



Premier League Clubs Environmental Sustainability Report



Acknowledgements

This report has been compiled from information received directly from all 20 Premier League clubs relating to environmental sustainability activities undertaken by the clubs from March 2023 – February 2024 or in the case of Sheffield United from 2022 – 2023.

Thanks to the staff of these clubs for sharing this information with Sport Positive: Arsenal, Aston Villa, Bournemouth, Brentford, Brighton & Hove Albion, Burnley, Chelsea, Crystal Palace, Everton, Fulham, Liverpool, Luton Town, Manchester City, Manchester United, Newcastle United, Nottingham Forest, Sheffield United, Tottenham Hotspur, West Ham United, Wolverhampton Wanderers.

Use of the Report

We have compiled this report to enable easy access to trends, progress and activities in environmental sustainability and climate action by Premier League clubs in the 2023/24 season.

This report is open-source and freely available. Permission is not given to integrate it into any commercial tools, without explicit permission of Sport Positive and relevant Premier League clubs.

With progress now happening apace, we ask you to note that this information is correct as of April 2024. If you are reading this at a time further in the future, please note clubs in the Premier League and their initiatives and activities will have changed.

If you quote anything directly from this report, we ask that you cite the sources as 'Sport Positive Leagues' or 'Sport Positive Leagues Environmental Sustainability Report.'

This is a digital tool. Never print it out

This large report is about environmental sustainability efforts, please never print it out. We will be updating it periodically and it has been put together so you can easily digitally search it to find the information you need. Download the PDF or bookmark the link. Click on the club or category in the contents page to be linked directly to that information.



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Foreword



Six years ago, mainly because I wanted to know the answer to this question myself, I began chatting to Premier League football clubs and finding out from them directly what they were doing on environmental sustainability. At that time clubs didn't have sustainability pages on their website, and there was limited information in the public domain, so I had to go direct.

Six years isn't that long ago in real terms, but in sustainability in football, it was a different era. As I collated this information, I considered how to publicise it in a central place, to raise attention and awareness of these efforts, to encourage more action. The idea came about to allocate points and create an off-the-pitch league table, a format that football fans were familiar with. Sport Positive Leagues was born.

Five years later, and having done multiple versions for Premier League, EFL, Bundesliga, Ligue 1 and supporting other sports with their efforts, times have changed. Clubs are frequently engaging on this topic, 16 Premier League clubs now have a sustainability page on their website, 6 clubs have net zero carbon targets, and first team players regularly appear in club videos recycling, driving electric vehicles and eating plant based food.

We are always taking stock and evaluating our output and benefits to the community and the global movement. This work has always been about disseminating and amplifying club activities to inspire others, and to create a one stop shop for those who want to know what clubs are doing in this space. Things have moved on a lot (a LOT!) since [2019](#). So for the fifth year of doing this work, we've decided to take out the league table element this year, and share this report instead. You can use it to search what one club is doing across all categories of activity or you can see what all clubs are doing within one category. We hope it provides a definitive guide (as of April 2024) that enables you to learn what clubs are doing in an easy and searchable way.

We plan to further evolve this effort going forward, to keep supporting football, and all sports, globally to access important information on their path to increased action on climate and environmental sustainability. As well as to use levers to encourage action. We welcome your thoughts on how helpful this is to you, versus the way we've been doing things previously. That's for another time. For now, I hope this is a helpful tool for you on your journey.

Happy reading,

Claire

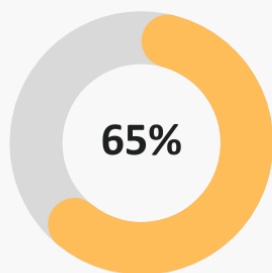
Claire Poole
Founder, Sport Positive



Trends and Progress



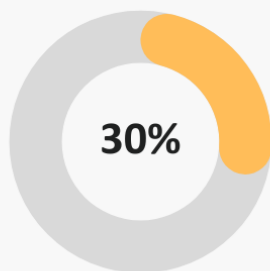
Energy



13 clubs have electricity provided from 100% renewable sources

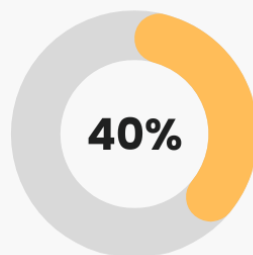
- Arsenal
- Bournemouth
- Brighton and Hove Albion
- Burnley
- Chelsea
- Crystal Palace
- Everton
- Fulham
- Liverpool
- Manchester City
- Tottenham Hotspur
- West Ham United
- Wolverhampton Wanderers

6 clubs have clean energy generation at their stadium, training ground or academy



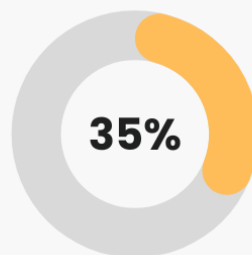
- Brentford: Solar
- Brighton and Hove Albion: Solar
- Newcastle United: CHP
- Nottingham Forest: Solar
- Sheffield United: Solar
- Tottenham Hotspur: Solar and air source heat pump

Transport



8 clubs have undertaken fan travel surveys and published results themselves

- Brentford
- Brighton and Hove Albion
- Crystal Palace
- Fulham
- Liverpool
- Manchester City
- Tottenham Hotspur
- Wolverhampton Wanderers



7 clubs have sustainable transport policies in place

- Brentford
- Burnley
- Crystal Palace
- Liverpool
- Manchester City
- Nottingham Forest
- Tottenham Hotspur

Action

100%

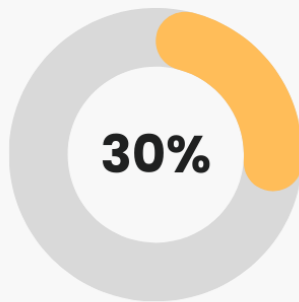
Are taking action to remove single use plastic

100%

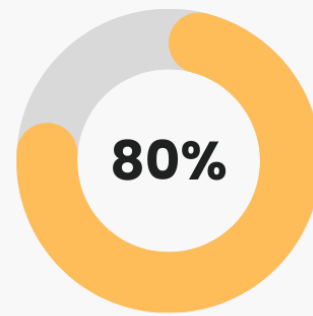
Have vegan food options available on their concourses

Commitments and Communications

6 clubs have net zero targets



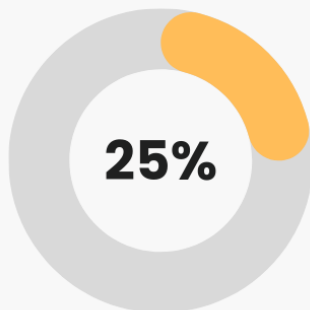
- Arsenal
- Liverpool
- Manchester City
- Newcastle United
- Tottenham Hotspur
- Wolverhampton Wanderers



16 clubs have a sustainability page on the club website

- | | |
|----------------------------|---------------------------|
| • Arsenal | • Liverpool |
| • Brentford | • Manchester City |
| • Brighton and Hove Albion | • Manchester United |
| • Burnley | • Newcastle United |
| • Chelsea | • Nottingham Forest |
| • Crystal Palace | • Tottenham Hotspur |
| • Everton | • West Ham United |
| • Fulham | • Wolverhampton Wanderers |

5 clubs are signatories of UN Sports for Climate Action Framework



- Arsenal
- Liverpool
- Newcastle United
- Tottenham Hotspur
- Wolverhampton Wanderers

Clubs are externally accredited for their work

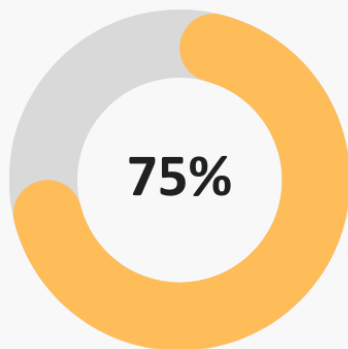
Liverpool: ISO20121 and ISO50001
Manchester City: ISO14001 and ISO45001
Manchester United – ISO14001

Have a brand identity for their environmental efforts



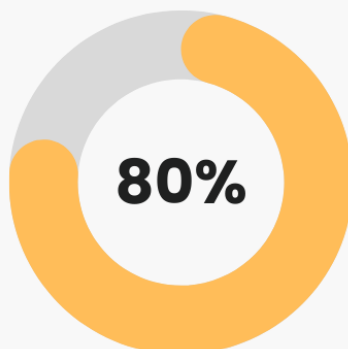
Aston Villa: Claret, Blue and Green
Crystal Palace: Palace for the Planet
Brighton and Hove Albion: My Albion, My Planet
Everton: Everton for Change
Liverpool: The Red Way
Manchester City: Sustainability Game Plan
Tottenham Hotspur: Passionate about our Planet
Wolverhampton Wanderers: One Pack, One Planet

Resource Efficiency



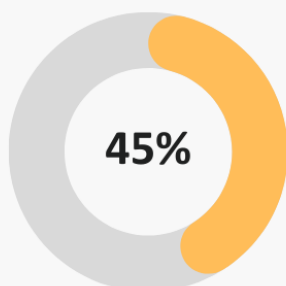
15 stadiums have building management systems in place to ensure efficiency of resources

- Arsenal
- Aston Villa
- Brentford
- Brighton and Hove Albion
- Burnley
- Chelsea
- Everton
- Fulham – *Riverside Stand only*
- Liverpool
- Manchester City
- Manchester United
- Newcastle United
- Tottenham Hotspur
- West Ham United
- Wolverhampton Wanderers



16 clubs have 100% diversion of waste from landfill, with substantive recycling efforts

- Arsenal
- Aston Villa
- Brentford
- Brighton and Hove Albion
- Chelsea
- Crystal Palace
- Everton
- Fulham
- Liverpool
- Manchester City
- Manchester United
- Newcastle United
- Nottingham Forest
- Sheffield United
- Tottenham Hotspur
- Wolverhampton Wanderers
- **Burnley sends less than 3% to landfill*



9 training grounds or academies have rainwater or groundwater reuse efforts

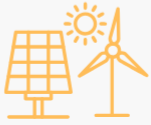
- Arsenal – *at training ground*
- Brighton and Hove Albion – *at training ground*
- Chelsea – *at Cobham training ground*
- Liverpool – *at AXA Men's training centre and men's academy*
- Manchester City – *at City Football Academy and Etihad Stadium*
- Manchester United – *at Carrington Training Centre*
- Newcastle United – *at training ground*
- Sheffield United – *at Academy*
- Tottenham Hotspur – *at training centre*

Categories





Policy, Commitment and Reporting



Clean Energy



Energy Efficiency



Sustainable Transport



Single Use Plastic Reduction/Removal



Waste Management



Water Efficiency



Plant based/Low Carbon Food



Biodiversity



Education



Communications and Engagement



Sustainable Procurement



Sponsorship and Ownership

This serves as both a contents page and the way to easily search a club or activity. Click on the club/category you want to learn more about.

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Sort by club

Arsenal

Policy, Commitment & Reporting

- Member of the UEFA working group to develop the carbon calculator
- Active member of Premier League sustainability working group
- Working with Islington Council and supporting a local heating network initiative
- Publicised sustainability policy and strategy available on the Arsenal website: <https://www.arsenal.com/sustainability>
- Environmental Social and Governance (ESG) strategy.
- Matchday programme articles focussing on Sustainability actions.
- Carbon baseline report completed across Scope 1, 2 and 3 (Sport Positive verified). SECR report included with financial accounts.
- First Premier League club to become signatory to UN Sports for Climate Action Framework ([16th November 2020](#)) and in early 2022 signed up to high ambition track with targets of 50% emissions reduction by 2030 and net zero by 2040
- Club-wide Sustainability Strategy Document.
- Senior Management Working Group on Sustainability that reports into Executive Team with proposals and actions.
- Established a Sustainability Communications Group.
- Board members of British Association for Sustainable Sport.
- Working with Islington Council to hit borough [emission objectives](#)

Clean Energy

- 100% powered by Octopus renewable energy – all sites including stadium, training facilities, retail and staff offices.
- Trialling electrical appliances to start to remove natural gas. 2 Electric ovens installed for assessment.
- All large grounds equipment and emergency generators now powered by bio-diesel.
- Introduced additional electric mowers are Youth Academy
- All stadium mowers are now electric.
- Energy Steering Group established – cross departmental working group to reduce energy consumption; chaired by COO
- Arsenal have a specific page on energy related stories off their sustainability website page: <https://www.arsenal.com/sustainability-energy>

Energy Efficiency

- Full LED lighting replacement project contracted to replace all non-LED lights (c.8000) within Emirates Stadium by the end of the season.
- Substantial energy procurement and efficiency survey conducted and fed into Energy Steerco
- New Building Management System (BMS) installed within Emirates Stadium

- LED pitch grow lights trialling use at Emirates Stadium
- Additional meters installed at Emirates Stadium
- Energy efficiency measures put in place across all sites – including turning down room temperatures and signage to turn off air conditioning and lighting when leaving meeting rooms
- Communicated energy efficiency ideas with fans via website and matchday programme
- Training given to casual match day staff giving responsibility to turn off equipment when not required – training given by Area Managers, briefed down from Club
- TV screens used to promote energy efficiency around offices for staff
- ESOS and SECR regulations in place, energy metering and management across all sites
- As part of the SECR Arsenal report sustainability performance in financial accounts
- Restricting use of heating, ventilation and air conditioning to reduce energy use

Sustainable Transport

- Additional EV Chargers installed at Training Ground. EV chargers at all sites
- Travel policy encourages use of public transport – <https://www.arsenal.com/emirates-stadium/get-to-emirates-stadium>
- Actively and visibly encourages fans and staff to use sustainable transport and offers incentive to staff via cycle to work scheme
- Youth Academy use public transport for tour
- Electric vehicles replace one diesel pool van and one car. Other car changed to a smaller engine petrol vehicle. Kit vans remain diesel
- London Underground, train, buses and cycling advocated
- Supporters are strongly advised not to drive to Emirates Stadium
- Two pool vehicles have been replaced with electric vehicles and other replaced with a more economical version
- Staff and players transport report for reducing emissions for business travel as part of carbon footprint initiatives

Single Use Plastic Reduction or Removal

- Use of “plastic-free” food containers
- Save over 40,000 single cups every home game via our reusable cup project. <https://www.arsenal.com/sustainability/reusable-cups-hit-40000>
- When covering the seats for the return of fans, post COVID lockdown, bags made from 100% UK waste were used. This waste has been used to create a garden and flower planters at Emirates Stadium
- Systemic effort in place to vastly reduce/remove single use plastic from operations – forms one of our key action areas across the club.
- Plastic bottle usage has been reduced across all sites and, and by approximately 90% at training grounds by installing water machines and water bowsers for pitch side drinking. Bottles are only used for travel and some game days.
- Installation of water dispensers:
 - 5 for fans – 1 in away section, 2 on lower tier, 2 on Upper tier
 - 1 in home team changing room
- Working with adidas to remove plastic from supply chain.

- All [playing kits](#) are 100% recycled polyester and most adidas training and fan wear contains recycled material
- Paper straws and wooden stirrers have replaced the plastic ones.
- Removed all single use drinks bottles from offices and have replaced some glass bottles with aluminium “bottles” on our club and box levels.
- Removed plastic from matchday programmes.

Waste Management

- Repurposing projects underway with up-cycling of old stadium banners. Some will be framed and sold to supporters. Currently working on additional uses of material.
- Food and grass goes to compost. This compost has been used in the creation of the garden at Emirates Stadium.
- New bins ordered to improve office and training ground waste management.
- Old plastic catering equipment has been used to create planters at Emirates Stadium.
- Arsenal have a specific page on waste and recycling related stories on their sustainability website page <https://www.arsenal.com/sustainability-waste-recycling>
- 100% of waste is diverted from landfill across all operations.
- Back of house hand waste sorting process on matchday. Responsible for recycling 40% of waste prior to leaving site.
- Separation bins across all sites and signage.
- Signed a long term partnership with Ball, the Aluminium packaging company to work on recycling initiatives.
- Donated food after home games to local charities.
- We recycle 40% of our general waste on-site, plus remove cardboard, food and grass through separate waste streams. The rest going into general waste which goes to a MERF where they extract another 30% of the waste.
- Old furniture has been donated to local sports and community club.
- Pallets are returned to the supplying company for re-use.

