



City Football Group

Game Plan : the sustainability agenda

2021-2025

City Football Group Sustainability

Game Plan 2021-2025

1 City Football Group and Sustainability Overview

City Football Group and Sustainability

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- Impact Reporting
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- Defining the Sustainability Agenda

Embedding sustainability across CFG globally

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Manchester City Football Club

- 2020-21 Environmental Impact Report
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Appendices

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Preamble

CO2 Net Zero

-v-

CO2 Net Neutral

Carbon neutral means that while some **emissions** are still being generated by a building/process these **emissions** are being offset somewhere else making the overall **net emissions zero**.

Across our CFG activities we are aiming for net zero. The reality and most transparent approach is to recognise that we shall achieve a carbon neutral status with a credible and appropriate range of offsetting and mitigation.

Therefore, **CO2 Neutral** will be referred to as standard.

This 2021 review provides CFG's eleventh annual sustainability report – and Manchester City's seventeenth annual environmental impact report



- The general trend in consumption of energy, water, imported goods and in the handling of waste is downward.
- Overall Manchester City realised a reduction in electricity consumption of some **12%** and a reduction in gas usage of around **8%** saving of some **880 tonnes CO2**.
- The Club's electricity is procured through a certified Power Purchase Agreement (PPA) using only renewables, realising zero CO2 emissions (99.98%).
- Through planned maintenance, water consumption rose in the year, but the overall trend remains downward – at the Etihad Stadium a brand new air flow, drainage and harvesting system has been installed below the new pitch so that – like CFA – we can reuse and recycle rain and pitch water over and over.
- The completion of LED lighting throughout the stadium means that match day floodlights are now all LED giving some **55% greater efficiency** and saving almost 30 tonnes CO2 annually.
- Manchester City's actual annual **CO2 reduced by around 85%** in the year – from 27,532.6 tonnes to 4,138.47 tonnes before any mitigation. The local mitigation (ecology and biodiversity initiatives) created a reduction overall of 2,701.3 tonnes CO2.
- Our wild flower meadows and grasses grew by around 18% and **new wildlife habitats** – beetle banks and bug hotels created to support the eco-system.
- The CO2 general trend (estimated) for the year would realise a circa **14% CO2 reduction across scopes 1,2 & 3**. The Club is in its second year of UK Govt. SECR reporting (Streamlined Energy & Carbon Reporting).
- All travel : all emissions are measured and reported, the overall trend continues downward.



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

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

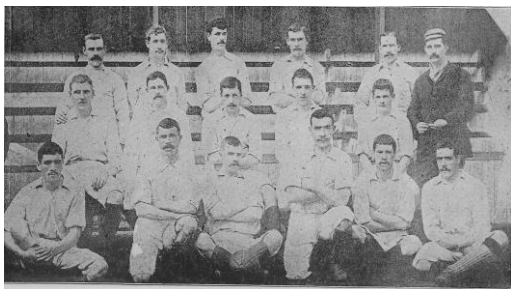
City Football Group



Through Manchester City, City Football Group has a long and rich history of corporate responsibility and sustainability. The global growth of CFG represents an opportunity to share best practice and understanding within our clubs and activities around the world.

1880

Manchester City's earliest **origins** lie in 1880, with a vicar and his family, who were already **supporting the community of Manchester**. Reverend Connell from St. Mark's Church in Gorton had harnessed the transformative social **power of football** to help to develop a healthier community identity.



1986

Manchester City became one of the six founder members of Football in the Community.

Now **City in the Community**, over thirty years later outreaches and creates opportunities for people across the city and Greater Manchester.



**CITY IN THE
COMMUNITY**
for 30 years

2014

City Football Academy Manchester is launched, built upon world-leading insights into **sustainable sporting infrastructure**, and recognised for its extraordinary contribution to the regeneration of East Manchester.



CRS | Sustainability Game Plan 2021

Manchester City has annually reported on its sustainability and impact



2009



2011



2015 (CFA launch)

Regeneration

Environmental benefits

80 Acres
Of brownfield site regenerated

2,000
New habitats have brought on site

46 Acres
Of managed grass, chalk and heathland landscape

80%
Proportion of water needed to irrigate pitches provided by water tank under CFA

Economic benefits: Key CFA targets

70%
Proportion of new workforce drawn from Greater Manchester

80%
Proportion of impact realised in the North West

25%
Proportion of employees from East Manchester

10%
Proportion of people on site that were previously unemployed

Economic benefits: Further construction stats*

95
Agriculture and industry workers trained in construction

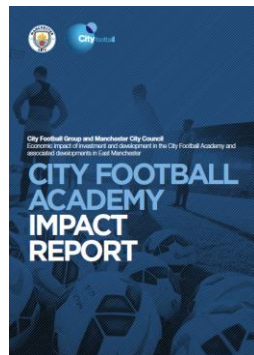
14,000+
Hours of on-site training for workers

34
Work experience placements

883
Contracts awarded to local companies

*By summer 2014

2016



2018 onwards (Annual Report)



MANCHESTER CITY ANNUAL REPORT 2019-20



2020

THIS SEASON WE FORMALISED OUR SUSTAINABILITY ACTION PLAN, WHICH INCLUDES SEVEN THEMES COVERING A RANGE OF IMPORTANT TOPICS, EACH OF WHICH IS OVERSEEN BY A SUSTAINABILITY ACTION GROUP.

City Football Group Sustainability

Game Plan 2021-2025

2 Embedding sustainability across City Football Group globally

A major audit and structural project is already in place to build on the almost two decades of Manchester City sustainability – so that we are a Group – totally aligned in this work by end 2021.

Key Tasks:

- Sustainability Audit of CFG Clubs
- Roll out of Sustainability Game Plan globally
- Realignment of our measurement and reporting
- Build on (LEED) environmental standards
- Local, club representation and governance

Key themes from our clubs:

- CO2 Neutral – taking responsible action
- Future energy and water opportunities
- Technology & innovation
- Waste reduction – reuse and recycle
- Materials management (fabric first)
- Community collaboration and civic engagement
- Embracing sustainability in our partnerships
- Sustainable development
- Respect for the development of the human being
- Protection of our natural environment

Club	Local Authority	Energy, Water, CO2, Transport, Materials											Reporting, Management, Finance					People and sharing				Key buzz word and phrases from the respective club:
		Renewables in place	100% renewable energy supply	Energy saving plan	CO2 reduction plan	Existing diesel generators	Water conservation	Recycle and waste plan	Single use etc plastic removal	Transport Planning	Sust/local food plan	Active/sust transport actions	Annual Env Impact Reporting	Procurement inclusion	Sustainable Partnerships	Development options	Future Tch and Innovation supported	Social Values included	Existing Action Plan	Club contact in place	Fan forum opportunity	
Bolivar	La Paz Mayor						✓	✓		✓	✓					✓	✓		✓	✓	Triple Impact; Caring ; Develop a society that cares about the planet's future	
Girona	Adjustment de Girona...de Catalunya					!		✓		✓	✓					✓	✓		✓	✓	Recycle; Optimise ; Commitment	
Lommel	Lommel City Council (Limburg)		✓		✓	!				✓		✓				✓	✓		✓		Waste reduction; Green energy ; Save water	
Manchester	Manchester City Council		✓	✓	✓	!	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Inspire , Mobility, Responsibility	
Melbourne	City of Casey			✓			✓			✓	✓	✓				✓	✓		✓	✓	Reduce; Re-use ; Responsibility	
Montevideo	Municipal Administration of Canelones	✓	✓	✓	✓	!	✓	✓		✓	✓	✓	✓		✓	✓	✓		✓	✓	Economy Prosperity; Protect the planet's natural system ; Respect & development of the human being	
Mumbai	Brihan Mumbai Municipal Corp'n	✓				!	✓	✓	✓							✓	✓		✓	✓	Viable, Feasible , Environment	
New York	NYC - Borough of Manhattan CFA - Rockland County	✓		✓			✓	✓		✓	✓	✓				✓	✓		✓	✓	Responsibility, Caring, Innovate	
Troyes	Troyes Champagne Metropole					!		✓		✓	✓					✓	✓		✓	✓	Protection; Respect ; Innovation	
Yokohama	City of Yokohama						✓	✓	✓	✓						✓	✓	✓	✓	✓	Accountability for the future; Strong will to change ; Long term commitment	
CFG China	Shanghai & Chengdu																				Reduce, Reuse, Recycle	

This information helps understand local, regional and national policies in each of our home nations so that we can fully and properly measure Club and activity impact environmentally - and the actions required to meet regulation and the expectations of, fans, community, partners and stakeholders.

