of making walking and cycling – all or part way – exciting, interactive, safe and exciting for all**
- **Look for good, reliable and sustainable public transport opportunities**
- **Find acceptable and long term opportunities for car parking, access and movement**

Working in partnership will be critical for our transport and travel future…

Policy note:

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

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

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

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

This is, the Club recognises, a huge challenge.

A transport working group has been established to oversee this critical part of our operations and developments

The Greater Manchester Transport Strategy 2040

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

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

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

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

Transport for Greater Manchester · MANCHESTER CITY COUNCIL · GMCA GREATER MANCHESTER COMBINED AUTHORITY

transport

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

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

Club staff will seek to maximise our efficiency in all travel and transport activity.

Authorised travel

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

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

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

Fleet vehicles

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

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

Deliveries and service vehicles

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

Workforce transport

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

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

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

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

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

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

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

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

infrastructure

policy guide

Infrastructure

Infrastructure Development is working with the wider supply chain in providing detail and education to achieve improved standards:

- Providing leadership in property investment, planning and development,
- whole-circle sustainability in the projects' schemes of works.
- provide leadership across City Football Group initiatives
- Identifying and promoting appropriate environmental buildings accreditation
- Promoting and developing wider operational and embedded carbon understanding

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

Manchester 2038 – net Zero
will be reflected in all Infrastructure projects and actions

Policy note:

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

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

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

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

Some immediate challenges

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

- **Materials first**
- **Energy**
- **Water**
- **Technology**
- **Activation**
- **Interactivity**
- **Accessibility**
- **Resources**
- **Neighbourhood**

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

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

infrastructure

SUSTAINABLE DEVELOPMENT

Innovative
Smart
Technology
Active
Responsible
Sustainable

Physical development

Property, estate and infrastructure that works for our Club, its operations and development

That is functional and efficient on
Materials
Energy
Water
Operations
Maintenance

Public Realm
That has human scale
That interacts
Is safe
Maintainable
Promotes active travel
Embraces biodiversity

Actions that engage

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

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

Future Space

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

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

procurement

policy guide

Procurement

Top procurement sustainability priorities:

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

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

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

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Sourcing alternatives. What we can't reduce, look at more sustainable alternatives such as planted based packaging for items that need it.

Policy note:

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

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

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

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

Supporting this is the need to actively consider:

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

Best Value and Sustainability are not exclusive

Procurement has driven a series of changes that work economically for the Club and have important environmental and social values too

Examples are:

- Purchasing LED board in the North West rather than importing from China
- Challenge around travel, questioning journey's to reduce carbon impact and also reduce travel fatigue on travellers
- Our workwear products are now wrapped in sustainable plant based, 100% recyclable wrapping. The bags are produced using Green PE, which is a thermoplastic sustainable resin made from sugar cane. This means they are produced from 100% renewable material that's also 100% recyclable.
- Green PE has environmental credentials which are all the way down its own production chain. Sugar cane raw ingredients is a water efficient crop that captures carbon dioxide during photosynthesis. Further C02 is sequestered from the atmosphere by the ethanol used to make GreenPE.
- Each kilogram of green plastic produced using the method saves 2.7kgs of C02 when compared to the conventional oil-based polythene.
- Included weighted scoring in our tenders for sustainability. The set of questions aren't a yes and no answer, we ask them to detail their policies, how they implement them and what the benefits are. We use this to understand the suppliers investment in sustainability.
- Ensuring local suppliers are used on contracts wherever possible and are also considerations for our contractors e.g. Baxter Storey having locally sourced produce.
- Living wage is included in all tenders and forms part of the contracts with our suppliers

waste

Waste

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

The Club will work across all of its operations and developments, with its partners, suppliers and contrcators to realise significant reductions, eradication and continuous review.

We will also work across our staff and fans to promote best practices.

This will include all operational materials, consumables, food, building products, technology, packaging (inward and outward).

Where eradication isn't possible, all attempts will be made to ensure re-purpose and reuse followed by recycling options

The Club does not and will not send any materials to landfill. A sustainable waste centre is provided and will be managed to facilitate positive change.

Policy note

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

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

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

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

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

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

Litter:

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

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

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

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

waste

EU Landfill Directive

Landfill is a major source of methane (CH4) – a powerful greenhouse gas with significant contribution to climate change. Methane is produced when biodegradable materials such as paper and food waste decompose in the absence of oxygen. For this reason the UK Government and the EU have agreed the EU Landfill Directive. Council Directive 99/31/EC on the landfill of waste.

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

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

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

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

Reduce – Avoid the need to discard materials in general. Order quantities of goods that are needed, joint order with other teams if possible, avoid stock-piling.
Ask suppliers to take back any packaging or re-usable items.
Require suppliers to reduce their packaging of goods inward
Re-use – When an item is no longer needed it does not mean another department or person can't make use of it. Consider passing on equipment to others before you dispose of it.
The Club will seek to establish a resource space for items of stationery and other useful products where those no longer needed but in working order can be returned and used by others.
For items that no longer work, follow the recycling path.
Recycle – The Club provides a range of recycling stations and opportunities at all its facilities, these must be used where provided with details of current recycling and reuse options available on the intranet.