Water Efficiency

- Extensive water efficiency report in progress. Not currently public
- Additional rainwater storage system design and feasibility in progress. Not currently public
- Full maintenance programme carried out in August 2023, in association with Thames Water to repair any leaking taps and toilets
- Arsenal have a specific page on sustainability and water related stories on their sustainability website page: <https://www.arsenal.com/sustainability-water>
- All groundsman facilities across all sites have water recycling systems. installed to recycle water from wash-down areas. Removing grass cuttings and re-using water
- Taps with sensors used across property portfolio
- Waterless urinals through-out stadium, plus new installs in offices
- A pitch water recycling system was installed at training ground to re-use irrigation water

Plant-based/Low-carbon Food

- Arsenal Women’s team player Jen Beattie advocates for plant based diet
- Stadium chef’s created specific British menu for Earth Day

- Honey from bee colonies used for players in their daily food options/menu
- On Earth Day 2024, Arsenal have begun a trial of food emissions labelling on concourses: <https://www.arsenal.com/sustainability/celebrating-earth-day>
- Arsenal have a specific page on sustainability and food related stories on their sustainability website page: <https://www.arsenal.com/sustainability-food>
- Plant based options are available in stadium (<https://www.arsenal.com/news/food-and-beverage-page>), at training facilities and staff kitchens/canteens
- Food choices carried in matchday programme to promote awareness to supporters
- Sustainable food sourcing for catering operation – Diamond Club restaurant has achieved 3 stars from the Sustainable Restaurant Association sustainable food sourcing operations

Biodiversity

- 2 Bee colonies introduced at Training Centre.
- Academy to participate in work at farm as part of Strong Young Gunners programme. (No date advised)
- Old pallets turned into “bug hotels” and distributed to local estates. Pallets also donated to the local communities to create their own bug hotels.
- Youth Academy players involved in bio-diversity project at regenerative farm.
- Arsenal have a specific page on biodiversity related stories on their sustainability website page: <https://www.arsenal.com/sustainability-biodiversity>
- Wildflowers planted around training ground, as part of ongoing project with more planned.
- The Arsenal forest is being planted in Bore, Kenya. It is being managed by Carbon Link. We are currently in the process of planting 12.5 acres of trees, using local workforce – [Arsenal sponsors tree planting project in remote village of Magarini subcounty, Kilifi – YouTube](#).

Education

- Youth Academy (Boys and Girls) received specific sustainability training in November 2023 <https://www.arsenal.com/sustainability/lifelong-learners> They have visited the Felix Project to learn how food can be redistributed
- Strong Young Gunners educational programme focussing on climate change. <https://www.arsenal.com/sustainability/lifelong-learners> <https://www.arsenal.com/sustainability/football-for-future>
- Youth Academy Leadership Group – Climate Change workshop in January 2024 – Hale End Youth Academy - 2 boys from each age group across the Youth Academy (U8 to U16)
- Arsenal have a specific page on education related stories on their sustainability website page <https://www.arsenal.com/sustainability-education>
- Arsenal launched a sustainability module for community department to deliver to local schools.
- Matchday programme and website with regular sustainability stories and tips.

Communications and Engagement

- Publicised sustainability information available on the Arsenal website: <https://www.arsenal.com/news/sustainability> <https://www.arsenal.com/sustainability>

- First Premier League club to become signatory to UN Sports for Climate Action Framework ([16th November 2020](#)).
- Actively engaged with fans to encourage positive environmental actions through Arsenal Green Tariff with Octopus Energy: <https://octopus.energy/arsenal/>
- Arsenal players speaking publicly about climate change: [Alexei Rojas - Eden Project Reclaim 2024](#)
- Fan foodbank donations collection at matchdays: <https://www.arsenal.com/news/food-donated-community-after-postponed-games>
- Football Boot and trainer collection and distribution to local schools as part of programme with Islington Council around Earth Day <https://www.arsenal.com/sustainability/earth-day-boots-collection>
- Strong Young Gunners educational programme focussing on climate change. <https://www.arsenal.com/sustainability/lifelong-learners>
<https://www.arsenal.com/sustainability/football-for-future>
- Sustainability pages within matchday programme highlighting club actions and championing fans who have made sustainable changes.

Procurement/Sourcing

- Specific sustainable renovation document issued for refurbishments.
- Working with EcoVardis to measure suppliers and potential suppliers against sustainable criteria (Sport Positive viewed dashboard)
- LED installation contractor tender process included waste management and sustainability questions.
- LED lighting project subject to additional waste management measures to ensure maximum recycling rates.
- Sustainability guidelines established within procurement process and form part of tender process (Sport Positive verified).
- Sustainability team integral to selection process of new suppliers – ESG Director and Environmental Sustainability Manager work closely with Procurement Manager and Partnership Development team to advise on best practice and included in the vetting process for potential suppliers and partners.
- Contractor agreements in place to ensure sustainability sits as a priority in KPI's.

Sponsorship and Ownership

- Ownership
 - Ownership: 100% by KSE UK INC. // E. Stanley Kroenke
 - Information: KSE UK INC is 100% owned by E. Stanley Kroenke
 - Country: USA
 - Industry: Sports and Entertainment
 - Source of Income: Real estate development
 - Links: <https://www.forbes.com/profile/stanley-kroenke/?sh=7a159af8742c>
- No partners are directly involved in the extraction or distribution of fossil fuels
- Sponsors – click [here](#)

Aston Villa

Policy, Commitment & Reporting

- The Club has a sustainability policy, which is not currently available on the website. The club website is undergoing a redevelopment in line with new club badge/ branding for the 2024/25 season.
- We have just received our first carbon footprint report from our external consultants and at the time of writing are in discussions with them regarding the development of our strategy according to our emissions report. The results of the report will be visible on the club website, but at the time of writing this publication has not been finalised. We are also committed to implementing the UEFA Football Club Carbon Footprint Calculator tool and will be attending an information event on the tool and its implementation at Arsenal in the coming weeks.
- Our external target in line with our submission to UEFA as a 2028 host venue a recycling rate of at least 50% (target 70%) with zero waste to landfill. Recycling rate was 20% in 2022/23, up to 42% now.
- Zero waste to landfill already in place with new waste management supplier contract. In addition, we are targeting a 25% reduction in waste generation per fan (current 0.545kg per fan per game, with aim of 0.4095 kg per fan per game).
- Club catering and events partner Levy have their own net zero pledge (by 2027).

Clean Energy

- Our electricity supply is 100% REGO backed, electricity is 70% of our total energy use. Sport Positive verified
- Currently we do not have any onsite generation provision, but there are ongoing discussions on a number of ways how this can be introduced in the Club's estate. REGO certificate confirms the renewable energy applies to Villa Park and 7 additional sites, which covers all AVFC offices, training ground, shop and our new Brookvale Inner-City Academy.

Energy Efficiency

- We implemented a new BMS system and software package in August 2023, allows us to manage and monitor more efficiently. Within the stadium we have control of gas, lighting, electricity, air conditioning etc.
- Stadium floodlights were changed to LED lighting at the end of the 2022/23 season, and a programme of concourse LED lighting is underway.
- Our new Brookvale Inner City Academy (BVICA) is completely BMS controlled – air, heating, water, electricity. All of the energy and water usage can be broken down and usage monitored with the new system.
- Our grounds equipment at Villa Park stadium is all electric and now electric grounds maintenance equipment/ mowers in place at the training ground. In addition we have three new electric medical buggies.
- There are a number of energy efficiency improvements that are being implemented across the estate including:

- We have started the process of Changing out gas boilers to electric
- Passive light sensors in all toilets across concourse and stadium
- Heating pump systems supplying air into function rooms now use inverter as opposed to constant fans, which cuts down electricity usage
- Pilot scheme to install 13 amp plug sockets that can be controlled via BMS. This is currently being piloted in the Directors Club, with a view to rolling out elsewhere within the hospitality areas
- TVs across the stadium continue to be controlled by BMS system

Sustainable Transport

- As of this season (2023/24), the men's first team now travel together to home games by coach rather than driving cars individually to the stadium.
- For every home game, we send a match day travel guide to supporters via the Club app. This provides guidance on fan travel to and from games (over 100,000 app owners), which includes modes of sustainable transport. We have a link with Transport for West Midlands (TFWM) which provides information on bus and train routes. The AVFC marketing team work actively with team at TWFM to update page and provide information for fans.
- We are in the final stages of entering into contract with a bus operator who will provide express city centre to Villa Park shuttle bus service, to be launched at the back end of this season. The Club will be subsidising this service.
- In terms of EV chargers, there are three located at Villa Park (no increase), two at the Academy/ Women's section of the training ground (no increase) and 10 located at the main training ground (no increase). In addition, the new Inner-City Academy facility at Brookvale has eight new EV chargers on site.
- The new Inner-City Academy is located next to Witton train station and is also on a main bus route on the north of the city, making it easily accessible by public transport. In addition, the site has two new covered cycle parking areas which are operational supervised and secure. These are also promoted and encouraged for use on match days, as well as for site visitors during normal operational times.
- We do not currently have a sustainable transport policy across the club, but we do now have a full-time Transport Officer. The new Transport Officer is working with the fan advisory board (a committee made up of supporter group/ fan club representatives) in order to consult and input into our pending sustainable transport policy informing how we can offer more sustainable transport for fans.
- From a wider fan perspective, we undertake a Fan travel survey. This was last completed in 2022, which had 3,000 respondents) and we are due to reissue the fan travel survey before the end of the season. 2023/24 fan travel survey results will be made public

Single Use Plastic Reduction or Removal

- One Cup scheme implemented for hot and cold drinks in concourses and hospitality areas removing all single-use plastic cups from kiosks and hospitality, as well as in offices at both the stadium and training ground.
- No plastic water bottles on site at Villa Park, with water coolers in place in each office. Reusable bottles in effect at the training ground.
- Reusable trays now being used in all concourses, with all cutlery now wooden, and all sachets replaced with condiment dispensers. Recycling bins now clearly identified both in concourses and in concession stands with 'waste champions' working in kiosks.

- Single use plastic bottles removed from training ground and from kiosks within the stadium
- We have changed our waste management supplier and now mixed plastics, food waste and general waste is separated on site before it is removed.

Waste Management

- Have changed waste management company and now have zero to landfill contracts already in place with waste management company (Biffa), where all waste streams are recycled with waste converted into energy, recycled or recovered.
- Separate food, recycling and general waste bins now in all concourses for the public. Waste champions now positioned in each stand to monitor and support staff waste management in kiosks and hospitality areas. Recycling bins in all offices at stadium and training ground and now installed on all stadium concourses
- NFC ticketing system rolled out across the whole stadium in 22/23, eliminating the need for fans to print e-tickets. All tickets can now be downloaded as e-tickets in e-wallets, reducing the use of paper.
- Promoting a 'paperless office' within HR and Payroll wherever possible, in order to reduce paper waste and need for recycling. Paperless menus now in corporate hospitality areas, and significant reduction in printed team sheets distributed in hospitality on match days.
- Match day hospitality staff uniforms made from recycled plastic and all paper napkins in hospitality areas replaced with linen. This is offset from washing and transport of dirty linen by reducing number of tablecloths used in hospitality areas by 50%. Hospitality areas now using digital ordering systems (as opposed to paper) and all hospitality areas now use digital menus on screens as opposed to printed. Paper team sheets no longer printed saving 000's sheets of paper at each home game.
- Hand dryer installation in stadium toilets removes need for paper towels. To date approximately 25% of stadium toilets now have no paper towels. New Brookvale Inner-City Academy building has all hand dryers and no paper towels.
- We have a new compactor on site. Compacting general waste removes the need for a bin collection every day, and subsequently bin collections have been reduced from daily to one collection per week.
- We have purchased two cardboard balers at the stadium allows us to recycle and compact on site and remove rubbish going to landfill.
- Our target moving forward is to have only general waste collected. Cardboard and plastic are baled and sold, food and grass clippings are put through digesters and turned into water.
- We have two bio-digestors, which to date are used for food only. Both of which have digested 8.5 tonnes of food from match days and events, reducing our food waste by 17 tonnes in the last 12 months.
- There is no food waste removed from training ground, it is all put through the bio digester and turned into water.
- 'Circular economy' initiative in place with used and unused kit and equipment at the end of the season, with tens of thousands of pounds of new and used kits donated locally and abroad.
- One waste collection at Villa Park stadium each week, compared to three collections per week in previous years.

Water Efficiency

- Food digester at training ground runs all water to the effluent plant, cleaning it and going back to ground on site
- All concourses now have waterless urinals, reducing water usage (although no statistics currently available to measure by how much).
- Our new Inner-City Academy facility has a leak detection system integrated into the BMS allowing us to isolate any leak and minimise water loss.

Plant-based/Low-carbon Food

- Vegan option on the concourses is curry potato and spinach pie
- Meeting for Change' package rolled out across events/ external facility hires with commitment to 80% of produce being British grown; plant forward menus; zero waste; ethical sourcing practices.
- Klimato labelling now standard across all menus for both match day and non-match day
- Vegan options in hospitality include: roasted tomato soup, saffron arancini, beetroot tartare, thai green mushroom curry, plant forward mushroom steak, chocolate delice
- Plant-based menus for staff and players currently sit at 5% plant based at training ground, with 10% available at staff canteen at Villa Park. Hospitality on match days is 30% plant-based food options, with 100% of deserts now vegan. For non-match day conferencing and events, 35% of food options are vegan.

Biodiversity

- The Brookvale Inner City Academy (BVICA) had a full Ecological Enhancement Strategy which set out the principles by which the development ensured a net gain for biodiversity, in compliance with the National Planning Policy Framework and local planning policy.
- The development was completed in September 2023. The strategy included:
- A net increase in the number of mature standard trees across the Site
- Creation of a flood alleviation area adjacent to the River Tame, with introduction of tree species suitable for the establishment of wet woodland and with wetland meadow planting.
- Enhancement of retained habitats through understorey planting beneath hedges and trees, and creation of a mosaic of habitats, particularly on the western part of the development.
- Planting trees across the Site especially within hardstanding areas
- Creation of new opportunities for reptiles, amphibians, small mammals and invertebrates, through: co Creation / retention of wildlife corridors around the Site.
- Creation and maintenance of log piles (hibernacula).
- Retained and enhanced opportunities for bats and birds, through creation of the habitats as set out within the landscaping scheme, through careful management of the habitats, and through installation and maintenance of bird and bat boxes.
- Control of invasive non-native plant species to ensure the native planting is retained and the net benefits delivered are not lost over time.
- All hardcore from the Brookvale development site was crushed on site and re-purposed, ensuring no concrete was removed from site during the building process
- Biodiversity continues to be implemented at the club's training ground including tree and grass planting, felled trees, low level lighting woodland walkways (to minimise impact on bats) and pond construction.

- Foundation continues to maintain a mile-long stretch of canal towpath from British Waterways, which is utilised by disability participants and those on our mental health programmes.
- We will now be putting grass cuttings into our food digestors at both the training ground and stadium, reducing waste collections of grass cuttings across our sites.

Education

- There is no formal training given to staff or players, but there is an environmental sustainability presentation delivered at the new staff induction across the club.
- The Foundation has delivered a number of social action-led environmental sustainability programmes in local Birmingham schools.
- We use the vehicle of sustainability as the driving force for change and the 6 pillars of social action are intertwined within learning around our selected key sustainability topics of: Energy, Travel, Water, Waste and Food. At the end of the six-week classroom programme, children look back on the 5 topics and decided which one they felt was the biggest issue for their school. During weeks 8 and 9, each group put together a 'Dragons Den' style pitch, where they identified a problem and then found ways to solve it.
- By the end of the 23/24 season, the Foundation will have delivered 17 environmentally focused social action projects, reaching over 300 pupils.