Survey audit – January 2021

Based on the activities (Jan 2021) of our Clubs, their respective local authority and home nations commitments to the UN SDGs and to the Paris accord for Climate Change, the heat scale is a guide to aid progress.



✓
= Already in place

! Recorded use of oil generators noted, but classed as 'negative'

Key headlines only. Each theme embraced a series of questions to aid a wider audit understanding.

CFG Sustainability Audit - Summary



Identifying and accepting local priorities and supporting actions of our clubs is a key part of the agenda.

The process is dynamic and by its nature will require the agility of both the agenda and of those leading the development and operations of our clubs

- Initial headline environmental priorities per club to aid and support reduced CO2 footprint
- A dynamic process that will change by year
- Listed in order of need or importance – but subject to change
- The commitments to an approved mitigation scheme – both local and global and to the UN goals is confirmed.
- Annual CO2 measurement and reporting from Oct 22

(work in progress through 2021-22)

Confirmed
Agreed : in process

	Club approved	Key action 1	Key action 2	Key action 3	Key action 4	Key action 5	Mitigation	Annual Report	UN S4CA	UN SDGs
Bolivar		Energy	Water	Transport & Travel	Sustainable Procurement		✓	✓	✓	✓
Girona		Energy	Transport & Travel	Waste & Materials	Sustainable Procurement	Water	✓	✓	✓	✓
Lommel		Energy	Water	Waste & materials	Ecology	CO2 measurement	✓	✓	✓	✓
Manchester		Transport & Travel	Sustainable Procurement	Energy	Waste & materials	Innovation & future tech....	✓	✓	✓	✓
Melbourne		Water	Energy	Waste & Materials	Transport & Travel	Sustainable Procurement	✓	✓	✓	✓
Montevideo		Water	Sustainable Procurement	Energy	Transport & Travel	Innovation & future tech....	✓	✓	✓	✓
Mumbai		Water	Energy	Sustainable Procurement	Innovation & future tech....	CO2 measurement	✓	✓	✓	✓
New York		Sustainable Procurement	Energy	Water	Waste & materials	CO2 measurement	✓	✓	✓	✓
Troyes		Energy	Water	Sustainable Procurement	Reforestation *		✓	✓	✓	✓
Yokohama		Travel & Transport	Energy	Water	Sustainable Procurement	Ecology	✓	✓	✓	✓
CFG China		CO2 measurement	Innovation & Future tech...				✓	✓	✓	✓

* Troyes – for every goal scored – ten new trees planted.

Game Plan: actions that create a strategy...



'We build and operate for lasting social and environmental impact'

Establishing the priorities of our clubs and cities is paramount so that appropriate delivery can take place as and when and where it's needed for our football, our business and for the betterment of our communities.....

To achieve the ambitions and the standards we set ourselves we will:

1. work for CFG global CO2 Neutral by the end of the decade
2. review and enhance our sustainable procurement processes
3. work for zero-waste status and promote sustainable consumption
4. form active transport and travel planning fora
5. apply strong and credible mitigation for our biodiversity
6. measure, report, act for our social and environmental impacts

In our action planning we shall seek to be:

consultative; innovative; inventive; transparent and inclusive

We shall work for local impacts with global leadership



Xylem and Planet Water Foundation in Bangalore

1 work for CFG global CO2 Neutral by the end of the decade

- Understanding our current CO2 position wherever we are – we shall recognise local regulation and understand regional targets
- Credible actions to reduce consumption, address energy sourcing, eradicate waste, manage travel and transport, think about materials, procurement and sourcing

2 promote local sustainable procurement

- A solid, viable and best value procurement process that allows the best access to local providers, manufacturing and supply
- In major projects to work for circa 50% (+) locally made and sourced products with credible, sustainable supply chain

3 apply strong and credible mitigation for our biodiversity

- Create and protect best environments, building sustainably always, balanced green spaces and corridors to promote local ecology –
- better lives and neighbourhood regeneration. An agreed global mitigation process – to be developed 60/40

4 reduce waste and promote sustainable consumption

- We will work for-zero waste'. Inward and outward packaging reductions
- Eradicate single-use plastics - and PET where practical.
- Actively promote reduce, reuse, recycle.
- We will reduce our consumption of finite resources and acting responsibly, seasonally and with equity throughout

5 plan for future, sustainable transport actions

- Identify fan-centric and community/neighbourhood respectful match and event day transport solutions including active travel.
- Plans to manage and reduce business travel; manage and incentivise staff commuting options and fully measure all related activity for the full CO2 report.

6 measure, report, act for our social and environmental impacts

- **Create space and commitment to record, measure and report** annually the CO2 results of our actions:
 - We will continue to work for and measure our social values and impact
 - We will work for LEED accreditation
 - We will alongside credible, global sustainability initiatives

All CFG clubs and activities are at varying levels of experience, action and reporting. The process may take 2-3 seasons. It is a learning and development opportunity for all parts of the Group but in all aspects, demonstrates the highest levels of responsibility.

Achieving CFG – CO2 Neutral



'We build and operate for lasting social and environmental impact'

As part of our sustainability action plan, we have committed to *Manchester 2038 CO2 Net Zero*, reducing our CO2 footprint by *at least 13%* every year. *Our own actions will seek to achieve this by 2030.*

Therefore, we are working for CFG Neutral by the end of the decade.

Taking positive and responsible actions to reduce our own CO2 footprint has greater benefits for everyone – it positively improves air quality, health and wellbeing and supports positive regeneration and new inward investment.

Again : Here's how...

Eradicate (fugitive) energy waste across all activities and operations	Plan and manage future developments with a 'materials first agenda'	Embedded behavior actions throughout the business - share best practice and learning
Manage and reduce energy and water consumption wherever practical	Promote and act for wholly sustainable consumption	Responsible and environmentally meaningful transport actions
Harvest and re-use water	Zero waste, zero single-use plastics Locally sourced, seasonal food	Identify and action tech-savvy solutions for smart and intelligent infrastructure
Identify viable options for energy generation and storage	Build, manage and protect our biodiversity and ecology programme	Mitigate to achieve net zero locally and globally via credible, approved process



Ensure checks and measures – open reporting and actions
To keep the process under review
Create structures of local application and relevance



Exemplar mitigation at CFA



'We build and operate for lasting social and environmental impact'

Sustainable procurement will form a key part of the agenda for the future. To this end, we shall work actively and passionately across the business to embed our procurement and engagement priorities – protecting our business interests, assuring best value and valuing the social and environmental opportunities this brings.



Revitalised canal side at CFA Manchester

Top procurement sustainability priorities: (2021 - 25)

- **Coordinated and managed sustainable procurement drivers** – building sustainability into supply and contract tenders
- **Suppliers and contractors to have and share a robust sustainability action plan** – contributing to CFG measurement & reporting
- **To aid and support change where needed** – helping local business to achieve change – being positive and supportive
- **Set strong and credible benchmarks to realise best practices across the procurement process** – keep measuring and learning
- **Prioritise local connectivity and supply chain** – locally made materials; local employment opportunities
- **Collaborate where appropriate for joint appointments** - Knowledge exchange for best practice and revision
- **For all contracts and supply to meet the ambition of our club achieving CO2 Neutral by the end of the decade** – applied practices
- **That there are clear and meaningful commitments to fairness and equity, diversity and inclusion** – meaningful and real
- **That the health, safety, wellbeing and resilience of CFG actions and activities is never compromised** – doing business well



Taking our wealth of
experience and
knowledge to
inspire the future...

'We live and work in collaboration with our cities'

Collaborating with our communities has helped realise tangible regeneration through sporting and football investments in Manchester. Creating spaces and places *with* people and for people sits with our widest values and will assist our clubs and activity in developing best practice in space and place making – socially and environmentally sound.

BUILD ON:

THE ETIHAD CAMPUS' LEGACY; ORANGEBURG; MELBOURNE; MONTEVIDEO AND GIRONA...
PARTICIPATION, ENAGEMENT, HEALTH, LEARNING, PLACE, WORK...