Disposal – The Club operates a waste management contract that seeks to reuse all waste and does not promote landfill. Whilst this provides a constructive response to general waste, reduction at source and targeted reuse/recycling remains the preferred options (see above)
All waste disposal of waste disposal complies with the Environmental Protection Act 1990 - Duty of Care.

Operations & responsibility

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

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

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

waste

Changing expectations in the UK

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

Key features

Waste Hierarchy

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

Diversion of waste from the landfill

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

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Hazardous Waste Disposal

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

Increase recycling

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

Reduction of waste from the economy

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

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

Shared Responsibility

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

biodiversity

Biodiversity and Ecology

The Club maintains the programme with enthusiasm and recognises its value, both environmentally and socially above all, but also as a key part of the CO2 off-setting and mitigation.

The Club will work with local partners and agencies in further progressing best practice and new wildlife habitats on its CFA site, across the Etihad Campus and throughout east Manchester.

A Biodiversity Action Group is already active in this.

Policy note

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

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

Enhancing biodiversity on our premises

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

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

Initiatives can include;

- **Green roofs**
- **Living walls**
- **Bird/bat boxes**
- **Plant low-maintenance native species on site**
- **Plant butterfly/bee-friendly species on site**
- **"Bug hotels" and beehives**

Manchester City's Biodiversity Action achievements:

The Club has recorded significant progress in its biodiversity programme during 2017-19 including:

- Starting a biological recording program (currently over 200 species)
- Introducing a large amount of wildlife friendly plants across the site
- Introducing chemical free maintenance zones.
- Introducing a long grass regime under the tree corridor.
- Moving over from petrol to electric hand held equipment.
- Sourcing bulk local materials to reduce packaging and carbon footprint.

During 2019/20, the Club will be ensuring that the landscape programme is protected and continues to be monitored for is growth and health along with the progress of wildlife habitat

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

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

people and place

People and Place

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

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

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

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

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

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

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

Policy note:

Social Sustainability for people and community…

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

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

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

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

PEOPLE MATTER
OUR ACTIONS

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

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

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

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

The Club works with immediate local schools and colleges to provide structured work experience – often applied in nature and project based

materials

Materials

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

The Club has embarked on a programme of removing single use plastics from its business and match/concert day – in 2019 saving over 800,000 single use plastic cups on match days; removing plastic mil bottles from is staff catering and providing all staff with keep cups and refillable water bottles.

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

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

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

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

Policy notes

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

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

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

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

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

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

Targets for our consideration:

To uplift the percentage of products bought and used that originate from recycled/re-purposed materials

To ensure that materials and assets at end-of-life are firstly considered for re-use by the Club or by others

That all operations and projects have had due consideration given to their sustainable maintenance, operations, cleaning and component replacements

To reduce all packaging used by the Club and through suppliers and contractors

To know and understand provenance of all materials

In food – to recognise the options and benefits of local supply, food miles and seasonal focus

measurement

Measurement

Manchester City has produced an environmental impact report since 2004 – measuring its CO2 footprint and identifying the action needed to improve the position year-on-year.

The reports are available in the Club's archive.

As the Club's performance, operations and development has improved and grown, in turn, so has its CO2 foot print, inevitably. However, the Club has sought to comprehensively measure the impact of its activity locally and in the city – socially, environmentally and economically – as generally set out in the 'three pillars of sustainability'.

Measurement against environmental and related performance has external tools and calculators to aid the process, though there is a wide recognition of the need for a standard process. In addition, the measurement and inclusion of social values isn't included in any available measurement tools.

The Club, with its Sustainability Action Group (Measurement) is working with key Manchester partners to identify options and opportunities to create a 'Manchester Tool Kit' that will embrace both the environmental and social impacts.

The Club is working within the general themes and commitments to the UN Sustainable Development Goals and the Manchester Climate Change agency (Playing Our Full part) – to which there is commitment and against which the Club will test its performance.

In the 2019-20 period, the Club will also investigate option for Science Based Target (SBTs) and review what it measures and how.

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

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

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

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

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

According to the Carbon Trust :

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

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

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

Types of carbon foot-printing
The main types of carbon footprint for organisations are:

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

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

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

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

Manchester City's updates and agenda headlines can be found via mancity.com:

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

Lal of the information provided is correct at time of measurement

Some measurements are estimates and allowances.

The main CO2 measurement tool is the DEFRA Protocol

GHG Protocol

https://ghgprotocol.org/

Manchester City Football Club : https://www.cityfootballgroup.com/

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

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

Abu Dhabi Sustainability Week : https://abudhabisustainabilityweek.com/

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

BASIS : https://basis.org.uk/

SALSA : https://www.sportandleisuresustainabilityalliance.org.uk/

... Manchester City has been active and represented on local, regional and international stages with its sustainability agenda and credentials

ABU DHABI SUSTAINABILITY WEEK · BASIS British Association for Sustainable Sport · MANCHESTER SALSA SPORT AND LEISURE SUSTAINABILITY ALLIANCE · MANCHESTER CLIMATE CHANGE AGENCY · BREEAM

2022 Sustainability and Environmental Impact Report

compiled by

Pete Bradshaw
Director of Sustainability
Manchester City Football Club

pete.bradshaw@mancity.com

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CFG Club (2022) Sustainability Reports available :

- New York City FC
- Lommel SK FC

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