Communications and Engagement

- Internal environmental working group established, with quarterly cross-departmental meetings taking place to drive environmental practices and ideas. Aston Villa Represented on Premier League sustainability working group.
- The Club's annual fan consultation survey on environmental sustainability matters last took place in February 2023 (next due in February 2024). The Results were not shared publicly.
- Aston Villa Women are supporting the Green Football Weekend campaign, with a web article published on 30 January 2024 (<https://www.avfc.co.uk/news/2024/january/30/villa-women-to-support-green-football-weekend/>)
- Internal environmental working group established, with quarterly cross-departmental meetings taking place to share environmental practices and ideas.
- Environmental Sustainability section will be incorporated on the club website. This has been delayed. Original club rebrand was completed in July 2023, but new CEO is re-opening the re-branding and crest exercise with new club identity identified later this season.
- Claret, Blue and Green branding being incorporated into full club re-brand and design, so estimated completion is by end of 2023/24 season.

Procurement/Sourcing

- We don't yet have a full sustainable sourcing policy, but we have acted to reduce our impact by adding an environmental assessment of suppliers into our decision-making process at the tender stage. We do have a Supplier Code of Conduct covering ethics, labour rights and modern slavery.

Sponsorship and Ownership

- Ownership
 - 55% by NSW – Nassef Sawiris and Wes Edens
 - **Information:** NSW is a company jointly owned and controlled by Sawiris' group NNS and American billionaire Wes Edens
 - **Country:** Egypt / USA
 - **Source of Income:** Nassef Sawiris – Construction/Investments // Wes Edens – Investment/Private Equity/Energy
 - **Links:** https://en.wikipedia.org/wiki/Nassef_Sawiris
https://en.wikipedia.org/wiki/Wes_Edens
- The Club has no partnerships with any organisations that have fossil fuel affiliations. To the best of our knowledge the owners (two individual shareholders) do not invest in, financially support or underwrite fossil fuel extraction.
- Sponsors – click [here](#)

Bournemouth

Policy and Commitment

- Have environmental policy in place, shown on website:
<https://www.afcb.co.uk/media/192001/environmental-policy.pdf>

Clean/Renewable Energy

- Our electricity is 100% renewable and our gas is Carbon Neutral, we have just finalised moving tariffs to British Gas

Energy Efficiency

- We will apply the energy hierarchy and seek to reduce the amount of energy used as much as possible, eliminating waste and promoting energy conservation, and driving energy efficiency improvements, for example:
 - All non-essential electrical equipment and apparatus is switched off between home games, including coolers, chillers and refrigerators
 - We continue to replace old style light bulbs with LED alternatives
 - Motion active lighting has been installed where practical
 - There has been a steady change to electric mowers from the more traditional petrol driven ones with an aim to phase these out over a period of time
 - Energy consumption and efficiency of new products will be considered when purchasing.

Sustainable Transport

- Use of public and active travel is encouraged via website:
<https://www.afcb.co.uk/tickets/getting-to-vitality-stadium/>
- Have a partnership with Beryl bikes and promote their use to the fans on match day and staff on non match days: <https://www.afcb.co.uk/news/commercial/club-team-up-with-beryl/>
- Supporter coaches provided to reduce the amount of people using their own vehicles on matchday.
- Geographically challenge due to position but only fly when necessary. 10 out of 19 PL the team will fly
- We will continue to ensure EV chargers are available at the club.

Single Use Plastic Reduction/Removal

- Plastic pint glasses removed and replaced with reusable cups
- Sauce sachets removed from concourse and replaced with refillable sauce bottles
- Alcoholic PETs removed and replaced with cans which are easier to recycle.
- Introduction of water filtration machines and reusable bottles to reduce the need for PET bottles
- Removal of all plastic cutlery and replaced with either wooden or biodegradable alternatives

Waste Management

- Operate a general waste/mixed recycling plan where the recycled products are sorted by the waste management provider
- All food waste is sent to local composting company and turned into landscaping products or energy. Hoping to use the landscaping products on the new training ground so it completes a full circle
- We continue where possible to use compostable or biodegradable products across our catering to limit the impact we have on the environment. These include all coffee cups and printed packaging such as burger boxes.

Water Efficiency

- To reduce water usage, taps on all our public and staff toilets have been replaced push taps limiting flow rate
- Players showers in both the training area and stadium changing rooms are also push activated

Plant Based/Low Carbon Food

- We will continue to increase our plant-based/low-carbon food offerings across all our menus to help reduce greenhouse gases and reduce our carbon footprint.
- Vegan options available, vegan hot dog, vegan pies and vegan rolls in concourse
- Vegan options available in all hospitality suites on both matchdays and non-matchdays
- Players and staff are also given vegan options on a daily basis

Biodiversity

- We will develop a biodiversity management plan for our new training ground, and engage our local community in positive action to support nature.

Education

- Recently hosted students to partake in Green Football Weekend
<https://www.afcb.co.uk/news/community/the-grange-school-partake-in-green-football-weekend/>

Communication and Engagement

- No sustainability page on the website
- Recently hosted students to partake in Green Football Weekend
<https://www.afcb.co.uk/news/community/the-grange-school-partake-in-green-football-weekend/>

Sustainable Procurement

- We utilise local suppliers where possible, to limit the carbon footprint the vehicles create, particularly when it comes to F & B and consumables.
- Retail continues to stock and expand a range of sustainable products made from such items such as bamboo.

Sponsorship and Ownership

- Ownership
 - Ownership: 100% by Black Knight Football Club
 - Information: Bill Foley is the Managing General Partner, with a number of limited partners including a 50.1% interest for Cannae Holdings Inc
 - Country: USA
 - Industry: Sports and Entertainment
 - Source of Income: Financial services/Corporate Law
 - Links: <https://www.afcb.co.uk/news/club-news/afc-bournemouth-acquired-by-bill-foley-led-partnership/>
- Sponsorship
 - Sponsors – click [here](#)

Brentford

Policy, Commitment & Reporting

- Environmental sustainability strategy in place across five pillars: Governance, Climate & Carbon, Waste & Circularity, Nature & Biodiversity and Engagement. Details of this strategy are published on our website [here](#).
- Strategy applies to all of sites – the Gtech Community Stadium, Wembley Park, the Robert Rowan Performance Centre, retail shop, and staff offices.
- Long term as we have a detailed action plan within this strategy stretching over decades, up to and beyond 2030.
- We have hired a sustainability manager who is responsible for the delivery of the strategy. They are working across the whole club and is responsible for environmental sustainability alongside the club's Corporate Affairs Director.
- The strategy was influenced by the UN Sports for Climate Action and the Sustainable Development Goals.
- As part of the strategy, we have made public pledges on all our pillars. This includes:
 - Monitoring and reporting on our progress regularly
 - Reducing our carbon footprint and supporting climate change mitigation and adaptation
 - Promoting circular economy practices, managing resources sustainably, reducing waste and promoting recycling wherever possible
 - Supporting the regeneration of natural habitats and a healthy living environment
 - Collaborating with our colleagues, players, stakeholders, fans and the local community
- We are in the process of establishing our current baselines, and, in line with our values, we are collecting data and information to help us establish quantifiable targets.
- Most notably, we have calculated our carbon footprint in line with UK Government Streamlined Energy and Carbon Reporting regulations, which is publicly available on Companies House. [Brentford financial results announced | Brentford FC](#)
- We are in the process of calculating a more comprehensive carbon footprint in line with the GHG Protocol and we are actively working with the Premier League and other clubs to ensure such calculations and reported figures are accurate, consistent and useful when published.

Clean Energy

- Onsite solar generation system, with a solar photovoltaic system installed on the roof of the Gtech Community Stadium. Power output of 84kw.
- This system provides our stadium with energy, which tops up our energy supply and reduces our demand from the grid.
- Procurement: We have been locked into an energy procurement contract for a number of years, to mitigate risks of energy price fluctuations, as is typical for an organisation who has a relatively consistent demand over a long period of time. However, as our current energy supply contract reaches its end, and at the first opportunity, we have sought to renew our

energy procurement through renewable energy only. This includes both for our grid supplied electricity and for our gas supply.

- Plans for the future: Going forward we will be supplied with Biogas, generated from organic material. Although we recognise there are challenges with Biogas, we see it as a transition fuel that will support us on our journey of GHG emissions reduction and will play a role until we can move to more sustainable alternatives.
- EfW: Our general waste is converted into energy meaning our waste contributes to alternative energy generation and helps to avoid the use of fossil fuels.
- Fan engagement: We actively engage with our fans directly to switch to renewable energy at home. We shared communications on this as part of Planet League in our match programme and in our pre-match email. Although we recognise the challenges facing our fans and local community in recent times relating to cost-of-living crisis and the price of energy, switching to renewable can often be a cheaper alternative as well as helping to address climate change.
- We have communicated to our fans on the benefits of such switches – both from an environmental and a financial perspective.
- We have partnered with Utilita on campaigns like ‘Save Like Dave’ encouraging fans to save money and switch to green energy
- We ran a partner workshop on sustainability in November 2023 and invited Utilita to speak around renewable energy, which we also [shared with our fans](#).
- With regards to Planet League, we communicated explicitly on fans switching to renewable energy via [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium

Energy Efficiency

- We have a systemic energy optimisation plan in place.
- This plan is across all of our sites – the Gtech Community Stadium, Wearsheaf Park, the Robert Rowan Performance Centre, our retail shop, and our staff offices – and assesses our current energy demand, actions to maximise energy efficiency, and actions to reduce overall demand. Within the plan we assess the energy draws at each site, the equipment used, the activity and need, the responsibilities of staff across each area/item and controls applicable.
- Examples of actions we have completed include implementing sensors for lights and hot water across our hospitality areas and concession stands respectively.
- These installations prevent energy draws when there is no demand and eliminates the possibility of human error in leaving equipment on when unattended.
- The monitors we use, in both the stadium and the training ground are controlled centrally and are automatically turned off out of work hours or when there is no business need.
- We are trialling more energy efficient grow lights for our pitch at the stadium, as we know these have a significant electricity draw.
- We maximise our use of LEDs lights – through the stadium, training ground and other sites, including the floodlights.
- We have in-house power provision for broadcasters, so for matchdays broadcasters can rely on our energy and do not have to use mobile diesel generators.
- At the Gtech Community Stadium we have a comprehensive Building Management System (BMS) through which we can centrally control our energy demand across the stadium.
- This system gives us live and historical data and enables us to manage our energy draws depending on demand and activity throughout the stadium.
- We are compliant with relevant national legislation, including ESOS and SECR, and the stadium has a BREEAM certificate of “Very Good”.

- Equipment: In terms of mobile equipment, 100% of our mowers that cut our first team pitches are electric. We have 20 electric mowers for all of our first team pitches, and 4 for wheatsheaf park. We have 2 hybrids for our non-first team pitches and 8 petrol powered mowers for the surrounds and garden lawn areas at our training ground. Our remaining mowers are on lease and have been recently replaced so use the latest technology possible, minimising diesel demand.
- We actively engage with our fans directly to encourage energy efficiency in their homes.
- As with clean energy, we recognise the challenges facing our fans and local community in recent times relating to cost-of-living crisis and the price of energy, seeking to be more efficient with energy can save money as well as help to address climate change.
- We recently [ran an initiative](#) with Utilita to address fuel and food poverty at home. As with clean energy, and a number of other topics, we have communicated to our fans on the benefits of driving energy efficiency at home, predominantly via our comms on Planet League on [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium.

Sustainable Transport

- We have a sustainable transport policy in place (Sport Positive verified) that applies across all of our sites and to all of our employees (including players), as well as our fans (specifically on how we interact with our fans around travel).
- This policy sets out our position on travel and its role in our sustainability strategy and the wider impact on the environment. We set out guidelines on employee business travel, employee commuting and on how we can encourage fans to travel more sustainably.
- We have an electric car scheme in place, and a Cycle2Work scheme which incentivises our staff to commute on more sustainable modes of transport.
- We have a health insurance package that rewards staff to be active – including travelling more sustainably, e.g. cycling and walking.
- In our staff survey we include questions on staff commuting practices, to help understand the carbon emissions associated and to establish actions on how to reduce these.
- We have also analysed our fan travel data which has enabled us to understand our fans and their journeys on matchdays.
Going forward we will work closely with our fans to help with more sustainable travel options to attend matches. We publish the latest statistics on the proportion of fans and the various modes of transport taken on [our website here](#).
- Around every matchday we [proactively engage with our fans on how they travel](#) – we encourage use of sustainable travel options, including the train, but also inform them of disruption both on big screens and announced on the PA system.
- LED screens outside the stadium direct fans to take the train.
- Our fan support team provide on the ground advice and communicate train times and locations. We do not recommend driving to games.
- This includes away fans who [we advise to use public transport](#).
- We have car charging points at the stadium, training ground, retail store, and staff offices.
- We actively support initiatives to encourage fans to take sustainable travel options – for example we worked with The Sustaina-Bees, an independent group of Brentford fans concerned about the environmental crisis, to organise cycle events to London away matches, one of which a [Club director attended](#).
- Fan travel survey information is published on sustainability webpage. We have updated the numbers based on collating our post-match survey data for the first half of the season – **63%**

of our fans either use public transport, walk or cycle to attend home matches, and 35% travel by car. This is available on our website [here](#)

Single Use Plastic Reduction or Removal

- We have a plan in place to reduce plastic (and all other) waste across all our sites. We are committed to eradicating plastic waste across all our sites.
- At the Gtech Community Stadium reusable pint cups are provided for all pint-sized purchases. Biodegradable paper cups and lids are used for hot drinks.
- Paper straws have replaced plastic and single use plastic stirrers and sachets have been removed. Sustainable wooden cutlery and bowls/plates are used.
- Water fountains are in place in each stand of the stadium, allowing fans to use refillable cups.
- In our retail store recyclable bags are used instead of plastic, and no single use plastic cups are in use. In our office we have taps and club mugs to encourage staff to avoid single use plastic. No single use plastic is provided by the club.
- We are working on a solution at our training ground to improve our water provisioning, providing reusable bottles and educating players and staff. We have historically provided staff with reusable bottles to reduce single use plastic and we are revisiting this solution again.
- We proactively engage with our fans on plastic waste, and waste in general.
- For the 2023/24 season we reviewed and changed our Season ticket and membership welcome packs. Instead of sending welcome packs for general admission season ticket holders we sent them letters – removing a significant portion of waste.
- For premium season ticket holders we provided keep cups and included a message around reduce single-use plastic cups
- Across both we reduced the packaging and communicated to our fans that fact.
- We communicate to our fans about the reusable cup system in our stadium – and [encourage them to use reusable cups](#). We have communicated to our fans the benefits of reducing single-use plastics via [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium.

Waste Management

- We have a plan in place to reduce waste across all our sites and increase our recycling amounts. Sport Positive verified
- A pillar of our strategy is to commit to promoting circular economy practices throughout all sites and to manage resources sustainably.
- A waste strategy was produced as part of the design for the building of the stadium and is in operation.
- This means that no waste is sent to landfill, and the general waste streams that cannot be automatically sent for recycling goes to an “Energy from Waste” facility where it is burned to produce electricity, meaning none of our waste goes to landfill.
- In terms of recycling, recyclable waste goes to a recovery facility in Mitcham where it is separated and sent for recycling.
- We use the “Too Good To Go” app where possible to redistribute food – both at our stadium sites and the training ground.