...SPORT PERFORMANCE & PARTICIPATION, LEISURE & ENTERTAINMENT FOR THE NEXT GENERATION

SUSTAINABLE DEVELOPMENT:

ENERGY, WATER, TRANSPORT, MATERIALS, FOOD, PROCUREMENT, ECOLOGY...

...INNOVATION AND INVENTIVENESS

EVER BETTER:

EXPANDING THE PROCESS FOR NEW CFG ACADEMIES, COMMUNITY AND GLOBAL FOOTBALL
FOOTPRINT PLANNING AND DELIVERY...

...SUSTAINABLE CITIES AND NEIGHBOURHOODS





‘Active participation’
Partnership is a key priority for CFG. The Group and our clubs build strong and active partnerships with a range of stakeholders and partners for mutual benefit and aid – promoting and acting on the very best in sustainable development and operations.

For us all, this is good for business.





We are seeking to globally align our actions and impact with the UN SDGs and UNCFFF (Sports for Climate Action)

UN Sports For Climate Action has two key objectives:

1. Achieving a clear trajectory for the global sports community to combat climate change, through commitments and partnerships according to verified standards, including measuring, reducing, and reporting greenhouse gas emissions, in line with the well below two-degree scenario enshrined in the Paris Agreement;
2. Using sports as a unifying tool to federate and create solidarity among global citizens for climate action

Principle	Current Status	Recommended Action
1. Undertake systematic efforts to promote greater environmental responsibility	We have been doing this for over a decade in Manchester and have now in place a CFG Club-wide programme.	<ul style="list-style-type: none"> • Identify club-based leadership to drive environmental protection and social values investment • Build and maintain a credible ESG 'structure'
2. Reduce overall climate impact	We have targets set for Manchester (CO2 neutral/net zero by 2030 – which we have commitments to from all clubs (in China – CFG China).	<ul style="list-style-type: none"> • Develop the MCFC measurement and reporting process to become a credible and viable CFG global calculator and action planner • Annual reduction CO2 of at least 13%
3. Educate for climate action	We have been doing this internally with staff, through BeCity and CITC have been ensuring inclusion in their programmes	<ul style="list-style-type: none"> • To work with Comms and CITCs to develop an internal and community (applied) learning programme. Introduction of in-house CPD initiative and induction.
4. Promote sustainable and responsible consumption	This is a key part of our Sustainability Action Plan, it sits within Procurement in (eg) Catering, Cleaning and Maintenance.	<ul style="list-style-type: none"> • Widen the breadth of understanding and associated responsibility to functional leads – setting annual targets for change within respective annual plans
5. Advocate for climate action through communication	A new mancity.com web page is evolving to ensure a) web presence b) regular messaging - to be accessible for fans, community and business	<ul style="list-style-type: none"> • Develop an environmental/climate communications strategy and create/update an accessible web/info opportunity. • Open commitment to UN SDGs and S4CA

City Football Group Sustainability

Game Plan 2021-2025

3 Manchester City FC Environmental Impact Report 2020 - 21



Environmental Impact Reporting

From Q3 2021 the CFG Sustainability Agenda will develop measurement and reporting of its CO2 impact : sustainable consumption, development, transport and mitigation in line with the structure of reporting already in place for Manchester City.

The (UK Govt) DEFRA Protocol will form the basis of all measurement.
Consideration is being given to the adoption of GRI (Global Reporting Initiative)

Initial actions will ensure that there is an appropriate position understanding of all our clubs CO2 for the first full report – due in October 2022.

The last full year (pre-covid report of Manchester City – adjusted – is provided in this section as a guide and model for future club reports to be supported by a high level CFG summary.

For all our clubs, support will be provided to develop the measurement process and reporting structure. What's local is what matters so there will be differing priorities and actions.

In headlines – Manchester City's CO2 footprint has reduced significantly in the year to June 2021.

Although some of this is covid and lockdown related – there is a continuing shift in the overall approach to energy and water consumption, waste handling and in our business travel where we have seen significant overall reductions.

This is matched with a range of best practices in consumables management and in our ecology and biodiversity programme which has realised incredible change and a most positive impact for east Manchester and the wider city.



Wildflower Garden 2021 (CFA)



Headlines

The 2020-21 overall trend is reduced consumption (based on a typical year) of around 6% and a CO2 reduction of just over 14%



2020-21 ENERGY USE REDUCED BY 1.2 million kw/h *

MATERIALS, CONSUMABLES, WASTE – ALL REDUCED

ECOLOGY & BIODIVERSITY CONTINUOUS IMPROVEMENT

CO2 REDUCED
OVERALL BY ALMOST 7,000 TONNES (14.2%)

BUSINESS TRAVEL CONTINUING DOWNWARD TREND**

MORE PEOPLE CAR SHARING, WALKING & CYCLING

Our water consumption was up by almost 17,000 cu/m – within a planned maintenance programme

Although 2020-21 was not a 'typical' year. The Club continued to assess and measure all consumption and travel, waste handling and consumables.

The figures provided are actuals to ensure appropriate and credible reporting.

*One adjustment is the consumption of gas where a *verified* fault moved over 500,00 kw/h gas into the current year from the previous. Therefore, gas consumption (City Store) was adjusted to take account.

Maintenance of the CFA rainwater harvesting system resulted in higher consumption of mains water in the year.

**MCFC business travel shows an increase in the actual year, as reported in this document, owing to covid lockdowns and the need to move travel to the following reporting year. *The overall trend remains downward.*

Background

Manchester City Football Club has been reporting its environmental impact (CO2 footprint) since 2004.

This is our seventeenth annual Environmental Impact Report.

In the period since the first report, the Club has worked to improve its assessments and reporting structure, to understand CO2 measurements and calculation and to act responsibly in light of the annual results gained and the trends.

As Manchester City becomes more successful and engaged in various cup competitions and events, the numbers of fans rise and travel in all forms increases, whilst there is also a relative uplift in resources used.

It is inevitable with the Club's successes and improved methods and levels of reporting that the impact of actions and activities increase.

Notwithstanding, the Club has worked in all functions and departments to reduce waste, improve efficiency and tackle its CO2 footprint wherever possible and practical in the interests of local and regional sustainability, air quality and in the protection of its neighbourhood and community



Etihad Stadium, 2021 – acknowledging and providing a working hub for the NHS

Background

The 2020-21 Environmental Impact Report is affected throughout by the issues of COVID-19 and the subsequent actions and lockdown of the UK Govt. This has impacted all activity and functions including the ability to fully benchmark and consider the year's CO2 footprint and is likely to impact on the following 2020-21 report.

However, there have been numerous actions above and beyond this which have resulted in **reduced overall impact**.

- The full year of a renewable energy PPA (Power purchase Agreement) delivering in Zero Carbon Electricity. (99.98%)

The 2020-21 Environmental Impact Report, like the previous year, is foreshortened compared to recent years, but the results are provided in some detail and provide a positive trend and ensure a continuing measurement of Manchester City's activity and sustainable goals for its operations and development.

Every effort is made in good faith to appropriately record consumption and CO2 footprint throughout some fan and workforce travel distances and car engine sizes are based on averages and estimates



Bug Hotel 2021 (CFA)

CO2 footprint summary

The Club's annual CO2 footprint in 2020 -21 reduced significantly.

The principal contributor to this was the first full year of the Club's PPA (Power Purchase Agreement) for its electricity realising zero CO2.

There has also been minimal access to our stadium by fans, events and functions, resulting in lower overall utility consumption and reduced travel and transport impact.

Embedded and Scopes 1-3 are estimated for the year

All calculations are via DEFRA protocol or MyClimate.

MCFC DEFRA protocol has been updated in line with gov.uk for this period 2021-22 and will be used from 2022-26



Area	CO2 (t)	previous year	Embedded Carbon (est)		scope 1	scope 2	scope 3
Operations:							
Match Day Operations (Etihad Stadium)	21	2,172.6	10%	2.11	21		
Match Day Ops (CFA Stadium) *	8	690	10%	0.8	8		
Non Match Day Ops	680	3,104.7	10%	6.8	340	340	
Travel:							
Authorised Travel (business)	175.47	5,629	5%	8.7			175
Match day (fans) all travel	238	12,480	5%	11.9			238
Match Day - Player Travel * (incl p/s tour)	2,080	2,121.1	5%	104		2,121	-
Energy:							
Electricity	0	0	(allowance)	4	0		
Gas	880	1,073.5	2%	17.6	880		
Water	0	0	(allowance)	2	0		
Other:							
Materials & Waste	53	161.2	2.5%	132.5	53		
Biodiversity	3	3		0			3
Construction	42	88.5	20%	8.4		42	
Misc Allowance and Other Operations	3	6.2	10%	0.3	2	1	
T CO2 e (t)	4,138.47	27,532.6*	299.11		1.304	2,504	416
Mitigation (all encompassed)	2,701.3	2,492.2					
Actual total	1,437.17	25,040.4					

Energy (electricity) is procured under a certified PPA with zero CO2.
The calculation used is for gas and remnants of previous/part year facilities

*adjusted upward to take account of 2021 separating of travel and energy recording

Owing to the difficulty in audit reporting during covid, some totals are 'reasonable' estimates.

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 = 1278 tonnes

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

Sources incl - farmcarbon toolkit.org.uk



YOY CO2 Footprint



Measurement principally using DEFRA protocol and MyClimate
 Measurement & reporting increased and changed during the period
 New developments (eg CFA and South Stand impacted on several layers of report

Cars travel allow av. Based on 1.6ltr petrol. 0.052t per journey at av 20km
 Eg .052 x 13,000 match day journeys x 32 event days to create fans total travel Co2 (car 676 x 32 = 21,632)

Primarily reductions are a result of covid issues and lockdown
 Though the TREND remains downward



Teams travel actions and footprints

MCFC Team travel (&c) = 1,677.2 tonnes CO₂

A general reduction of c12%

All team travel (air and rail) in 2020-21 totalled 38,850 miles

As mostly chartered transport or reserved carriage
(assume av 30 travellers)

So total miles travelled = 1,165,500

= **1,747 tonnes CO₂** (based on Boeing 757)

+**112 tonnes CO₂** by rail (based on Inter City Pendolino)

Total of team-based travel is

1586 tonnes CO₂

Assumed bed (hotel) nights based on four star eq

28 x home hotel nights x 30 pacs

36 x away hotel nights x 30 pacs

(Hotel Carbon Management Initiative calc = 31.1 kg CO₂/night/person)

65 tonnes CO₂ (kg x 0.0011 av)

Handling and servicing incl baggage

Allow = **4.2 tonnes**



Includes Ellison's confirmed match days First
Team travel - 17,437 miles ie 27,899 Km x 792g CO₂ /
Km = 22,096,166 g CO₂ = **22 tonnes**

MCWFC Team travel (&c) = 141 tonnes CO₂

A general reduction of c4%

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

139 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

A general reduction of c3.5%



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

19 tonnes

based on numbers of scholars and staff
travelling. Modes of transport , handling,
baggage etc



Business Travel Footprint

In 2020-21 – approved (business) travel - rail and flights, totalled some 584,804 miles with a CO2 footprint of 175.4 tonnes (excludes car petrol and diesel mileage)



Between 1 Jun 2020 and 31 May 2021

CITY FOOTBALL GROUP

Previous Year comparison:

Total KM = 238,207
(147,979 miles)
= increase of 788,160 km in 2020 - 21

Total CO2 = 50.16 tonnes)
= increase of 125.31 tonnes in 2020 – 21

This largely a result of travel being locked down March – July 2020 and business movements being moved from the previous year in to the current year.

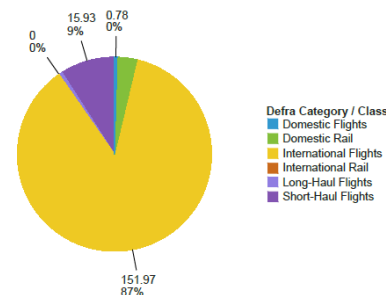
Based on likely trends – the business travel remains in a downward trend., though more shallow than previous full years.

Short haul and international flights count for the majority with domestic rail also relatively high.

The actual for the year is recognised as a (significant) increase in CO2 output.

Total CO2e by DEFRA Category & Travel Type						
		Total Miles	Total KM	Total kg CO2e (With RF)	Total Tonnes CO2e (With RF)	Offset Cost
Short-Haul Flights	BUSINESS	1,377	2,216	116.00	0.12	£1.02
	PREMIUM ECONOMY	1,825	2,940	285.00	0.30	£2.55
	ECONOMY	124,740	200,801	15,468.00	15.51	£131.84
	Total	127,942	205,957	15,869.00	15.93	£135.40
Domestic Flights	ECONOMY	1,723	2,777	705.00	0.72	£6.12
	BUSINESS	150	242	59.00	0.06	£0.51
	Total	1,873	3,019	764.00	0.78	£6.63
	Total	1,873	3,019	764.00	0.78	£6.63
Long-Haul Flights	BUSINESS	25,822	41,560	0.00	0.00	£0.00
	PREMIUM ECONOMY	8,030	12,923	0.00	0.00	£0.00
	ECONOMY	3,941	6,343	1,032.00	1.03	£8.76
	Total	37,793	60,826	1,032.00	1.03	£8.76
International Rail	Standard	232	373	0.00	0.00	£0.00
	StandardPremier	306	492	0.00	0.00	£0.00
	Total	538	865	0.00	0.00	£0.00
	Total	538	865	0.00	0.00	£0.00
International Flights	ECONOMY	115,435	185,809	25,847.00	25.92	£220.32
	PREMIUM ECONOMY	8,005	12,884	2,869.00	2.87	£24.40
	BUSINESS	189,538	305,053	123,279.00	123.18	£1,047.03
	Total	312,978	503,746	151,995.00	151.97	£1,291.74
Domestic Rail	First	20,278	30,401	1,206.98	1.12	£9.52
	Standard	83,402	131,325	4,956.77	4.64	£39.44
	Total	103,680	161,726.15	6,163.75	5.76	£48.96
	Total	103,680	161,726.15	6,163.75	5.76	£48.96
Grand Total		584,804	936,139.15	175,823.75	175.47	£1,491.50

Total Tonnes CO2e by DEFRA Category



Radiative forcing (RF):
When there's more energy radiating down on the planet than there is radiating back out to space, something's going to have to heat up
Massachusetts Inst Technology

Mileage and CO2 Report



CO2 and Mileage Report

Between 1 Jul 2019 and 30 Jun 2020

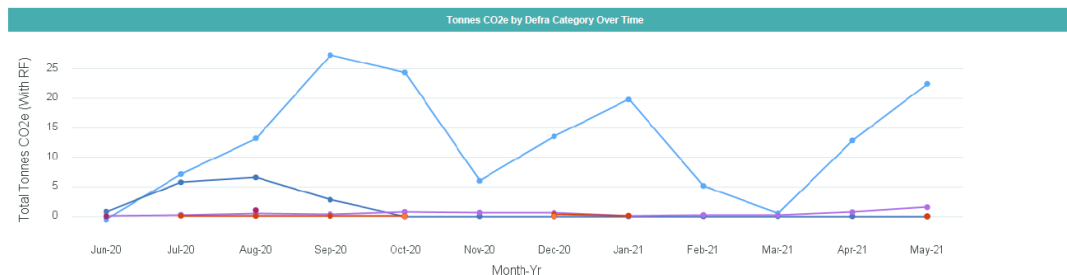
MANCHESTER CITY FOOTBALL

The mileage of approved business travel (air and rail) and the related CO2 tonnes.

With changes to approvals Oct-March the comparative results from the previous year realised a reduction of circa 8% overall.

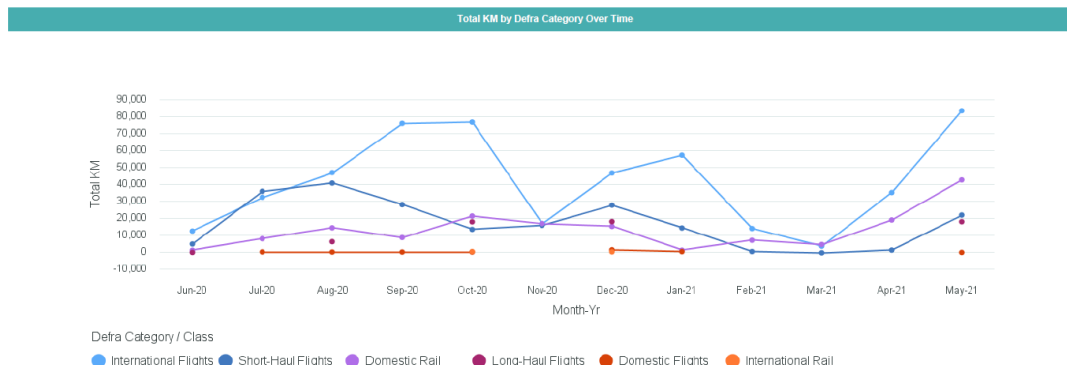
Covid-19 realised a major reduction in all travel – though short-haul air travel (player match primarily) grew slightly.