- Staff at our retail store have established recycling processes for a long time. As well as all of the above, we are further working with our waste management provider to improve our practices at all our sites.
- The Gtech Community Stadium hosts multiple different sporting events and we have specifically designed in communications and signage to be digital rather than physical, reducing wastage between events.
- We have implemented the use of QR codes on matchdays to reduce the need for paper – for example replacing team sheets in our hospitality lounges, and for wifi passwords throughout the stadium.
- We are paperless enabled – i.e. we encourage fans to use digital tickets rather than paper tickets. We use lanyards and wristbands in our hospitality areas and are in the process of systemically replacing them with recyclable and biodegradable alternatives.
- We are part of [Utilita's nationwide 'Football Rebooted' campaign](#) – their mission is to rehome at least one million pairs of quality football boots across the UK, to stop them ending up in landfill. The recent development of the Robert Rowan Performance Centre at the training ground was constructed using reusable, low-carbon construction materials (for example, the gym is a wooden, reusable, structure), and further plans for development at that site have been submitting for using the same materials.
- As part of the development we kept old turf, prevented it from going to landfill and repurposed it at the training ground. As part of the Wheatsheaf Park development, we reused materials as far as possible – we reused old equipment from the stadium (for example dressing rooms seats, goals and warm up nets) and we renovated old equipment and temporary structures including the previous club shop.
- We continue to minimise waste at the site as far as possible, for example using insulation wrapping from deliveries to keep mowing equipment warm.
- Our kit rollover was a categorical success, and [widely well received](#).
- This was driven by both financial savings for fans and to reduce waste. Therefore, the decision was made to take another rollover, whereby we now have [the 23/25 home kit](#).
- We are again unique in having a two-year home kit, which directly communicates to fans, and the wider world, a message on sustainability and waste reduction with a quote from our CEO explicitly mentioning our commitment to reducing waste.
- We have an organic range of retail products, and a range using [reworked old retail items](#) (and [here](#)) again addressing the issue of waste. We also [communicate on a matchday](#) specifically around waste and recycling.

Water Efficiency

- We have a water conservation plan for both matchday and non-matchday. Sport Positive verified
- This plan is across all of our sites – the Gtech Community Stadium, Wheatsheaf Park, the Robert Rowan Performance Centre, our retail shop, and our staff offices – and assesses our current water demand, actions to maximise water use efficiency, and actions to reduce overall demand.
- Within the plan we assess the water draws at each site, the equipment used, the activity and need, the responsibilities of staff across each area/item and controls applicable. This is in line with the energy optimisation plan referenced above.
- Our most significant action included in this plan is a borehole which has been dug at our training ground.
- This borehole will reduce our demand from mains water supply and builds in water recycling into our pitch irrigation process. We have constructed an actuation tank from which the

water is pumped into and stored. In addition, we have introduced new water pumps to make the irrigation system more efficient.

- At the Gtech Community Stadium we have waterless urinals installed, non-concussive taps (that automatically turn off), and low-flow fittings for WCs, sinks, and showers. In three of our stands our concessions are on solenoid switches, which are only activated on a sensor, reducing the possibility of water wastage while no one is present.
- We regularly update and replace our dishwashers to ensure they are top of the range specification in terms of water use and wastage.
- At Wickets Park we have installed a closed water system to clean equipment, whereby water is recycled in the system and only used for one purpose.
- We are exploring implementing this at our other sites. Across all our sites the pitch irrigation systems are scheduled in an efficient manner so as to reduce our water demand – for example taking into account sunrise times to avoid water evaporation.
- We communicate to our fans the benefits of using water efficiently, for example [on our matchday webpage](#) regarding using the water fountains and on [our sustainability webpage](#). We also have done so for Planet League via [our website](#), in our matchday programme, on [our social media](#) accounts, in email communications and on matchday in the Gtech Community Stadium.

Plant-based/Low-carbon Food

- We offer low carbon food options at all our sites, and on matchdays in all our areas.
- In each area – both general admission and all sections of premium/hospitality there are vegan and low carbon options available.
- The vegan options in general admission areas include a 'Flamin' Nacho Burger', a Vegan Dog and a vegan jalfrezi as standard - other options available for pre-order that change match by match. In our hospitality areas our vegan options change each match.
- When we provide food for staff we include both vegan and low carbon options, along with specialty options taking into account allergens and gluten free etc.
- Players' food options include low carbon/vegan/vegetarian food for our players. The food provisioning for them is driven by our nutritionist who organises their diet and our catering team.
- We have an [Official Plant Based Food Partner, Naturli](#) – who are an innovative leader in the plant-based food industry.
- The partnership marks a significant step towards introducing fans to the world of plant-based food and cuisine.
- One notable highlight from Naturli's initial work with Brentford was the distribution of free ice creams at the Manchester City game at Gtech Community Stadium in May.
- Levy UK, our catering partner, have committed as a business to going zero carbon by 2027. They use local and seasonal produce wherever possible (for example, a minimum of 80% seasonal fruit and vegetables), and have delivered a 50% reduction in beef consumption through changes to their menu and highlight the low carbon options on the menu to fans.
- We also use "Too Good To Go" app to ensure our unsold surplus food is not wasted.
- At every matchday we communicate to our fans via menus the carbon emissions associated with each product. We also set this out on [our sustainability webpage](#).

Biodiversity

- Biodiversity is a key pillar in our sustainability strategy, which sets out our commitment to supporting the regeneration of natural habitats and a healthy living environment across all our sites, which is available on the club's [sustainability webpage](#). The website states:
 - 'Ecological enhancements have been implemented within the site boundary of the stadium, which contribute towards the wider development's increase in ecological value.'
- At the Gtech Community Stadium we increased the ecological value of the new stadium site, including external planting around the stadium and drove a net gain in biodiversity according to habitat type, area and species numbers when comparing the post-development and pre-development states. We are further exploring ways in which we can enhance nature at the site.
- At our training ground we have added twenty trees while retaining the existing scrub, hedgerows, and trees. We recently submitted a planning application to develop the site, which included extensive plans to enhance biodiversity on site.
- We will meet our regulatory requirements however we also have invested in new landscaping and trees on the site to create a more welcoming, attractive environment and to reduce the visibility and noise of our activities as much as possible. For the academy, we are providing further landscaping, planting and ecological improvements to respect the area's status as a Site of Importance for Nature Conservation (SINC) and minimise disturbances to local residents. Where we are adding new fencing, this will include planting, greenery and trees as much as possible.
- As we have such a strong link to nature, with our nickname as The Bees, we communicate to our fans on this point. Last year with our membership packs we shared seed bombs to our premium members, giving information on the benefits of nature and giving the opportunity for fans, who number in the tens of thousands, to enhance nature themselves by spreading seeds.
- We have also worked with the charity Bees for Development who help to alleviate poverty through beekeeping – addressing both social and environmental issues. We [have communicated to our fans](#) on this regularly, and have offered Bees for development products in retail store. In addition via our communications on Planet League we have communicated to fans on the benefits of nature on [our website](#), in our matchday programme, on [our social media](#) accounts, in email communications and on matchday in the Gtech Community Stadium.

Education

- The topic of sustainability and our sustainability strategy is included in our induction training presented to all new staff. We previously worked with some external consultants to deliver a training session for all staff, have signed up staff to training sessions specific to carbon reporting and conducted an additional internal training session on sustainability in general and one specifically to office staff on recycling.
- As part of the engagement pillar of our sustainability strategy, we engage with all staff on sustainability and have a programme in place to increase understanding and awareness across the club beginning in April 2024. This includes employees and players in our men's and women's first team, our B team and our academy, and also extends to our partners. Sustainability focussed sessions with the academy, u18s and the women's teams are booked in for April 2024, with men's team to follow.

- We have a sustainability working group with representatives from departments across the club (both off-field and on field) who are nominated sustainability champions.
- They support the delivery of sustainability-related work and also for learning on sustainability – both for themselves and in terms of rolling out the training programme more widely, for example by ensuring the content of the training is relevant to their team.
- We also work with our cleaning staff, casual matchday staff and have had sessions with our partners and commercial sponsors on sustainability, why it's important and what we are doing about it. We have a fan working group on sustainability which we use to discuss priorities for the club, and to raise awareness on relevant topics between the fans and the club. We also have sustainability on the agenda for our wider Fan Advisory Board, specifically raising awareness on the issue and the club's activities.

Communications and Engagement

- We have a dedicated webpage on sustainability on our website that we update regularly. This sets out our strategy and how we are progressing - <https://www.brentfordfc.com/en/sustainability>
- Engagement is a key pillar in our sustainability strategy. We know that we can't achieve our sustainability goals alone and we are actively working with our fans, partners, suppliers, community and the council on sustainability.
- Internally we have our staff working group, with representatives from the whole club, and we have our training programme that includes all staff.
- Externally we have a fan sustainability working group, with representatives from our official fan supports groups and special interest groups such as the Sustaina-Bees.
- We meet regularly to discuss the implementation of our strategy and how to best engage with and interact with our fans on sustainability.
- We have conducted a fan survey on sustainability as part Green Football Weekend 2024, using it as an opportunity to understand our fans' views on sustainability so that we can work together to achieve our goals.
- We ask our fans about environmental sustainability in our mid and end of season survey each year.
- We regularly update our fans on sustainability. We encouraged fans to [join fan-led cycles to away London matches](#), one of which a club director attended. We have encouraged fans to try plant based food [with our official plant-based food partner Naturli](#) and we communicated to fans when we had our [Sustainability Workshop with our partners](#).

Procurement/Sourcing

- Our procurement process seeks to ensure our suppliers can supply the goods and services we require but are also aligned to our values both on environmental sustainability and on social topics like Modern Slavery.
- We have sought sustainability related information from our most material retail suppliers, including their key environmental impacts, carbon emissions information and how we can work together to drive better outcomes.
- When procuring goods and services Brentford FC asks:
 - What are your main sustainability impact areas, and have you taken any actions to improve them? (i.e. do you have a sustainability strategy?)
 - What actions or activities do you have planned regarding sustainability topics in the future (e.g. carbon emissions reduction, use of recycled materials, reduction in

packaging etc.) and how have you considered working with partners like Brentford FC on these?

- Do you calculate carbon emissions data and would you be willing to share it?
- We conducted a partner's workshop on sustainability in November 2023 that included some of our key suppliers, to showcase our priorities, understand their sustainability related work and establish how we can work together in the future.
- We will continue to develop both our procurement and risk assessment processes – in terms of understanding our current supplier base and any future changes to our supplier base.

Sponsorship and Ownership

Influence

2023: Fossil Fuel Affiliations

- Ownership
- 100% by Matthew Benham
- **Information:** Matthew Alexander Benham (born May 1968) is a British businessman who is the owner of English Premier League club Brentford FC and FC Midtjylland in Denmark. He is also the founder and owner of Smartodds, a statistical research company for professional gamblers, and owner of Matchbook betting exchange.
- **Country:** UK
- **Source of Income:** Finance/Analytics/Gambling
- **Links:** https://en.wikipedia.org/wiki/Matthew_Benham
- Sponsorship
 - We have a due diligence process in place to assess any potential partners. We assess partners based on a number of criteria, including their business structure and ownership, finances, environmental sustainability, equity, diversity and inclusion, modern slavery and others.
 - Based on this assessment we decide on whether any partner is suitable for us to work with. As per our engagement pillar of our sustainability strategy and similar to our supplier assessment process, we are careful that any organisation we partner with aligns to our values as a football club.
 - None of our current partner portfolio work extensively in the fossil fuel industry.
- Sponsors – click [here](#)

Brighton and Hove Albion

Policy, Commitment & Reporting

- [Club policy statement](#) on the website, which outlines the club's commitment to sustainability. [New club web pages](#) have been updated under the tagline 'My Albion, My Planet' to provide an overview of accomplishments in key areas and outline the club's [next steps](#) which will include becoming a signatory to the UNFCCC Sport for Climate Action framework, developing a sustainability strategy and reporting on the club's carbon footprint (including scope 1, 2 and 3).

Clean Energy

- The club purchases 100% REGO backed renewable electricity which accounts for around 50% of the club's total energy usage.
- Solar panels generate an estimated 10% of the electricity used at the training ground. The new fan zone that is planned will also be constructed with roof mounted solar PV and the club will investigate all opportunities to maximise renewable generation in the future.

Energy Efficiency

- The stadium and training ground were built to BREEAM standard 'very good' and 'good' respectively.
- The club takes a systematic approach to energy management across both sites and has implemented several measures and processes that have improved energy efficiency.
- Both the stadium and training ground have Building Management Systems (BMS) that are reviewed on an ongoing basis by the contractor, Cube Controls, to ensure settings are correct for planned room usage and to monitor usage to identify further energy efficiency measures.
- Most lighting is now LED and we are continually looking to upgrade any older lighting to LED. This includes LED floodlights, LED external lighting and LED lighting in the football dome.
- Lighting in most indoor areas is sensor activated and external lighting operates on a time clock to ensure it only activates when dark.
- Cube Controls are also in the process of upgrading electricity metering to provide a better view of how, where and when electricity is used.
- Other recent energy efficiency projects include a pilot in the North stand to install power management devices in kiosks which enable them to completely shut down when not in use and this will be rolled out to other kiosks over the next year.
- The recently established Energy Management Working Group meets on a regular basis to review monthly energy reporting and to plan future projects.
- In 2023 a consultant carried out an energy survey for both sites for ESOS and the findings from these will be incorporated into the club's energy management process.

Sustainable Transport

- The club has a travel plan in place for stadium travel on matchdays and is committed to advocating for sustainable transport options.
- On matchdays [the club subsidizes free travel](#) for home and away fans on buses and trains within the free travel zone, as well as providing conveniently located park and rides.
- The club provides [free coach travel to Brighton WSL](#) matches played in Crawley.
- We track annually the percentage of fans taking various modes of transport to games and report this annually via relevant organisations such as the local Safety Advisory Group (SAG), SGSA and Brighton and Hove City Council. Although these aren't published online, the latest results are below (Mode of travel & % of fans travelling by):
 - Train = 36%
 - Public bus = 11%
 - Park & ride = 16%
 - Seagulls travel coach/minibus = 8%
 - Drive & use car park = 9%
 - Drive part way = 10%
 - Taxi/drop off = 2%
 - Cycle = 1%
 - Motorbike = 1%
 - Walk 10+ minutes = 6%
- Secure bike rack parking is available at the training ground and the stadium and offer an annual season ticket travel loan to staff.
- Secure bike rack parking is available at the training ground and the stadium and offer an annual season ticket travel loan to staff. Electric vehicle chargers have been installed at both the training ground and the stadium.
- The club don't have specific targets for team travel and continue to assess team travel arrangements on a season by season, match by match basis, taking into account optimal team preparation, recovery of players and the scheduling of matches.

Single Use Plastic Reduction or Removal

- Strategy in place to reduce/remove single use plastic from all catering operations. The club are currently reviewing all single-use plastics still being used to identify options to remove these.
- Introduced a new [lyfecycle](#) cup on match days which is fully recyclable within the regular recycling stream and will biodegrade within two years if they were to escape in nature.
- All food packaging is now 100% recyclable and a proactive scheme to separate food waste in our kiosks is in place.
- We have eliminated plastic straws, stirrers and cutlery on matchdays and food packaging is made from cardboard. At the training ground plant-based cutlery/cups and take away containers are now in use.
- We produced a sustainable fan membership pack for over 18k members with a notepad made from rPET, a bamboo pen, plus seed sticks. The packaging was all fully recyclable. As part of the 'On the ball' campaign to provide free sanitary products for people attending our venues as well staff and female players, we have introduced plastic free ranges – in place at both the stadium and TG. Our home and away Nike kits are made from 100% recycled polyester fibres, making it our most sustainable shirt to date.

Waste Management

- Waste management strategy in place with recycling bins provided in all areas of the stadium and training ground.
- Separate waste streams are provided for sanitary waste, clinical/PPE waste and sharps. Wood and pallets are recycled through Brighton Wood Store. Battery, lamp and print toner collection are in place with any money generated going to the Foundation. Currently piloting new arrangements of bins using single-stream segregation.
- The club operate a zero waste to landfill operation with the support of our waste provider. Recycle all old match and training kits via overseas charities;
<https://www.myjoyonline.com/tariq-lampitey-foundation-donates-football-kits-and-equipment-to-two-schools-in-asamankese/> <https://www.shropshirestar.com/news/local-hubs/shrewsbury/2023/05/01/nearly-6000-football-shirts-taken-to-kenya-as-county-appeal-makes-emotional-10-day-trip/>
- Green waste is disposed of at Brighton composting centre for recycling into fertile compost. The club's venue partner, Sodexo Live! has recently implemented a new scheme to divert food waste to a local regenerative farm, with vegetables grown on the farm being sent back to supply the catering operations. The grounds team are also investigating options for an on-site solution for processing food and green waste.
- The club have Implemented 100% digital ticketing and have reduced season ticket cards from over 24,000 to just 831 cards. We are no longer using physical printed ticket stock either for home tickets and all of these are sent as downloadable tickets to your phone. Allocations of digital away tickets have also increased. Amex Lounge guest passes at the stadium on match days now are [based on recycled material](#).
- New toilet paper dispensers have been installed that reduce the amount of paper used. Microfibre cloths are used by our stadium assistants when cleaning to reduce our reliance on paper products and the waste they generate.