Note - There has been an increase of around 26% in *International Flights Travel* in the year



Defra Category / Class

International Flights Short-Haul Flights Domestic Rail Long-Haul Flights Domestic Flights International Rail



Defra Category / Class

International Flights Short-Haul Flights Domestic Rail Long-Haul Flights Domestic Flights International Rail



Energy and water consumption headlines

The CO2 of the Clubs energy use reduced significantly during 2020-2021

Primarily this is a result of
ZERO Carbon*

From our **electricity** procurement
(Note there was a *reduction of 384 tonnes* on previous year – based on the location rate)

Gas consumption reduced by 8% in the period with a parallel **reduction of 880 CO2 tonnes***

(* adjusted to take count of verified cross-year metering.)

Water consumption increased by 11,937 cu/m – owing to maintenance of the harvesting system at CFA



Electricity consumption (kw/h) Jun 20 – Jul 21 incl

	Kw/h
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

Adjusted to year on year
Owing to procurement (PPA) of electricity by the Club, the CO2 footprint was Zero.



Gas consumption (kw/h) Jul 20 - Jun 21 incl

	Kw/h
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
Gas consumption across the Club reduced by some 16% in the year	- 507,000
Note this is adjusted -507,000 City Store	7,040,871

The CO2 footprint for gas was 1819 tonnes



Cu/m

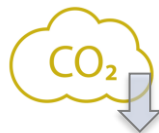
Water consumption rose from 95,794 cu/m to 107,731 (11%) in the period owing to planned maintenance works at CFA

1 cu/m = 219 gallons (imp)/1000litres - 22,233 cu/m = 4.86m gallons/22m ltrs

An average bath tub uses 30 gallons of water –

so we added 105,000 baths full !

There is no recordable direct CO2 outputs for water consumption



Streamlined energy and carbon reporting (SECR)

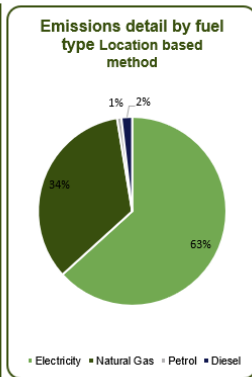
Manchester City FC
UK Carbon Footprint (SECR) Data 2020-21

Manchester City Football Club - Streamlined Energy and Carbon Report - 2020/21

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

UK Carbon Footprint Data 2020-21

Scope	Description	Specific fuels	tCO ₂ e
Scope 1	Combustion of fuel on site and transportation	On site: Natural Gas Transport: Diesel	1,510
Scope 2	Purchased energy	Electricity	Location based 2,681 Market Based 0
Scope 3	Indirect Emissions	Staff Business Mileage	45
Total		Location based	4,236
		Market based	1,555
Intensity Ratio	tCO ₂ e / £1m Turnover	Location based	6.79
		Market based	2.49
Energy Usage	Total kWh consumed	Electricity, Natural Gas, Petrol, Diesel.	20,976,802
	Renewable %	Electricity	100%



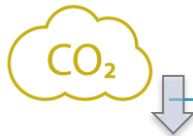
eca
business
energy

Year on Year Emissions Changes

- Manchester City Football Clubs location based emissions decreased from 4,532tCO₂e in 2019/20 to 4,236tCO₂e in 2020/21. This is an emissions reduction of 6.5%.
 - Scope 1 emissions increased from 1,140tCO₂e in 2019/20 to 1,510tCO₂e in 2020/21, an emissions increase of 32.4%.
 - The increase in scope 1 emissions was attributed to an increase in natural gas consumption. Consumption increased from 5,734,060kWh to 7,895,480kWh, resulting in an emissions increase of 392tCO₂e associated with natural gas consumption.
 - The emissions associated with scope 1 transport (diesel) decreased from 22tCO₂e in 2019/20 to 6tCO₂e in 2020/21, an emissions reduction of 71.1%.
 - Scope 2 electricity consumption decreased from 14,310,601kWh in 2019/20 to 12,627,046kWh in 2021. As a result, scope 2 location based emissions decreased from 3,336tCO₂e to 2,681tCO₂e, an emissions reduction of 19.6%.
 - Manchester City Football Clubs scope 2 market based electricity emissions were 0tCO₂e, as they procured all their electricity on zero carbon contracts.
 - Manchester City's emissions intensity reduced from 9.47tCO₂e/£M in 2019/20 to 6.79tCO₂e/£M in 2020/21, when using the location based emissions figure. When using the market based emissions figure, the emissions intensity reduced from 2.51tCO₂e/£M to 2.49tCO₂e/£M.
- #### Energy Efficiency Actions taken
- Manchester City installed a new LED flood light system at the Etihad Stadium. The new floodlights are 55% more efficient than the previous lighting system, saving 27tCO₂e per annum.

eca
business
energy

*MCFC measures fan, staff (workward) travel and match day ops – mostly using DEFRA protocol but sometimes MyClimate which gives differing results. It is all within reasonable parameters





MCFC Proactive Summary 19-22



Energy and related operations

All new lights installed across the campus are LED (with the exception pitch grow lamps which require the heat from non LED sources).

Swapped out the Etihad Stadium Floodlights for LED (replacing the Metal Halide system, whilst providing the same for the First Team tablet floodlighting also).

A full review of the BMS and ancillary network systems with a view to driving efficiencies across all systems (CCTV, Lighting, Access Control, HVAC). Working groups have been created to deal with each of the respective elements.

Review continuing to improve the operating efficiency of the TriGen CHP

Reduction across properties of air temperatures of 1degree

Installation of additional EVCs at academy and First Team buildings also city @ home

Workforce shared learning programme to reduce building heat/cool air losses

Full year of wholly renewable electricity procurement (PPA) to achieve zero related CO2. A new, total energy PPA agreement appointed started October 2020 through to October 2022

- Time schedules for floodlighting reduced at CFA
- HVAC/gas request now on time schedules at CFA.
- Installed variable speed drives (VSD's) on kitchen AHU's at CFA.

Engagement with future energy generation, storage and distribution underway



Transport and Travel

Events to support and promote walking to the match activities (additional 1700 fans)

Match day car-share promotion and advantages

Close work with TfGM to investigate new cycle and walking (active travel) options

Workforce activities that promote active lifestyle (BeCity)

Promotion of the benefits of electric vehicle ownership over petrol/diesel

A new Transport Action Group to consider all travel and transport future options in the development (2021) of a Club and campus collective transport strategy
The appointment of parking contractor (SEP) has clear sustainability requirements and objective



Ecology & Biodiversity

The continuing care and protection of our wildlife and green spaces creating some 2,600 tonnes mitigation/off-setting. Trees and hedgerow maintained in good health.

Confirmed new wildlife within the City Football Academy – our bee population appears to be growing and healthy with a variety of butterflies and moths in a healthy state.
It does appear that a sparrow hawk has made its home nest on site

Award winning landscape and wildflower meadows – extended wild grasses and wildflower meadows planned for 2020-21



MCFC Proactive Summary 19-22



Materials and waste management

Follow the journey for all waste streams to understand our challenges.

Remove PET wherever [possible by the end of 2020 (SUP plastic beer cups removed and all PET beer removed from level one concourse).

Live project to remove soft drink bottles in 2021-2

Staff education project underway to identify the 3-5 easy things staff can do to reduce waste and use more sustainable solutions. This will underpin a staff campaign in the near future.

Undertake innovative trials that help us achieve our mission. (food waste digester, recycling of waste to produce products for retail).

In retail, the team has been working to identify a series of new opportunities for reductions in packaging, biodegradable bags and recycling of materials which should be realised in the next period.

Printing and copying reduced in 2019-20 by almost 70%.

Next page: – OUR VISION TO BECOME A ZERO-WASTE ORGANISATION.....