Water Efficiency

- Water efficiency management strategy in place.
- Ground water recycling at Training Ground via pitch irrigation system.
- Continued to increase the number of water fountains on site in public concourses and staff areas at stadium for match days and at the training ground.
- Grounds team have recently upgraded their machine washdown bay at the training ground for a closed loop system that reduces water consumption used for cleaning vehicles by an estimated 90%.
- Percussion taps across both facilities reduce the amount of water used in toilets and washrooms. The urinals at the stadium are waterless and water supplies in kiosks and toilets are linked to the lighting to prevent unnecessary usage.
- [Working with a local water company](#) surveys of both the stadium and training ground were carried out to check for leaks and identify opportunities to install water saving devices.
- Bottled water purchase needs for technical teams via Life Water (100% recyclable and carbon neutral) where every bottle of water we use delivers 1000 litres of clean drinking water to a community in need. Drop4drop recently confirmed that [a new borehole, pump and tank have been installed in Tami Nadu, India](#), through the club's purchase of their water bottled water.

Plant-based/Low-carbon Food

- Vegan and vegetarian options are available in all catering areas, with local suppliers used as much as possible.
- Every lounge has a vegan/veggie option and full dietary menu in the restaurants, options include: Grilled aubergine, crushed new potato, smoked aubergine, chili & garlic kale and roasted pepper and basil arancini
- General admission concourse dietary options are all advertised via the digital signage above each respective outlet.
- Over 30% of food offered on a match day is vegan or vegetarian.
- Staff and players daily food options at the stadium and training ground provide for all dietary needs including vegan/plant based.
- The club's venue partner, Sodexo Live! working with The Devils Kitchen created a special edition plant-forward Shiitake mushroom burger for Green Football Weekend this year to further promote the club's meat-free offerings.
- The club's head chef provided a recipe for the [Green Football Weekend vegetarian recipe book](#).

Biodiversity

- Training ground development has engendered the planting of an extra circa. 1,000 trees/bushes on site as part of the landscaping programme.
- Installed bird nesting boxes on the stadium roof.
- The grounds team have undertaken landscape enhancements in several areas of the training ground, which have both improved the overall appearance of these areas as well as introducing a number of plant species that will benefit the biodiversity of the site.
- A recent initiative offered members the option to plant five trees in Ecuador (instead of receiving their membership pack) which has resulted in the planting of over 4,000 trees (with another 11,820 on the way) in a mountainous area of Ecuador which has been heavily deforested. The project aims to promote the biodiversity of the area (in particular endangered birds species) and provide employment opportunities for local communities.

Education

- The club is developing sustainability training for all staff and have started to develop a staff sustainability network.
- The club has worked with Football For Future to deliver a sustainability training workshop for the boy's academy team and will be running a similar workshop in 2024.
- The BHAFC Foundation have run their '[Protect the Planet](#)' initiative for the second year in the row, bringing together students from local schools to work in groups to develop a solution to an environmental problem whilst developing skills and employability through a series of workshops. The students received a tour of the stadium to view some of the sustainability measures already in place and were given a presentation from the club's sustainability manager to give an overview of the club's work in this area.

Communications and Engagement

- The club has recently updated its [sustainability web pages](#) to provide a better overview of our achievements and objectives so far.
- Sustainability is being included as a key part of the club's communication strategy for 2024 and various key events are being targeted over the next year to communicate sustainability messages and engage fans in positive behavioural change.
- In the past 6 months this has included communications to fans around; [Sodexo food waste initiative](#), [Southern Water audits at the stadium](#), and [updates on the membership tree-planting initiative](#).
- Sustainability has been raised at the Fan Advisory Board to discuss how best to engage fans in this work and understand fans priorities regarding sustainability issues.
- The club's sustainability manager is part of the European Club's Association (ECA) sustainability working group and contributes to the dialogue around European football and sustainability.

Procurement/Sourcing

- The club has recently developed a 'Supplier Code of Conduct' (Sport Positive verified) which sets out the expectations the club have regarding the supply of goods and services and this was sent to all current suppliers for their agreement.
- This includes requirements that suppliers are expected to meet around compliance, human rights, social responsibility, the environment, waste and carbon reduction and resource conservation.
- The club are now starting a process to collect information from existing suppliers to better understand their performance against these criteria.

Sponsorship and Ownership

- **Ownership**
 - Ownership: 96.4% by Tony Bloom via a Holding Company, Brighton and Hove Albion Holdings Limited
 - Information: Anthony Grant Bloom (born 20 March 1970) is an English entrepreneur, investor, owner and chairman of Premier League football club Brighton & Hove Albion and minority shareholder of Belgian First Division A team Royale Union Saint-Gilloise
 - Source of Income: Accumulated primarily through proprietary or value betting on sports events and holds significant property and private equity portfolios.
 - Links: <https://www.brightonandhovealbion.com/news/1245353>
- **Sponsorship**
- Sponsors – click [here](#)

Burnley

Policy, Commitment & Reporting

- Burnley FC has a published commitment to sustainable operations on its website: [Sustainable Operations | BurnleyFC \(burnleyfootballclub.com\)](https://burnleyfootballclub.com/sustainable-operations)
- Burnley FC in the Community has a designated Trustee Sustainability Champion, a sustainability policy and action plan and an internal working group.
- In 2023 Burnley FC has worked with East Lancashire Chamber of Commerce to produce the second Carbon Footprint Report and Action Plan. The second report indicates a 10% reduction in carbon emissions in the 12 months since the first.

Clean Energy

- The stadium and training ground are supplied with electricity that is 100% from renewable sources. Verified by Sport Positive.
- A proposal to install solar generation into the training ground has been prepared.

Energy Efficiency

- Building Management Systems are in place at the stadium and training ground, reducing unnecessary use of heating and cooling systems.
- Remote monitoring has been installed allowing real time analysis of energy consumption, and highlights areas for action to reduce consumption.
- Club is ESOS compliant and has undergone energy audits to identify energy saving opportunities and carbon reduction strategies across the Stadium and training ground.
- All new lighting is LED, including the floodlights. Lighting within the stadium is 90%+ LED.
- A scheme has been prepared to convert all lighting at the training ground to LED.
- The club has standard operating procedures for matchday and non-matchday operations detailing start up and shut down processes which aim to reduce energy consumption as far as possible.
- Electric mowers have replaced petrol machines at the stadium and training ground.
- The Jimmy McIlroy Stand has been refurbished, with heating and cooling provided by electric equipment, reducing the areas served by gas central heating by about 50%. This required a smaller gas boiler to be installed to ensure efficiency. The existing boiler was removed and used in another area of the stadium to replace a 20+ year old installation.
- Temperature reducing valves have been installed in all toilet/handwash areas, reducing the amount of hot water that is required.

Sustainable Transport

- Accessible by train and bus. Matchday information for supporters always includes information on sustainable travel methods.
- Work closely with local bus companies, supporting public transport methods where possible
- The club provides bike racks and storage boxes for staff and visitors at the stadium to encourage less people to travel by car and staff are encouraged to participate in the Governments 'cycle to work scheme'
- Showers and changing facilities provided for 'cycle to work scheme'
- There are 7 EV points installed at the stadium
- Car share scheme' established and operated by the first team players, where they have purchased a minibus to transport themselves to and from training sessions during the week.
- No matchday unreserved parking on stadium car parks. Since the 2021/22 season, the number of parking spaces available for reservation has been reduced by around 55 spaces.
- The buggy that staff use to travel around the training ground is electric
- The first team have a commitment to use coach or train if the journey is 4 hours or less, as an alternative to flying. Sport Positive Note: Commitment not publicly disclosed anywhere

Single Use Plastic Reduction or Removal

- Additional water fountains have been installed at the training ground to encourage the use of refillable bottles.
- Removed the use of plastic carrier bags in the Clarets Store and replaced them with recyclable paper bags with purchase; previously around 5,000 plastic bags a year were issued
- Burnley FC Hospitality have replaced single use plastic straws with biodegradable alternatives
- Burnley FC Ground Catering have replaced plastic cutlery with wooden alternatives.
- Plastic disposable food carriers have been replaced with a seaweed based product.
- Spray bottles are now refilled from dispensers, rather than being single use, previously, around 3,000 single use spray bottles a year were purchased
- A process to review how usage of plastics and look for alternative products, or work with suppliers and changing their processes in all areas of the club is ongoing.
- Where water bottles are used, these are now 100% recycled.
- Turf Moor offers free feminine hygiene products in all its toilet facilities. Since the start of the 2022/23 season, these products have been changed from regular items to sustainably produced.
- In the 2022/23 season and for the first time, the Junior Clarets gift did not contain any plastic items.

Waste Management

- The club has a waste management strategy where all recyclable or recoverable waste is removed by the waste handler.
- Work closely with waste collection providers to ensure the club's ambition to be a zero-waste organisation is embraced and worked towards.
- Annually less than 3% of waste goes to landfill.
- Unrecovered waste is incinerated and used to generate electricity

- Burnley FC developed a partnership with a company that recycles IT equipment. Old IT equipment is either broken down into component parts and recycled or is refurbished for reuse.
- Burnley FC has also developed a partnership with a furniture recycling company, with the aim of ensuring that old/broken furniture is fully recycled, or refurbished for re-use, rather than it going to landfill.
- Plastics, cardboard and glass are separated at source and are then further processed at the recycling plant.
- Recycling bins are used at the stadium and training ground, but these aren't supporter/customer facing.
- Used cooking oil is recycled into bio-diesel.
- Flyaway mowing is practiced on some of the training ground pitches, meaning that cut grass does not become waste to be disposed of.
- The club is in the process of ensuring that all new purchases/products are accompanied by a sustainable disposal strategy. If a sustainable disposable solution is not possible, strict criteria will be required to be met before purchase is authorised
- The Clarets Store stock a range of 100% recycled merchandise including school bags, rucksacks, and sports bags.
- Burnley FC Ticket Office have removed competition branding from paper tickets meaning that they can be used for any league or cup game, reducing the amount of unused/waste tickets.

Water Efficiency

- The club is making an effort to reduce water usage across all areas.
- A strategy of ensuring that the purchase of new equipment takes into account its efficiency in the use of water is in place.
- The stadium has undergone a programme of toilet cistern replacement in its concourse areas. New toilet cisterns now use between 3 and 6L on a dual flush system compared to the 11L single flush cistern they replace. One corporate area has also undergone a complete refurbishment with similar reduced capacity toilets installed and all cisterns replaced.
- Concourse urinals are now waterless with this programme now being extended to hospitality areas.
- Consumption reduction devices are fitted to all taps throughout the stadium and training ground
- The club has an extraction licence for the River Calder from which 25m³ of water per day can be extracted, when flow levels are sufficient. Extracted water accounts for around 10% of total water usage on site, reducing consumption of treated water.
- Wastewater from the training ground is treated on site and discharged to the River Calder. No waste or surface water is sent to water treatment works
- Rainfall is measured, and technology is being used to accurately predict the weather. By ensuring that pitches at the stadium and training ground are only watered when it hasn't rained, or when no rainfall is forecast the amount of irrigation water is reduced.
- A new wash off area for grounds machinery at the training ground has a water recycling mechanism which reduces the amount of clean water taken from the mains.
- The club is currently scoping the potential for a rainwater harvesting scheme at the stadium.

Plant-based/Low-carbon Food

- Hospitality menus for the 23/24 season include plant based and vegetarian options
- Waste is reduced by provide pre-portioned servings in some areas.
- Local providers are used where possible.
- Oat and soya milk options are available in the club's corporate areas on matchdays and non-matchdays.
- The club catering partner has a commitment to net zero by 2027
- The club catering partner is imminently to launch a 'bio-hub' that will grow fruit and veg in the UK. Burnley FC will become the first club to be supplied by this hub.

Biodiversity

- The training ground is habitat to a number of protected species, snipes, bats, voles, newts and various flora
- Regular surveys are undertaken to ensure that the activities of the club are not having a detrimental effect on these species
- Landscaping work is planned to ensure that species of plant and tree are used that are supportive to the habit. Recent work has introduced bee and pollinator friendly species.
- In 2023 pitch treatments were changed to organic products
- Ground staff have undergone hedgehog awareness sessions and mowers are labelled with warning signs.
- East Lancashire Beekeepers society have assisted with information about providing new habitats and food sources for bees and other pollinators in non-playing areas of the training ground and also Burnley FC in the Community sites. This is work in progress, led by ground staff at the clubs training ground.
- Planters on the stadium footprint have been specifically requested to be planted with pollinator friendly species.
- Non-Lethal bird control methods (hawks) are used within the stadium to reduce nuisance birds and avoid unintended impacts on non-target protected populations
- At Burnley FC in the Community's, Whitehough Outdoor Centre, military veterans have designed, built and delivered a variety of eco-projects on the 22 acre site, this includes pond renovations, and habit building such as the 'Bugingham Palace' project.
- Aligning with the club mascots Bertie and Bella Bee a 'Bee Bomb' is included in the Junior Clarets gift for the 2022/23 season.

Education

- Burnley FC and Burnley FC in the Community worked together in 2023 to support young people from the community in the delivery of the Premier League Inspires Challenge. This year the Challenge asks young people to investigate and present opportunities for their football club to operate in a more sustainable manner
- Two members of Burnley FC staff and two members of Burnley FC in the Community Staff have participated in a L1 Introduction to Sustainability qualification with Lancashire Adult Learning.
- Burnley FC in the Community has a wide range of environmental activities at Whitehough which will be used as part of the 'protect the planet' challenge. As part of this challenge, young people will be asked on the Community's programmes to learn about its bug hotel 'Bugingham Palace' which was built by participants on its Veterans Programme, and the

positive impact of insects on the environment and our need to protect them and provide safe spaces for them. As part of this programme, the young people will be encouraged to create their own Buckingham Palace at home and share pictures with Whitehough to be displayed in the classroom. This will form part of a competition with the winning participants able to attend an event at Whitehough later in the year celebrating their positive impact on the environment.

- Burnley FC in the Community delivers ongoing environmental and sustainability education in around 30 primary schools via the PL Inspires programme.

Communications and Engagement

- A page has been built on the Burnley FC website which illustrates the Sustainability Policy, the club's action plan, and celebrates the work that has and is taking place. <https://www.burnleyfootballclub.com/more/club/more-sustainable-operations>
- A supporters group 'Sustainable Clarets' has recently been established. The club will engage with the group in respect of informing them of the club's work and progress, and where appropriate, also to utilise the knowledge and expertise of individuals in informing the club's decisions and priorities
- Matchday information for supporters always includes information on sustainable travel methods.
- Burnley FC took part in the Green Football Weekend. Participation included asking supporters to consider how they travelled to the fixture, the running of a Pledgeball Fixture, and interviews with club staff and Sustainable Clarets which featured on the BBC and Sky.
- Burnley FC in the Community are part of Planet Super League as part of their schools programme (winning the competition in Summer 2021). This project encourages and engages with the club's fans and the wider community to make positive behaviour change in their own lives and homes. On request, the club supports Burnley FC in the Community in the next round of the Planet Super League competition via the club's media channels.
- Burnley FC in the Community has been nominated for the Red Rose Awards for their work in the areas of Environmental, Social and Governance Initiatives.
- The 'Keep the Clarets Warm' initiative, set up in response to the rising costs of energy, recycles clothing to ensure that members of the community are able to access warm clothing over the winter.
- All staff email footers contain a 'Think before you Print' message.
- Supporters completed a survey on sustainability as the club aims to be more environmentally conscious. The survey covered various topics including fans attitudes towards climate change, the connection between football and sustainability and perceptions around the club's sustainability pledges.
- Teamed up with environmental charity Pledgeball in an ongoing effort to be more environmentally friendly and to encourage matchday supporters to change their behaviours.
- Supported WWF's 2023 #WorldWithoutNature campaign by removing the nature elements from the club's crest for the day.