Accreditation matters

The Accreditation group is continuing to consider the overall direction, objectives and focus for sustainability within MCFC

The group is also helping to assess the opportunity and the options for a collective buildings environmental accreditation process – at base level to agree and territorially accepted level (eg LEED Gold) and an in house overview for all CFG properties.

The seven **Sustainability Action Groups** continue to promote positive actions and engage the sustainability agenda across functions
(1-Transport 2-Ecology 3-Energy & Water 4-Shared Learning 5-People & Place
6-Accreditation & Review 7-Materials & Waste)



Other:

Sustainability at MCFC is also advising and leading the sustainable development process in several CFG projects including Montevideo and Mumbai with professional advice in New York and Melbourne.

- Lead role in the Manchester Climate Change Partnership;
- MCC Focus Workshops
- Club joined Green Tourism;
- Sport Positive active contributor;
- Formed SALSA



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

- 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.

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.

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.

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

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

Application

MCFC Proactive Summary 20-21

FLOODLIGHTING – Etihad Stadium



Source: GE Consultancy figures at time of Practical Completion

New floodlighting system installed at the Etihad.

- Installed due to end of life on the original metal-halide system
- New technology means much less environmental impact
- Full LED system, which more economic on electricity and maintenance costs
- Crisper and more even light output

Key sustainability improvements;

55%
more
efficient
system

26.93
tonnes of
CO₂
saved per
annum

£15,803
electricity
bill saving
per year

MCFC Proactive Summary 20-21

HIGH PERFORMANCE AIR FLOW & DRAINAGE – Etihad Stadium pitch



Installing the system – June 2021

The Club has taken advantage of the closed summer months and the planned replacement of the pitch structure and ground works to install a totally new air flow and drainage project that will capture water, moisture and reuse this to maximise the efficiency and sustainability of our stadium pitch in Manchester.

The new system will be in full use for the start of the 2021-22 season.

The system (which primarily is used to manage the moisture content in the ground and aerate/heat the pitch surface evenly) allows for the storage of 500m³ water under the surface area of the pitch.

It is a good example of the Club introducing sustainably driven innovation into ongoing development.

MCFC Proactive Summary 20-21

CFA Manchester – Biodiversity & Ecology - 2021

The Club's biodiversity and ecology programme is a key and critical part of the mitigation agenda and improves overall quality of life and wellbeing across East Manchester.

Working with MCFC Landscape team – the Club's contractor /verde has carried out multiple works in order to introduce new and previously attempted habitats to the training ground seeking to increase biodiversity and sustainability across the contract and to attract and increase additional invertebrates and pollinating insect to site.

- **Beetle Bank** – utilising surplus materials, (root zone compost) left over from a heritage project which had spoiled, in a crescent shape in an open lawn area which to attract ground beetles and other insects. Upon inspection a few months later, the bank was teeming with life (pending survey).
- **Long Grass** – various lawn areas on site left to grow long, not to be maintained at the same specification as other amenity lawns. This not only provides habitat for invertebrates and wildlife, it increases sustainability, zero application of chemicals, reduces CO2 emissions from machinery, cuts down on green waste removal etc. It also provides the team with additional time to spend hand weeding beds, tree pits and borders instead of applying residual chemicals.
- **Bee boxes** – Four solitary bee boxes have been installed around site, situated around the newly installed pollinator planting beds, in order to attract different varieties of solitary bees and pollinators.
- **Bed renovations** – we have renovated multiple beds across site and replaced the planting with pollinator friendly planting.



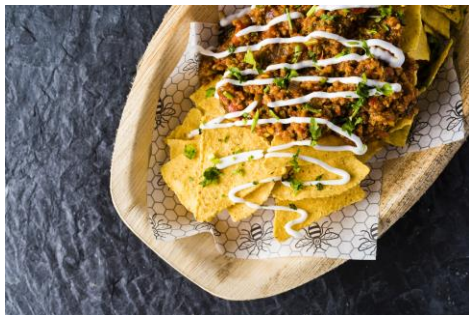
City Football Academy

- **Dead wood piles** – Dead wood/log piles have been placed within our wildlife area above pitch 14, which will invite insects such as beetles, spiders, bees and smaller mammals such as hedge hogs for example to the area.
- **Bird perch/bee tower** – We created a bird/bee tower from a fallen pine tree that was blown down at the first team entrance. Rather than cut up and dispose, we created an obelisk above pitch 14 which would serve as a perch for birds, with holes drilled into the bottom to allow bees/wasps to nest.
- **Repurposing old bee boxes** – we painted and repurposed old bee boxes, lined them with a specially designed artificial bedding for bees called Kapok.
- **Wild flower mounds** – We have created additional wild flower meadows inside and outside of site.
- **Woodland corridors** – We have left the grass within all woodland corridors completely untouched, free from chemical, grass cutting and maintenance of any kind in order to promote native wildflower growth and attract invertebrates.
- **Smart Management** – We have introduced and promoted smart grounds maintenance and management techniques across site, such as letting yew hedging grow out to the point of producing berries rather than pruning neat and tight. Or leaving areas with an abundance of dandelions to grow as they are the first source of food for early emerging bees.

MCFC Proactive Summary 20-21

FOOD AT CITY

Working to offer great options across our stadium, hospitality and workforce



As part of the sustainability agenda - the sourcing, preparation, care and management of food for our fans and workforce is paramount – with consideration to local supply, seasonal foods and positive actions for our environment.

- All of the food concessions stadium-wide and on our hospitality menu provide a vegan food option for our fans to enjoy.
- Local food providers have increased in our stadium and across City Square uplifting the Manchester offer over the past two seasons - and for fans, a new food map is being developed.
- The Club has just about eradicated all single use plastics which includes the removal of soda bottles – improving offers and our environment. (one 'final' bottled soda offer will be eradicated during 2021-2).
- In addition - with all the taste and zero alcohol, Heineken Zero will now be available stadium wide. As an added bonus Heineken Zero is also vegan.
- For the first time this season as part of our commitment to reducing food miles, and supporting local community business, the Club is to introduce local craft beers to the stadium range, alongside stadium core range of draught beers and ales.
- The next step on this journey to improve our carbon impact event further, the Club is introducing an exciting, innovative and market leading paper beer cup (pint pot).
- The aqueous paper cups, are 100% plastic free, and manufactured from sustainable sourced paper & card, all of which is fully recyclable.
- In the past two seasons, the reduction in food waste is circa 30%

MCFC Proactive Summary 20-21

MARKET PLACE - 2021

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



Market Place at the Etihad Stadium July - 2021

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
- 83 organisations from a wide range of industries shared over 15,000 opportunities
- At the close of the event – immediate offers of work topped 200
- A 'legacy' virtual event was provided on the MCFC web site to share vacancies further afield so that more people could be supported

A large version of the City football logo, consisting of a blue circle with a smaller, lighter blue circle overlapping it from the top right.

City football sustainability

mancity.com/club/manchester-city-sustainability

pete.bradshaw@mancity.com

Appendices and links



mancity.com/sustainability/archive (TBC)

Includes archive of CRS and Sustainability reporting from 2004 – 2019/20

mancity.com/community

mancity.com/community/cityzens-giving-for-recovery

Manchester City Council – sustainable city strategy:
manchester.gov.uk/downloads/download/6426/the_manchester_strategy

Manchester Climate Change Agency:
manchesterclimate.com

United Nations
sdgs.un.org/goals

unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action

APPENDICES

Manchester City Football Club Sustainability Agenda (2020-25)

(appended to the annual environmental impact report and sustainability plan)



Waste
Energy & Water
Food

Transport
Biodiversity

Materials
Infrastructure
Measurement

Social Environmental Economic

policies and procedure

Manchester City's Sustainability
policies and practices
(2021-22)