Procurement/Sourcing

- No information provided by the club

Sponsorship and Ownership

- **Ownership:** ALK Capital LLC
- **Information:** In December 2020, Velocity Sports Partners (VSP), the sports investment arm of American management firm ALK Capital, acquired an 84% stake
- In May 2023, minority investors were announced: JJ Watt, a former NFL player and Kealia Watt, a former US Women's National Soccer Team player. In August 2023, minority investors were announced, YouTube group 'Dude Perfect'.
- **Source of Income:** ALK Capital is owned by Alan Pace, Stuart Hunt and Michael Smith
- Alan Pace's wealth comes from a Wall Street background, working for Lehman Brothers and Citi
- Links: <https://alkcapital.com/about-alk/>
- As far as research shows, Burnley has no partners or owners directly responsible for fossil fuel extraction or investment.
- **Sponsorship**
- Sponsors – click [here](#)

Chelsea

Policy, Commitment & Reporting

- The Club has a public-facing sustainability policy displayed on the club website home page: <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
- Chelsea FC is not currently a signatory of the UNFCCC Sport for Climate Action Framework but is currently undertaking a full GHG emissions review. Decisions on joining external frameworks will be based on the results.
- Chelsea FC are an active member of BASIS and has been since receiving our accreditation in 2022.
- The club has hired an Environmental Social Governance manager to coordinate the club's strategy and help implement more sustainable practices throughout the business.
- Chelsea FC staff have begun to undertake additional sustainability training in the form of "Carbon Literacy for Sport".
- The club have set up a Sustainability Working Group to make significant environmental, economic, and social changes. Various departments have received sustainability-related awards or certifications (Green Tourism Bronze award and Albert Certification).

Clean Energy

- Chelsea FC purchases 100% of its energy from renewable sources. All natural gas used is offset by UN-approved certified carbon offsets. Sport Positive verified certificates.

Energy Efficiency

- The approach for the club remains to take every practical opportunity to increase energy efficiency with redevelopment and refurbishment opportunities.
- The Building Management System is actively managed and regularly checked to maximise efficiency and reduce wasted energy, and money CFC/all site operates on a Building Management System programmed to reduce energy use and optimise energy efficiency with set points checked regularly.
- The club is investigating further ways to reduce energy use and identify improvements.
- Chelsea FC 1st team training facility meets 'excellent' BREEAM standard. Grounds equipment such as mowers are being transitioned to electric-powered alternatives.
- The club ensures it remains compliant with energy efficiency standards including but not limited to ESOS Phase 3 reporting.

Sustainable Transport

- The Club actively and visibly advocates for fans and staff to use sustainable transport options.
- Chelsea encourages fans on their way to games to use public transport or other more environmentally-friendly means, including putting travel information on the club website. For certain away games the club provides coach and train travel to encourage less car usage.
- Sources advising against car use and promoting walking, cycling and public transport include: <https://www.chelseafc.com/en/getting-to-stamford-bridge-a>
- The club is actively engaged in working with fans to ensure sustainable travel choices with developments in this area planned for the 2024-2025 season.
- The Club has a sustainable transport policy for staff which offers an interest-free season ticket loan.
- The club has increased bike storage capacity at Stamford Bridge by over 50% to encourage more staff to cycle to work.
- The Club operates a hybrid working environment where those in roles can work two days a week from home, reducing the need to travel. Our travel policy encourages people to think about why they need to travel and whether there are better options.
- The club have worked in conjunction with local premier league teams to ensure that away supporters had access to bike spaces to allow them to cycle to an away game: https://www.linkedin.com/posts/brentford-football-club_brentfordfc-sustainability-activity-7131292974151282688-j5YE/?utm_source=share&utm_medium=member_desktop
- Chelsea FC provides information on away fan travel here: <https://www.chelseafc.com/en/away-travel-guides>
- We survey our fan travel as part of the Premier League's fan experience survey but results are not currently public

Single Use Plastic Reduction or Removal

- The club is actively reducing or removing sources of single-use plastic products from our operations including:
 - The continued use of non-branded reusable cups replacing the previous plastic pint cups on matchdays. This is part of our One Cup One Planet campaign, this is free at the point of sale and is collected via fan interaction/staff collection – cups do not go to waste streams – cups once collected are sent for washing and then returned for reuse at the stadium. Where single-use plastic does have to be used for drinks (for operational reasons), the procurement is for rPet, so recycled material is used.
 - Staff areas have switched to aluminium cans or paper packs for water. Reusable bottles are provided at the academy for players to refill and reuse.
 - Switching supporters flags to rPet for matchdays.
 - Onsite hotels at Chelsea supply guests with a reusable bottle and a refill station. Hotel amenities and toiletries in rooms are made from stone paper (100% tree-free) and printed on soy ink.
- May 2023: Canoe project with foundation removing plastic waste from the river. <https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet>
- The hotels onsite at Stamford Bridge run by Chelsea have reusable water bottles with refill stations located onsite.
- Chelsea FC's Protect the Planet challenge with reusable cups scheme undertaken at home match vs Sheffield United.

Waste Management

- Chelsea have a comprehensive waste streaming programme, which includes:
 - Chelsea FC's waste management strategy/system segregates recyclable waste across all club sites and operational areas, including catering and retail to achieve a 40% recycling rate (approximately) over the last year.
 - '40% increase in recycling since 2020' is communicate this with banners at the stadium
 - 100% of waste is diverted from going directly to landfill.
 - Glass segregation for aggregate processing.
 - Food segregation from kitchens sent for anaerobic digestion.
 - Cardboard segregation sent to paper mills.
 - Plastic for reuse via an MRF.
 - Aluminium cans for use via an MRF.
 - Grass at Cobham Training Ground is sent to a local compost.
 - Non-recyclables sent to energy to Waste to generate electricity.
 - All other waste is sent for incineration with energy recovery.
- Cup donation stations with information about recycling throughout the stadium.
- Chelsea protects the Planet work at the Sheffield game
- Women's clothing drive over 200 donations for Allbright and Smart Works charity.

Water Efficiency

- The club doesn't have a formal water management policy or strategy in place but continues to research and implement projects to reduce water consumption.
- To reduce water usage, a management system has been introduced ranging from presence detection to foaming units.
- All urinals across both Cobham and Stamford Bridge are also operated via smart flush systems that ensure that water is used as and when required.
- Sensor taps installed throughout the estate.
- The club collects rainwater and uses this at Cobham training ground.

Plant-based/Low-carbon Food

- Plant-based (vegetarian and/or vegan) options are available to fans in all areas of the stadium at every game, including in hospitality areas
- Vegan options available at all bars and kiosks across the stadium in General admission areas as standard.
- Vegan meal currently is a Bhaji Burger: <https://www.chelseafc.com/en/concourse-refreshments>
- In addition to vegan options available in hospitality lounges that form part of the standard menu we also have an additional 3-course plant-based meal that is offered as an alternative in any lounge across all hospitality areas should any guest require additional options, meals include Asian quinoa salad, vegan keema pie, Spicy Nacho Bean Burger, Fib O' Beef Pie
- Carbon calculation (foodsteps) of food items on menus for scope 3 calculation
- Too Good To Go - Saving a Magic Bag and reducing food waste worldwide - every matchday catering team boxes up "magic bags" with a variety of food items that is then redistributed to staff/members of the public. Redistributing food instead of it going to waste. Food waste streams is tracked in two ways - food kitchen prep and wasted food. We get this breakdown

so we can contribute to lessening our waste by redistributing as much of the wasted food as we can

- Plant-based food options are available to staff and players across all sites
- All Chelsea and Levy hospitality staff eat from the hospitality area where, as mentioned above there are extensive plant-based options
- We work with the club nutritionist and generally 1/3 of the player's food is plant-based
- The Club have any sustainable sourcing policies in place for food and beverage
- Procurement and use of MCS 1-3 or ASC-assured fish
- All poultry and egg procurement for Levy/CFC uses the most sustainable sourcing scheme. All beef pork and lamb are sourced from UK and Ireland.
- 90% seasonal and UK sourcing for all fruit and vegetables
- GFW plant-based food work with our foundation. Over 50 workshops rolled out - <https://twitter.com/CFCFoundation/status/1748374555985371610?s=20>
- Any left-over food is redistributed via the organisation/app 'Too Good to Go'
- Labelling on hospitality food shows the carbon footprint of each option to educate and raise awareness of CO2 attached with each option
- Levy menu's carbon labelling on hospitality food

Biodiversity

- The Club maintains natural areas at the Cobham training facility, including trees, shrubs and a lake, to support nature and local ecosystems.
- The club actively and visibly advocates for biodiversity improvement.
- A formal policy relating to biodiversity is planned for the 2024-2025 season.

Education

- PL Inspires - Through 2023, Chelsea Foundations PL Inspires programme delivered social action projects to 208 young people defined as hard-to-reach, with all of the projects relating to environmental sustainability and protecting the planet. The format consisted of workshops, sessions led by young people, and a final event showcasing work that was held at Stamford Bridge. Stats include:
 - 208 young people engaged in an average of over 8 hours worth of social action relating to sustainability
 - 6 schools engaged
 - 116 of these young people were defined as disabled
 - Our winning schools represented the club at the National PL Inspires Challenge Final, and still have their eco-garden functioning at their school
- Junior Edge of the Box Club - 45 participants aged between 14 & 16 participated in a 10-hour programme where participants had to develop a business idea designed to improve the Sports Positive League Ranking for Chelsea FC. The business ideas developed have focused on improving waste management, recycling on matchdays and biodiversity. Participants created their business ideas during workshops and then presented them to a panel of judges, including our ESG Manager.
- Edge of the Box Club - 80 local entrepreneurs have participated in Chelsea Foundations Edge of the Box Club relaunch events, delivered during the last Global Entrepreneurship Week (11th – 17th November 2023). Sessions delivered (both online and in person) allowed participants to understand the role of sustainability in business. Participants had also the opportunity to engage in a special challenge: presented in collaboration with our ESG

Manager, they had to create a presentation to demonstrate how they would implement new sustainable solutions as part of their business.

- University Challenges - 600 university students have developed presentations after being given a problem statement relating to environmental sustainability. The problem statement was:
 - With growing pressures on industries to address risks to their business from climate change, what initiatives can Chelsea FC undertake to address climate change and mitigate its effects on the club's operations?

Participants received a talk from the club's ESG Manager, and then hints and tips from Foundation staff. Students presented their ideas, and the winners were allowed to potentially develop their ideas with the Foundation and ESG Manager.

- Green Football Weekend 2024 - Over 3,000 students (across 31 local schools - primary and secondary) have participated in Chelsea Foundations Green Football Weekend 2024 activations. We have delivered over 50 sessions, introducing participants to the campaign, exploring the campaign's main topic, and also allowing them to understand the role of football in tackling climate change. We were delighted to welcome the Secretary of State for Sport, Stuart Andrew, and his team from DCMS to observe one of our pioneering Green Football Weekend Workshops, delivered at one of our local primary schools. We were delighted to finish 3rd in Green Football Weekend 2023, having delivered several assemblies and social action projects on the topic.
- Primary School Activities - We have delivered 14 Social Action Projects across the year relating to sustainability in our network of primary schools on the PL Primary Stars programme. These consisted of a minimum of 6 sessions, across a minimum of 6 weeks to enable and empower pupils to address identified environmental issues. Stats include:
 - Combined 112 hours of social action
 - 126 workshops delivered
 - 60% of participants feeling inspired and engaged
 - 67% of participants developing skills and knowledge
- Staff/player training - All staff as part of their induction process go through a dedicated sustainability onboarding module covering topics from the UN Sustainable Development Goals. During the last 6 months, our ESG manager has met with two of the Women's Team players to talk to them about sustainability issues within football.

Communications and Engagement

- The sustainability policy is located on the club's main website (bottom of the page) <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
- The club engages with fans on sustainability topics regularly
- The club has posted regularly about topics relating to the environment such as;
 - The implementation of the Sustainability working group - https://www.linkedin.com/posts/chelsea-football-club_wearechelsea-playyourpart-activity-7108105441242427395-868k/?utm_source=share&utm_medium=member_desktop
 - The club's Sustainability policy - <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
 - Green Football weekend - <https://www.chelseafc.com/en/news/article/score-goals-for-chelsea-in-green-football-cup>
 - How to take public transport to matches - <https://www.chelseafc.com/en/getting-to-stamford-bridge>

- Fairly regular stories about food and drink at matches, with reusable/recyclable cups plus pre-ordering and 'surplus food rescue' to reduce food and plastic waste
- ESG has been included in the club's Fan Forum meetings and a Sustainability brief was delivered to the club's Fan Advisory Board in June 2023 - https://assets.ctfassets.net/d4h4t9hbh431/2pOsaA445Vf0awPx9QKYZC/bf85e2bdb73acd49fed33402165ec835/Fans_Forum_meeting_minutes_-_27-09-23.pdf
- The foundation and Chelsea events pages have also been posted recently (last 6 months) about sustainability-related efforts. Ranging from Green Football Weekend to the Protect the Planet Challenge –
 - PTP: [//https://twitter.com/CFCFoundation/status/1748374555985371610?s=20">https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet //](https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet)
<https://twitter.com/CFCFoundation/status/1748374555985371610?s=20>
 - GFW: https://www.instagram.com/p/C2SatjktJRt/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- Chelsea FC communicates around renewable energy partnership, with the likes of:
 - Chelsea announces Brook Green partnership and the backing of renewable energy. (<https://events.chelseafc.com/chelsea-goes-green-for-energy/>)
 - Women's team Skoda partnership shows "Team players and staff will also have access to Škoda's acclaimed range of all-electric Enyaq SUV and Coupé models at the training ground in Cobham". (<https://www.chelseafc.com/en/news/article/chelsea-women-drive-into-2024-with-skoda>)
 - Electric vehicle charging points available around our sites with information about how to use them communicated to fans/visitors.

Procurement/Sourcing

- The club has now implemented a sustainable procurement questionnaire/policy within our supply chain management system.
- This covers Environment, GHG emissions, Social and Governance related reporting to ensure we can drive change and transparency within our procurement operations.
- The club also assess and monitor issues within our supply chain such as corruption, modern-day slavery, human and labour rights, living wages, EDI and child labour.
- The club has taken steps to reduce the environmental impacts of goods purchased, including:
 - Energy – green energy for both gas and electricity through Brook Green.
 - All lighting was replaced with LEDs.
 - Reusable plastic cups on the concourse.
 - Reduction of plastic waste around the site including plastic cups and plastic waste.
 - Focus on waste segregation with our waste partner.
 - Our catering and cleaning partner, Levy, has multiple initiatives running to reduce their impact on the environment (e.g. bio-cleaning products, locally sourced food and wines, reducing dairy in their offering at our sites).

Sponsorship and Ownership

- **Ownership**

- Ownership: 100% by Clearlake Capital
- Information: Chelsea's ownership consortium is led by LA Dodgers part owner Todd Boehly. Although he is the face of the group, it is backed by investment firm Clearlake Capital, and other deep-pocketed partners, including Swiss billionaire Hansjorg Wyss, and Boehly's Dodgers partner Mark Walter
- Country: USA
- Industry: Private Equity
- Source of Income: Todd Boehly: Investments in insurance, asset management, technology, sports, media, real estate, and the consumer sector // Clearlake Capital: Software & Technology, Energy & Industrials, Food & Consumer Services
- Links: <https://clearlake.com/portfolio/>

- **Sponsorship**

- Sponsors – click [here](#)

Crystal Palace

Policy, Commitment & Reporting

- All initiatives included in this paper communicated to supporters via our 'Palace for the Planet' policy / campaign. This is clearly signposted on our website (via the 'burger' menu), and we drive traffic here across all club media when relevant, and also included on stadium menu signage. All activity is updated regularly and is viewable here: <https://www.cpfc.co.uk/information/environmental-statement/>
- Scope 1, 2 & 3 emissions are reported in Palace Holdco's annual accounts on Companies House (<https://find-and-update.company-information.service.gov.uk/company/09898364>) but are also clearly listed on this page for ease: <https://www.cpfc.co.uk/information/environmental-statement/>
- Our Sustainability Working Group was established in earnest in 2023, featuring all main club departments and Foundation, and chaired by the club's CMO.
- We are partnered with the UK's first green train booking service, [Train Hugger](#)
- Train Hugger plant one tree in the UK for every booking made via a unique link through the club's website and emails. Our fans get the cheapest available train fares and make a positive impact every time they book a journey to the match. This is heavily promoted to ticket purchasers – especially for away games.
- As part of our ESOS and SECR compliance we continue to develop strategies and initiatives to reduce carbon emissions and energy consumption.
- Indeed, SECR results for 22-23 showed 7.45% reduction in annual electric kwh consumption and 4.64% reduction in tCo2 emitted.
- A reduction in expected carbon dioxide emissions of at least 35% above that required by the 2013 Building Regulations was incorporated into the final design of the Club's Academy development, which opened in 2021.
- This will be reduced even further in the final phase of the build (project completion 2024).
- Sustainability will be embedded into the Main Stand redevelopment project; planning permission was granted for the project in 2022, works are yet to begin.
- Our Women's Team's new home ground is at the VBS Stadium in Sutton. They have made significant commitments and progress in this area, summarised here: <https://www.suttonunited.net/about/sustainability/> (this was also referenced in our Green Football Weekend comms aforementioned)

Clean Energy

- Our energy supplier generates electricity from 100% renewable sources Sport Positive verified.
- Solar panels (47kwp) will be installed in Q2-2024 at our Academy site. This will save 9 tCO2e p.a. We are actively exploring additional panels at other club sites.
- Two electric mowers are used on pitches with a view to phasing out all petrol powered machines.
- All sites now use electric trimmers and leaf blowers, replacing petrol versions.
- Electric vehicle points are available for staff at all club sites.
- 2,148 kwh of energy provided to staff at our training ground so far with 0.464 tCo2e saved.

- Three first-team players (out of 25) drive electric cars.
- At the Club's Academy, 20% of all car parking spaces (18 units) provision will be provided with active Electric Vehicle Charging Points (EVCP), with passive provision for all remaining spaces when the site is complete in 2024.
- 50% of our company car fleet is fully electric, 50% is mild-hybrid.
- First-team player Jean-Philippe Mateta using one of the electric charging points at our training ground – photo is used on <https://www.cpfc.co.uk/information/environmental-statement/>

Energy Efficiency

- Building management system in place, which can be remotely operated and the building temperatures monitored and adjusted automatically etc.
- Stadium floodlighting is LED.
- Any remaining non-LED lighting in the stadium concourse will be replaced summer 2024. The aim is to become 100% LED operational. The Training Ground and Academy are fully LED.
- Our new Selhurst Park LED advertising boards installed use significantly less energy than the replaced models. The panels are 2.68% more efficient in operation and the fan less design means they only consume energy when LED's are in use (previous panels had fans working constantly, even when LED not being used).
- The major redevelopment works at our Academy site had energy efficiency embedded in the design e.g. low energy lighting controlled with timers and motion sensors, efficient hot water heating boilers (Lochinvar Eco charger cylinders), ambient heating controlled with timers, room thermostats, and sensors.
- Across the business, we have installed remote electricity sensors that allow us to monitor consumption at a detailed level. This is being used to identify wasteful practices and to drive cost effective investment in energy reducing initiatives.
- We are reviewing energy efficiency issues relating to freezers, hot water dispensers, cooling systems and air conditioning at the Stadium and Training Ground, which were identified in our ESOS audit. We are in a process of phasing out older appliances, being replaced with more efficient models – by 2024/25 season, we should have new, more energy efficient fridges across the club.
- Extra outer wall cavity insulation specified for Academy rehabilitation centre (to be complete in 2024) - over and above building control regulations - for extra energy efficiency
- Half-hourly electricity meter monitoring set up via Energy Impact portal. Savings will accrue via analysis and follow-up.
- Engaged an energy management consultancy to advise and help deliver further reductions

Sustainable Transport

- Staff
 - Staff survey conducted of commuting habits in December 2023; as a result – we have doubled our bicycle racks at the stadium, and enabled staff access to showers at the stadium to encourage cycling / running to work. Sustainable commuting is promoted to all staff, e.g. all staff email promoted sustainable commuting and also informed them of our bike racks / shower availability
 - The club offer a cycle scheme to allow full-time staff to purchase bikes on preferential payment terms and tax benefit / salary sacrifice.
 - 20 bicycle racks installed at Selhurst Park stadium.

- Electric vehicle points are available for staff at all club sites.
- 2,148 kwh of energy provided to staff at our training ground so far with 0.464 tCo2e saved.
- At the Club's Academy, 20% of all car parking spaces (18 units) provision will be provided with active Electric Vehicle Charging Points (EVCP), with passive provision for all remaining spaces when the site is complete in 2024.
- Sustainable transport strategy / travel plan drawn up in 2018 when the Club initially sought planning permission for a new main Stand.
- 50% of our company car fleet is fully electric, 50% is mild-hybrid.
- Our kit and maintenance vans have been replaced with newer, lower emission Euro 6 compliant models. They are ULEZ compliant.
- Fans:
 - The matchday guide publicised on the Club website encourages all supporters to avoid driving to matches and promotes cycling; the Club does not provide nor offer matchday parking to supporters.
 - We always encourage supporter travel by sustainable modes; example matchday email which clearly signposts that there were no known train issues, and that we encourage supporters to travel by train
 - The Club provides extremely competitively priced coach travel to the vast majority of away games as a sustainable option for our travelling supporters.
 - Indeed, we provided free coaches for hundreds of supporters for our recent FA Cup replay at Everton: <https://www.cpfc.co.uk/news/announcement/free-supporter-coach-travel-offered-for-fa-cup-replay/>
 - A fan travel survey is conducted after every home match to report on modes of transport used by supporters: with more than half of home supporter respondents (57%, up from 53% last season) stating they travel by public transport.
 - NB. This figure is lower than what it would have been, were it not for several train strikes this season. Sample size: 23-24 - 3,268, 22-23 – 5,893.
 - The most recent league-wide matchday fan experience survey conducted by Premier League polled 1,008 CPFC supporters along with 31,000 Premier League attending fans across all clubs (research conducted between 10 Oct 2022 – 30 Nov 2022, by Yonder and the Premier League). It found Crystal Palace fans over index on train travel to both home matches and away matches. In 22/23 season, 43% of Palace fans polled travelled to home matches by train, with 56% travelling by train for away matches. Personal car usage is considerably lower than the league average amongst Palace fans polled on matchday habits, with 35% using their car for home matches and 31% for away respectively – see publicised information [here](#)
- Players
 - First team player travel policy. The first-team squad travels to the vast majority of away matches by coach and/or train. Only in exceptional circumstances, such as industrial action or closures on the rail network or shortened time between games, would the team fly to matches.
 - Furthermore, our first-team and U21s main* team coach is now powered by Hydrotreated Vegetable Oil (HVO; which is also known as renewable diesel). It's a fossil-free paraffinic diesel fuel that can be used as a direct replacement for mineral diesel with up to 90% lower net CO₂ emissions. Derived from certified waste materials HVO therefore supports the circular economy. This will save 13.18 tCO₂e per season. *Please note, it is not currently possible to use this fuel for transfer coaches/MPVs that are sometimes required.

Single Use Plastic Reduction or Removal

- Trialling paper beer cups at one match during Q1 2024.
- All staff provided with refillable hot drinks vessels (or mugs provided), and Academy / Training ground staff issued with refillable water bottles. Regular staff comms on reducing single use plastic water bottle usage.
- All disposable cutlery is wooden or non-plastic; paper straws used.
- Water machines / tanks are present in all offices to reduce reliance on water bottles by staff and players.
- Media attending Selhurst Park encouraged to bring refillable water bottles / hot drink mugs.
- All bags provided at Selhurst Park for retail purchases (merchandising etc) are paper, not plastic.
- Tens of thousands of plastic membership and Season Ticket cards have been phased out with our digital ticketing rollout.
- Removed plastic packaging from certain retail products, e.g. keyrings and badges. We are continuously reviewing packaging on all products
- International Members in 2023/24 were given the option to receive a physical membership pack (£45), or not (£35). Encouragingly, 64% opted not to receive a pack. Non-pack options for other memberships are being explored for 24/25 season.
- In 2022/23 membership packs, we also chose products with sustainability in mind – i.e. a reusable drinks bottle.
- Our player and supporter replica kits are made by Macron using Eco-Fabric fabric which is a 100% polyester sourced from recycled plastic and certified Global Recycled Standard by ICEA.

Waste Management

- Our waste does not end up in landfill. At all sites waste is separated into general, dry mixed recycling, glass, and grass - enabling our waste management company to maximise recycling and sustainability opportunities. Total waste (2023): 558,145 kg p.a. of which 62.89% (i.e. 381,160 kg) of this was recycled. Non-recyclable waste goes to an energy recovery facility where waste is safely incinerated to recover electricity.
- Grass is sustainably recycled as fertiliser, compost or animal feed.
- At the Academy, food is also separated for collection: 5.8 tonnes of food waste has been collected over last 12 months. We are exploring rolling this out at all sites in 2024.
- To reduce food waste, on matchdays all hot food is sold at a 50% discount immediately after the final whistle (we also offer food destined for waste to staff). In 2023, we sold 5,047 products as part of this promotion across 24 games.
- In 2023, we donated 846kg of food (2,014 meals) to City Harvest – a food charity who redistribute food to those in need. This equates to 5,722 GHG emissions prevented.
- Biovate cleaning products used in kitchens and public bars, which use a ‘combination of probiotic, enzyme and plant based ingredients to harness the power of nature for maximum cleaning performance with minimum impact on the planet’. Production based in the UK, with minimal carbon footprint, which is then offset against a local tree planting program <https://www.biovatehygienics.com/our-mission>
- Our matchday programme produced for men’s first team matches (only) is made exclusively of FSC® certified paper. Our printers are very environmentally focused: <https://www.bishops.co.uk/this-is-us/environment>
- To reduce the printing of matchday programmes, all Gold, Junior Gold and International Members receive a digital programme emailed to them/hosted on the website as part of their package. The Club also sells one-off digital editions for £1.99, which are promoted on social channels before home games – helping us reduce paper requirements.

- Our Women's team programme is only available digitally.
- Premium hospitality menu cards are printed on recycled paper.
- Accounts Payable team in Finance department are paperless – i.e. this is a policy; suppliers must send electronic invoices not paper.
- Double-sided printing as default in staff office printers.

Water Efficiency

- We save around 8,250 litres of water per year through using Beer Saver line-cleaning technology in cellars in Selhurst Park's Main Stand and Red & Blue bars. It is not possible to roll out in other areas of the stadium.
- Purchased remote water readers to monitor and effectively manage our consumption. We have identified and repaired water leaks in our pipes using this system.
- Our Grounds team uses sophisticated pitch condition monitoring systems and pitch irrigation systems to optimise water use at all sites
- Closed loop wash down bay installed at Academy for cleaning off machinery installed September 2023, which recycles used water with any contaminants being broken down by filters and microbial action. This means that only clean water returns to sewers. Plans to also install one at the Training Ground in 2024, with 1m litres potential saving p.a. for Academy and Training Ground.
- Waterless urinals for Stadium toilets are being explored.
- Engaged with expert water consultants to assist with various efficiency initiatives. This includes scoping grey water recycling at Academy.

Plant-based/Low-carbon Food

- Vegan and plant-based food options are offered to fans in the vast majority of the stadium and are always made available to players and staff.
- Of the 33 kiosks in public catering, there are 23 that serve hot food and wherever there is hot food there is a hot vegan option.
- We offer a wide range of products, including: vegan burger (all stands), vegan sausage roll (all stands), vegan Tuscan bean pie (all stands), vegan pizza (Arthur Wait stand, home supporters, only), Jamaican veggie patties (Main Stand), vegan curry loaded chips (Lower Holmesdale). We also offer British grown chips (of course!), and vegan sweets (Fruit Pastilles)
- We offer vegan beer to supporters – Carlsberg and San Miguel:
<https://www.carlsberg.com/en-gb/better-answers/is-carlsberg-vegan/>
<https://www.sanmiguel.com/uk/faq/>
- Hospitality always include plant-based vegan options.
- Milk. Non-dairy milk is offered as an alternative for supporters' hot drinks in all concourses and premium lounges. Plant-based milk also made available to staff.
- Vegetarian and vegan options are offered to all staff / players at Academy / Training ground at their canteens
- Local food suppliers are favoured wherever possible.
- At the stadium, pies are locally sourced (30 miles), including a vegan pie offered. Meat pies all British meat.
- Chips are now also from UK, rather than Europe – reducing food miles.
- Beef burgers locally produced at a Croydon-based butcher.

- We have switched our cooking oil to High Oleic Sunflower oil; a European crop, highly sustainable, with minimal herbicide usage, and is bee-friendly.
- To reduce food waste, on matchdays all hot food is sold at a 50% discount immediately after the final whistle (we also offer food destined for waste to staff). In 2023, we sold 5,047 products as part of this promotion across 24 games.
- In 2023, we donated 846kg of food (2,014 meals) to City Harvest – a food charity who redistribute food to those in need. This equates to 5,722 GHG emissions prevented.
- Coffee machines throughout the business use ground beans rather than individual aluminium capsules. We are in the process of trialling a new coffee supplier who have sustainability at their core.
- At the Academy, food is also separated for collection: 5.8 tonnes of food waste has been collected over last 12 months. We are exploring rolling this out at all sites in 2024.
- A major focus of our Green Football Weekend matchday, with significant fan-facing promotion of vegetarian / vegan food options and enhanced signage
- Significant signage added on concourses menus to drive awareness and sales of vegan products
- Vegetarian / vegan options plugged across site and email to ticket holders: <https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>
- Video feature with two first team players eating premium hospitality vegan dish https://www.cpfc.co.uk/palace-tv/video/players-try-vegan-beef---palace-for-the-planet/2024-01-29/?id=0_ouj6rk7x
- Media guests were encouraged to eat a vegan meal with signage and pre-match comms
- Matchday programme feature: <https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>
- Two players selected the favourite recipes for Green Football Weekend veggie cookbook

Biodiversity

- 111 trees have been planted at our Academy, with more to come.
- 'Compensation ditches' (large areas created for holding potential flood water) at our Academy has created a vibrant environment for wildlife – growing reed beds and increasing the biodiversity on the site

Education

- All full-time staff were encouraged to take a 48 minute online video training course entitled 'Environmental Awareness', delivered by our online development supplier iHasco
- As of January 2024, 33.51% of full-time staff have completed the training. This training is a mandatory requirement for all new starters as part of their induction process.
- The vast majority of the initiatives detailed in this document are promoted to staff / supporters / visitors via our website, publications and social media channels.
- Staff training on Environmental Awareness was launched in Q4 2023 with more than a third completing it to date. It is mandatory for all new starters.
- Our Under 16s playing squad took part in a 'Football for Future' sustainability workshop on 31 January 2024 (communicated to supporters via website & matchday programme feature mid-Feb), with a view to rolling out the training across all squad

Communications and Engagement

- Palace for the Planet webpage off main site navigation:
<https://www.cpfc.co.uk/information/environmental-statement/>
- The vast majority of the initiatives detailed in this document are promoted to supporters / visitors via our website, publications (e.g. matchday programme) and social media channels. Several examples have been included in this document.
- We dedicated one men's and one women's matchday promotion towards our 'Palace for the Planet' green initiatives – encouraging more fans to eat a veggie / vegan meal. For this match, we are promoting our vegan food options, paper beer cup trial and various other initiatives. Were it not for yet another train strike, this also would have been promoted significantly (as it always is as BAU):
https://issuu.com/crystalpalacefc/docs/11_palace_v_sheffield_united_2324_programme?fr=xPf81NTU
- We always encourage travel by sustainable modes; example matchday email which clearly signposts that there were no known train issues, and that we encourage supporters to travel by train
- All staff email promoted sustainable commuting, encouraged bringing drinks vessels to work to reduce single use cups / bottles, and also informed them of our bike racks / shower availability
- Via our Foundation, we deliver 'Protect the Planet' in schools. Protect the Planet is the PL's sustainability programme. We have delivered four cohorts this season, and envisage this will rise to 6 over the season. They are working on a social action project in collaboration with Brighton & Hove Albion FC planned for April. This includes litter picking and art creation (with Norwood Junk Action). They are also putting plans together with recycling company Are You Mad, to see how we can work together.
- We have supported two eagle sanctuaries in the last 12 months, in USA (two events, <https://www.cpfc.co.uk/news/club/pictures-crystal-palace-premier-league-mornings-live/> & <https://www.cpfc.co.uk/news/pre-season/us-updates-the-latest-from-palaces-2023-pre-season-tour/>) and Mexico (<https://www.cpfc.co.uk/news/club/gallery-maya-the-eagle-represents-palace-in-mexico-fan-event/>). We also supported WWF's World Wildlife Day: <https://www.cpfc.co.uk/news/announcement/crystal-palace-world-wildlife-day-campaign/>
- We supported Green Football Weekend in January 2024 - our men's fixture v Sheff Utd on 30 January (as well as the preceding Women's fixture) - with several high profile comms initiatives surrounding it, and a focus on food. Further detail:
- Our partners/suppliers supported the efforts: Carlsberg provided paper beer cups as part of a trial, Redefine Meat provided special vegan meal options in premium hospitality and concourses.
- Significant signage added on concourses menus to drive awareness and sales of vegan products
- Vegetarian / vegan options plugged across site and email to ticket holders:
<https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>
- Palace for the Planet branding on our highest performing football assets: <https://x.com/CPFC/status/1752406382756929555?s=20>
- Video feature with two first team players eating premium hospitality vegan dish
https://www.cpfc.co.uk/palace-tv/video/players-try-vegan-beef---palace-for-the-planet/2024-01-29/?id=0_ouj6rk7x
- Media guests were encouraged to eat a vegan meal with signage and pre-match comms
- Two players selected the favourite recipes for Green Football Weekend veggie cookbook
- Regrettably the match coincided with yet another train strike which hampered our efforts of encouraging even more train travel.