Collation of practices and procedures
providing a backdrop to our actions

Key sustainability themes for
Manchester City 2019-24

For amendments, updates, information:

pete.bradshaw@mancity.com

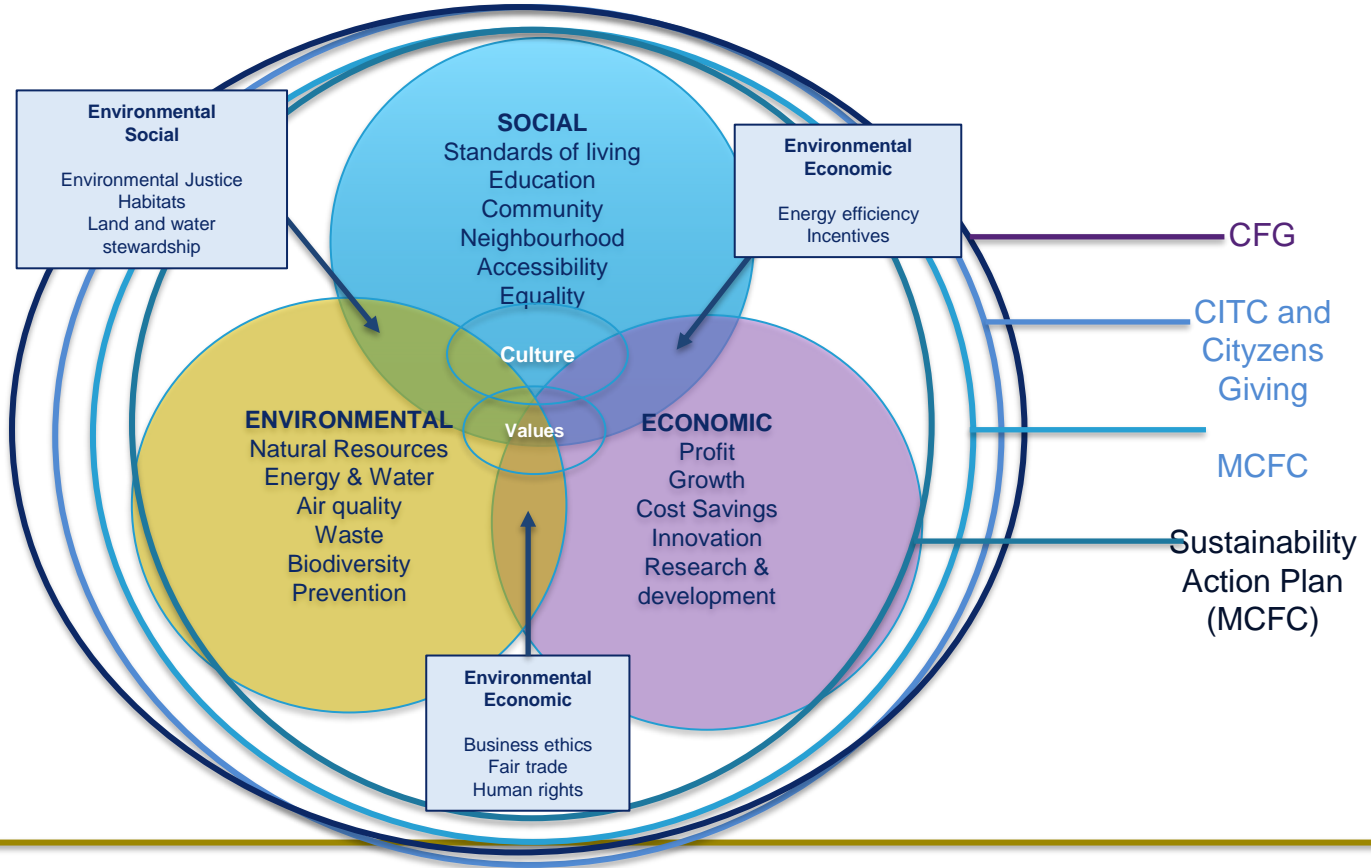
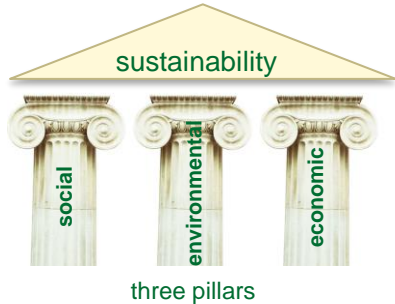
the three issues of sustainability

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

This consists of at least the

**economic,
social,
and
environmental**

considerations





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 125 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.

Through our sustainability agenda and actions, we shall support the promote the work of CITC.

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.

The United Nations Sustainable Development Goals are, in effect, a social value charter for the planet.

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, CITY IN THE COMMUNITY provides wide-ranging and significant community outreach, engagement and development. Its actions and results are reported separately

City in the Community
mancity.com/community

environmental impact

Manchester City and environmental matters

Manchester City Football Club recognises that its activities and operations have an effect on and impact the 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 has been formally measuring and reporting its environmental impact since 2004 and this part of the Club's sustainability process will be wide-ranging and comprehensive. The Club's responses and actions will be practical, responsible and measured.

Policy note

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

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 in eight (2019/20) themes have been established to identify 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 rivers and lakes), coastal erosion, rise in sea levels and extreme natural phenomena.

Biological:

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

Human:

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

... 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

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, contractors (etc) of goods, services, products and events.

Some areas of the Clubs work and processes relate to formal partners, with which the Club will work for cooperative best practice.

The promotion of ethical trading; local produce; local engagement; long fashion and repurposing built-in' efficiency and eradication of waste will be primary considerations.

Protecting the Club's business position, the **Triple Bottom Line** – creates options and opportunity.

Policy note

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

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

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

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

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

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



Triple Bottom Line (TBL)

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

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

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

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

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

Profit - 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



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 better targets.

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

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

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

This may include a phased/staged programme, building responsibly towards *net zero* in line with wider guidance.

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).

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

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.

Manchester City has procured its energy for some twenty years through an annual brokerage, seeking to buy renewables wherever possible and ensuring that the energy bought represents best value.

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

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 during 2019/20 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 2022 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 filed.

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-use 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



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.

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

Food

Manchester City Football Club provides food in a range of provisions:

**Match Day - hospitality
Match Day – public catering
Functions and Events
Staff Catering
Academy & Player food**

Throughout, the Club works for quality and surety in its food provision, provenance and provides a range of offers to suit various dietary requirements, preferences and palates

The critical issues for food is:

- That it will come from reliable and secure sources
- That the Club and its contractors shall identify and maximise local growers and manufacturers with credible supply chains throughout
- That wastage will be minimised throughout the process
- Fair prices and trade will be undertaken with farmers, growers and suppliers
- Every effort will be made to maximise seasonal food options
- Sourcing of food will be made that protects our oceans and seas, our forests and woodlands
- That vegan and vegetarian options will be made widely across all offers

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 WWF campaigns 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.

Current food actions include:

- By Choice - less and better meat
- Halve 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

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

Transport

Transport provides our greatest challenge, yet our greatest opportunities

The Club recognises the need to address transport options and the need to undertake this with ambition in the one sense but also with care and realism on the other

The need to support improved air quality, uplifted health opportunity and to reduce congestion is unquestionable and the Club understands the issues and needs and also the urgency in this matter

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.

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

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, the work of the Club's Infrastructure Team is a valuable resource that works to drive commercial security in investments; best value in project design and construction and whole-circle sustainability in the projects' schemes of works.

Infrastructure Development, whilst based in Manchester also advises and provide leadership across City Football Group initiatives including current project to realise sustainable initiatives in Montevideo (Atletico Torque FC) and in Girona, whilst providing support in other territories.

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

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.

The Club's infrastructure team have delivered major projects, from CFA and Stadium expansion, to Tunnel Club – a new sensory room supporting fans with special needs, super-risers to improve disability access

The team is looking at future options that will include major projects but is focusing on important works such as:

- Improving the Club's sustainable waste centre
- Renewable energy technologies
- LED floodlighting
- A series of community football pitches



**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

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

In planning for best practice, sustainable procurement:

Reduction is a key priority. We need to make conscious decisions of what we consume and what that impact is on the environment, from single use plastics to fast fashion we need to look at the old method of 'make and mend' rather than what we do now is use once and throw away.

Even down to energy and how we travel, decisions need to be made on how to reduce the amount of energy we use and stop just jumping in a car for short journey's.

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 contractors, across all of its operations.

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

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

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

Supporting this is the need to actively consider:

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



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

Examples are:

- Purchasing LED board in the North West rather than importing from 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 CO2 is sequestered from the atmosphere by the ethanol used to make GreenPE.
- Each kilogram of green plastic produced using the method saves 2.7kgs of CO2 when compared to the conventional oil-based polythene.
- Included weighted scoring in our tenders for sustainability. The set of questions aren't a yes and no answer, we ask them to detail their policies, how they implement them and what the benefits are. We use this to understand the suppliers investment in sustainability.
- Ensuring local suppliers are used on contracts wherever possible and are also considerations for our contractors e.g. Baxter Storey having locally sourced produce.
- Living wage is included in all tenders and forms part of the contracts with our suppliers

Waste

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

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

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

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

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

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

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 annex 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.

Introduction

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

Waste can be classified generally as anything that an organisation or person no longer has a use for or does not want anymore. In the UK 67% of municipal waste and 54% of commercial and industrial waste is sent to landfill. Only 23% of municipal waste is recycled or composted and 35% of commercial or industrial.

The cost of waste disposal is on the increase annually with landfill tax increased in 2019/20 to £58 per tonne, with an upward trend predicted in the years ahead. Putting waste into landfill is not sustainable and Manchester City Football Club does not permit this and seeks to find improved ways of addressing waste, from reduction at source to reuse



EU Landfill Directive

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

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

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

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

Objectives

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

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

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

Require suppliers to reduce their packaging of goods inward

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

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

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

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

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

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

Operations & responsibility

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

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

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

Changing expectations in the UK

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

Key features

Waste Hierarchy

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

Diversion of waste from the landfill

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

Hazardous Waste Disposal

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

Increase recycling

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

Reduction of waste from the economy

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

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

Shared Responsibility

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

Waste Duty of Care

General Duty of Care (EPA 1990)

Everyone who produces, imports, keeps, stores, transports, treats or disposes of waste must take all reasonable steps to ensure that waste is managed properly. This duty of care is provided under the Environmental Protection Act 1990 (EPA). It also applies to anyone who acts as a broker and has control of waste. A breach of the duty of care could lead to a penalty of up to £5,000 if convicted in the Magistrates Court or an unlimited fine if convicted in the Crown Court.

Local councils now have more powers to penalise illegal fly tipping and duty of care offences under the Clean Neighbourhoods and Environment Act 2005. Fixed penalty notices can be issued if people do not comply with the duty of care obligations and may receive a conviction leading to imprisonment of up to five years or a fine of up to £50,000 or both. Further information on fly-tipping is provided in ENCAMS, Fly Tipping and the Law - A Guide for the Public.

Legislation

The Environment Act 1995 - the Environment Agency has been made responsible for issuing waste management licenses and other aspects of waste regulation.

The Environmental Protection Act 1990 All of waste leaving the Club is controlled waste. This is described in section 74(4) of the EPA 1990 as the waste arising from household, commercial or industrial premises. Controlled waste includes waste from offices, food handling, shops and other domestic activities.

The Environmental Protection Act 1990, section 34 imposes a "Duty of Care" on producers and handlers of waste, "to take reasonable measures to prevent the unauthorised deposit, treatment or disposal of waste." This means the following:

- The Club must keep records of how much waste it is generating.
- The Club must ensure that a registered carrier collects their waste.
- The Club must ensure that all transfer notes are completed and filed detailing the type of waste for disposal. These must be kept for three years.
- Ensure that all waste is dealt with in accordance with the "Duty of Care".

Breach of the Duty of Care is a criminal offence and can incur penalties of up to £20,000 or an unlimited fine if convicted on indictment.

The Hazardous Waste Regulations 2005 (replaces the Special Waste Regulations 1996) - This legislation is relevant to those wastes that may be hazardous or toxic. They detail how hazardous waste should be kept, stored, treated and disposed of. In order to move this type of waste the Club has registered all sites that produce more than 200kg of hazardous waste per annum with the Environment Agency.

All hazardous waste movements are recorded using the consignment note system and these must be kept for a minimum of 3 years on file.

Departments which produce hazardous materials as per the technical guidance WM2 in the consolidated European Waste Catalogue should contact the Head of FM or Head of ID for further advice on adequate procedures for disposal.

All clinical waste handling and disposal procedures must comply with:

- The Controlled Waste Regulations.
- The Environmental Protection Act including the Duty of Care Regulations.
- The Carriage of Dangerous Goods Regulations.
- The Hazardous Waste Regulations.

Fines for not adhering to this legislation can be up to £5,000 and/or 2 years in prison.

This legislation also replaces The Controlled Waste Regulations 1992 which define clinical waste as:

"any waste which consists wholly or partly of human or animal tissue, blood or any other body fluids, excretions, drugs or other pharmaceutical products, swabs or dressings, or syringes, needles or other sharp instruments, being waste which unless rendered safe may prove hazardous to any person coming into contact with it"

All clinical waste should be kept in lockable containers and collection, disposal and transfer should comply with current legislation such as the Safe Management of Healthcare Waste 2011.

Waste Electrical and Electronic Equipment (WEEE) Regulations 2005- These regulations aim to ensure that waste electrical and electronic equipment is disposed in an appropriate environmentally suitable way at the end of its operational life.

The regulations aim to cover all electrical and electronic equipment used by consumers and professionals, which would end up in the municipal waste stream. The key principle of this directive is producer responsibility for disposal. The Club's Head of FM is available to advise on current practice.

The Health & Safety at Work Act 1974 - does have implications for waste disposal as it imposes a statutory need to maintain and adhere to safe working practises when handling and disposing of waste.

Water Act 2003 - The Water Industries Act controls discharges to the sewerage system and the quality of water supplies. Dealing with the functions and duties of sewerage undertakers and the local authority who are responsible for the supply of water.

Under this act consent of the relevant water service company is required for discharge of trade effluent to the public sewer. Consents are given in relation to the quality and volume of the effluent. The regulatory body is the Environment Agency.

Biodiversity

At Manchester City Football Club we have taken the wider issue of biodiversity as a priority in developments, projects and operations.

At CFA (2014) the Club planted over 2000 mature trees and some 5km of mixed hedgerow. There are some seven acres of wild grasses and wildflower meadow with swallows and water that is designed to encourage and support a new wildlife habitat that wasn't present on site before.

The programme uplifts and enhances the CFA estate, but further, it is a practically and measurably regenerative part of the process for East Manchester and has created a new green corridor and lung for the city.

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 its growth and health along with the progress of wildlife habitat

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

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

People and Place

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

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

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

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

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

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



Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.

JANE JACOBS

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

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

Not only do these actions 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 its 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

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.



2018

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).

APPENDICES

Manchester City Football Club Sustainability Agenda (2020-25)

Links and References



Organisation	Link
UN Sustainable Development Goals	sustainabledevelopment.un.org
Manchester Climate Change Board	manchestercclimate.com
Manchester City Council	manchester.gov.uk
WWF	wwf.org.uk
Science Based Targets	sciencebasedtargets.org
City in the Community	mancity.com <small>fans.cityinthecommunity</small>
Cityzens Giving	cityzensgiving.org
Connell Sixth Form College (Coop Academies Trust)	connell.ac.uk
MIHP (Manchester Institute of Health & Performance)	mihp.co.uk
Manchester Met University	mmu.ac.uk <small>environment</small>
Transport for Greater Manchester	tfgm.com
Greater Manchester Combined Authority	greatermanchester-ca.gov.uk
OFWAT	ofwat.gov.uk
OFGEM	ofgem.gov.uk
ETIHAD AIRWAYS	etihad.com <small>sustainability - greener together</small>
PUMA	puma.com <small>about puma - sustainability</small>
Xylem	xylem.com
Electricity North West Limited	enwl.co.uk
Friends of the Earth (FoE)	friendsoftheearth.uk



cityfootballgroup.com

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

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

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



References

Un Sustainable Development Goals
- multiple references – un.org

Death & Life of the Great American City – Jane Jacobs
- janejacobswalk.org

Sustainable Development Commission
- UK – what is sustainable development (2019)

Greenhouse Gas Protocol
- ghgprotocol.org standards (2018)

UK Govt Committee on Climate Change
- UK Govt. (2019)

Univ. of Wisconsin
- Triple Bottom Line (2018) (Sustainable Management)

ECA (Energy Cost Advisers)
- CRC measurement, costs (2019)

New Economy
- The Impact of CFA (2016)

The UK's draft integrated National Energy and Climate Plan (NECP)
- UK Govt (2018)

Local strategies:

- Transport for Greater Manchester - 2040
- Our Manchester – Manchester City Council
- Playing Our Full Part – Mcr Climate Change Agency
- Greater Manchester – Spatial Framework
- Eastlands Regeneration Framework (2019)
- Greater Manchester Spatial Framework