Procurement/Sourcing

- The following policy & processes are communicated via training & communication to all relevant staff who appoint suppliers (essentially 'Heads Of' departments, and those that are managed via our dedicated Procurement Manager; we do not have an Employee Handbook per se).
 - Sustainable and Ethical Procurement
 - The Club is committed to working with all current and prospective suppliers to reduce the carbon emissions from our supply chain and promote ethical and economic sustainability.
 - The tendering process for goods and services always includes environmental and sustainability factors alongside financial and quality evaluation factors, wherever practical.
 - The Club's Sustainability Working Group has a regular meeting agenda item to discuss new suppliers and contracts and how they conform with our sustainability commitments.
 - Local food suppliers are favoured wherever possible.
 - Renewable energy and zero waste to landfill suppliers are always prioritised.
 - Within our standard purchasing terms and conditions are sections requiring ethical employment practices from suppliers. Our Terms of Business state:
 - 6.1.7 The Supplier shall implement due diligence procedures for its own suppliers, subcontractors and other participants in its supply chains, to ensure that there is no slavery or human trafficking in its supply chains.
 - 6.1.8 The Supplier shall, as a condition of this Agreement: (a) maintain its accreditation as a Living Wage Employer; or (b) where the Supplier has never been a Living Wage Employer, pay all of its Employees not less than the Living Wage.
 - Our player and supporter replica kits are made by Macron using Eco-Fabric fabric which is a 100% polyester sourced from recycled plastic and certified Global Recycled Standard by ICEA.
 - Crystal Palace Football Club is proud to be a London Living Wage Employer. <https://www.cpfc.co.uk/news/club/crystal-palace-fc-accredited-as-a-living-wage-employer/>

Sponsorship and Ownership

- **Ownership**
 - Ownership/Stake/Country/Info:
 - Steve Parish – 18% - UK
 - Joshua Harris – 18% - USA
 - David Blitzler – 18% - USA
 - John Textor – 40% - USA
 - Information:
 - Steve Parish began his career working in computer graphics. He went on to buy a stake in a company called Adplates Ltd, assuming control of the business and renaming it Tag Worldwide, transforming it from a London-based business to a global production powerhouse with 2,800 employees in 13 countries. He sold the business to Deutsche Post DHL Group's Williams Lea in 2011.

- Joshua Harris is American private equity investor and philanthropist who co-founded Apollo Global Management, one of the world's largest alternative investment firms
 - David Blitzler is Global head of tactical opportunities at the private equity firm Blackstone Group and is co-founder of Harris Blitzler Sports & Entertainment.
 - John Textor is American businessman. He is the retired Executive Chairman of fuboTV, Inc. (following its merger with Textor's Facebank Group, Inc.), a sports-centric OTT streaming company.
- Source of Income:
 - Steve Parish – Production
 - Joshua Harris – Private equity
 - David Blitzler – Private equity
 - John Textor – Disruptive technologies, creative content, and digital distribution business models for media, entertainment, and the internet
- **Sponsorship**
- Sponsors – click [here](#)

Everton

Policy, Commitment and Reporting

- ‘Everton For Change’ policy – which openly outlines plans to reducing our carbon footprint and specific offsetting initiatives, remains a pledge: <https://www.evertonfc.com/evertonforchange>
- Club now has an individual staff member with responsibility for sustainability within the organisation, and specifically with the move to the new stadium in mind.
- Club continues to engage with an international sustainability consultancy firm, who have drafted a framework for the development of a long-term sustainability strategy, showing a clear commitment to long term, holistic environmental sustainability efforts. This strategy is expected to be further refined with the inclusion of specific targets and metrics, and completed by Summer 2024.
- Targets and commitments to sustainability form part of all new stadium procurement and services contracts.

Clean/Renewable Energy

- 100% of the Electricity purchased across the Club’s estate is from Green sources

Energy Efficiency

- Building Management Systems (BMS) in place that centrally controls heating, lighting and energy usage at all site
- ESOS compliant across all sites
- LED lighting systems installed wherever possible at all sites
- At Goodison Park, this installation started in 2011, and LED lighting continues to be installed in all upgrades or projects, except for floodlights
- All perimeter boards at Goodison Park are LED
- Lighting motion sensor systems installed wherever possible at all sites
- Pitch equipment fuel changed to a Alkylate petrol alternative that is significantly purer by being virtually free from Benzene and other harmful substances, thus being more user and environmentally friendly, and being Ethanol free and so preserving the life of machine components
- Electricity will be generated from solar panels at the new stadium from summer 2025

Sustainable Transport

- A large proportion of Club staff operate within a hybrid working policy, which has reduced employee travel by circa 40%.
- Advocating for fans to travel to matches via public transport, through sharing of public transport options in the Goodison matchday guide.

- Active travel options are also being promoted to fans, including walking and cycling to the new stadium.
- Club is actively in discussions with local councils to promote shuttle buses to and from Everton Stadium on matchdays, in conjunction with park and ride schemes.
- Under the new stadium 'section 106' agreement, the Club is actively working with the local authority to improve supporter facilities at Sandhills train station.
- Club continue to fly to occasional games, with train strikes causing a greater issue than normal.
- Club remains in talks with team coach provider, Ellisons, regarding implementing biofuel in the new vehicle we plan to take.
- Club now have 7 EV Charging units installed at the training ground, utilise a MSCP with EV Charging points for staff based in the City Centre and EV Charging is being installed at the New Stadium
- The Everton Stadium Matchday Experience survey was distributed in December 2022 to supporters, which covered revised pre-match habits/routines, pre-and post-match activities at Everton Stadium and customer journeys to and from the stadium. Results are not public yet but will be at some point in 2024
- This information was compared to a similar travel survey of 8,000 supporters spanning three seasons, between 2016 – 2019, which asked supporters how they intended to journey to Everton Stadium in the future, both on weekend and weekday fixtures. The results highlighted the following:
 - Less fans now plan to travel to Everton Stadium by car, with a dramatic 14% drop, from 45% to 31%, for weekend games for car drivers with passenger(s).
 - More fans now plan to travel to Everton Stadium by train, with a 11% increase, from 23% to 34%, for weekend fixtures
 - More fans now plan to travel to Everton Stadium by bus / shuttle bus, with a projected 4% increase for weekend games
- Further investment in AV equipment, Microsoft Teams and Skype available at all sites to reduce unnecessary travel for meetings

Single Use Plastic Reduction/Removal

- Everton for Change continues to drive our campaign on reducing single use plastics
- All half pints at Goodison Park are now served in paper cups and all pints are now served in reusable cups, including those from Ebar, who serve in the Fanzone and concourses.
- Staff across all sites are provided access to cold filtered water machines to encourage use of refillable water bottles, in place of single use plastic bottles.
- Fans are advised that season tickets are digital, with an additional cost to the supporter, should they wish to own a physical plastic season ticket card. This change to digital has proved increasingly popular, albeit in the final year of Goodison we expect a high percentage of fans to opt for the memento of a physical card.
- All single use plastics are now removed from the fans' matchday experience. The only item remaining is reusable carrier bags in retail stores.
- At Goodison Park, plastic cutlery has been swapped for wooden cutlery, plastic straws have been swapped for paper straws, individual plastic packet condiments have been eliminated, and vegetables are delivered fresh in cardboard boxes to reduce packaging
- Reusable cup scheme is in place: <https://www.evertonfc.com/news/1477813/reusable-cups-introduced-at-goodison>
- Thermos Mugs provided for staff across all sites to help reduce the use of single-use plastic cups

- Drinks bottles provided for staff in our new Royal Liver Building office to help reduce single-use plastic bottles
- The club uses Aquaid water coolers to encourage the use of reusable water bottles
- Bean Coffee (Everton staff café in the Royal Liver Building office) has eliminated single use cups, reduced the number of pre-made sandwiches in plastic packaging and has eliminated snacks in plastic pots

Waste Management

- 0% goes to landfill. All the waste streams are either recycled or used as fuel.
- 44% General, 15.4% DMR, 8.1% Grass, 16.3% Food and 16% Glass. (Last year's report covered a 10-month period from May 22 until Feb 23. The current report covers a 6 -month period from July 23 until December 23, to fall in line with our year ending 30 June 23. The next 6 monthly report will be available end of June 24. All of this is just to bring us in line with the companies year ending end of June.
- *At Goodison Park, Club and catering partner now uses smart technology to reduce food waste by up to 50%, by using a data-led approach to allow for operational and behavioural changes
- Waste management plan in place (SWMP) meaning all waste on site is recorded, including disposal method (this includes waste generated by outside contractors)
- Food recycling at all sites
- Food waste is collected and used for green energy using a process called anaerobic digestion
- The balance goes to general waste which is further separated at waste contractors' facility
- Club stationary has been redesigned so it can be used for multiple seasons without wastage
- At Goodison Park, all contaminated waste is collected and incinerated
- At USM Finch Farm (training ground), for any large tree pruning around site, they chip the branches themselves and use the chippings in the beds
- Use of organic fertilisers
- At Goodison Park, all plastic, paper, cardboard, wood and glass items are recycled with all plastics are separated at source
- Separates all waste at source within the stadium, dividing it into plastics, card and paper which is recycled
- All organic waste such as grass clippings and other plant material is recycled into natural compost. At USM Finch Farm, this is then collected by a local farmer
- Central waste and recycling points in the Royal Liver Building headquarters
- Central waste and recycling points are also being introduced across Finch Farm (training ground), in the canteen and Family Lounge areas
- Battery recycling collection points at all sites and have made staff aware this is available
- Printer ink cartridges are collected by ICT and sent off for reuse
- AV equipment and Skype is available at all sites to reduce unnecessary travel for meetings
- Old Kits and Uniforms collected and recycled or gifted to charities

With regards to existing work on the new stadium:

- All existing site materials have been either recycled or reutilised as part of the construction process
- Heritage assets have been saved, cleaned and stored for reuse in the scheme
- The infilling of the dock was completed utilising boats to collect sand from the Irish Sea and pumping into Bramley-Moore Dock, rather than transport via road which was the most sustainable method of completing marine engineering process

- Construction partner for the new stadium, Laing O'Rourke, have utilised pioneering Design for Manufacture and Assembly (DfMA) methodologies by manufacturing elements of the stadium offsite and transporting to the site in a finished form for install. This reduces wastage and the level of transport for raw materials

Water Efficiency

- Staff washing facilities have taps that turn themselves off in retail stores, there are no public toilets in retail stores
- Kit partner (hummel) uses ZEROH2O technology
- All urinals within Goodison Park are waterless and those in the corporate areas are controlled by proximity sensors
- At USM Finch Farm, the use of an Integrated Water Management (IWM) plan is trialling more economical ways of using water resources
- FUTURE-FACING: All GA toilets in the new stadium will have taps that turn themselves off.
- FUTURE-FACING: Rainwater harvesting (from the roof), will be a feature at the new Everton Stadium, which can be recycled for flushes in the toilets or watering the pitch

Plant Based/Low Carbon Food

- Catering partner Sodexo offers sustainably sourced vegan food options in the stadium lounges, for all staff and at functions if requested.
- Plant-based food is available to fans in the Fanzone
- Club provides sustainably sourced vegan foods and low carbon options (including plant-based, upon request) for players
- Options across these areas include ultimate vegan sandwich, stuffed mushrooms, breakfasts with Quorn sausages, nachos.
- Staff can access vegan options across all sites
- Everton Free School and Everton in the Community offer sustainably-produced and vegan options
- All our fruit and veg is locally sourced, from Reynolds Caterers.

Biodiversity

- The Canal and River Trust – EitC staff and participants regularly take part in clean-ups of the canal paths and waterways and continue to maintain Bedford Place, reusing waste such as plastic bottles and car tyres to create repurposed features for its adopted space.
- Laurel Woods – A group of EitC participants volunteer to develop spaces within Laurel Woods; a 16-acre woodland in South Sefton for community groups to visit and take part in outdoor education sessions, which also features seating areas and shelters made from fallen trees.
- The Brickyard Garden at the People's Place – Delivered in partnership with Feeding Liverpool, the award-winning show garden was relocated from the RHS Flower Show at Tatton Park and now has a permanent residence at The People's Place to help strengthen biodiversity, promote wellbeing and connect local residents and EitC participants with the joy of growing good food.

- Staff to take part in a joint volunteer day with the canal and river trust staff, looking to clean the water ways near Bramley-Moore Dock and how we can enhance this in line with the new stadium.
- At USM Finch Farm, the grounds staff maintain the pond in such a way to encourage wildlife
- Plans are being developed to promote further Biodiversity at USM Finch Farm with potential initiatives such as the creation of Woodland habitats, installation of Bird and Bat boxes and developing the pond area to encourage more wildlife
- One of the planning conditions attached to the new stadium construction was a scheme for biodiversity offset to the local planning authority before dock infill works commenced. Planning documents pertaining to the new stadium are publicly available on the Liverpool City Council website: <https://lar.liverpool.gov.uk/planning/index.html?fa=getApplication&id=162728>

Education

- ES Committee – EitC have set up a sustainability committee that will create action plans, measure the impact of activities, set targets and drive initiatives across the Charity's delivery of programmes and community.
- Each staff member can allocate one day per year to Everton in the Community, to work on schemes that are based around sustainability and environmental issues, often on community schemes that benefit those in need of support or help
- We have created three forest schools in our partner Primary Schools to provide outdoor learning environments for the pupils, with 1 more left to complete. A lot of the materials used to build the schools have been taken from builders who would have put the materials in a skip, therefore we have repurposed a lot of waste. The U23 team and staff have all given up their time to help this project happen
- Forest Schools – In June 2023, 200 local schoolchildren from Holy Trinity Catholic Primary School planted trees on their school site to expand their outdoor education space – allowing them to enjoy new experiences and learn additional skills whilst supporting the development of a lifelong relationship with nature.
- PL Inspires Challenge – Five EitC PL Inspires participants brought a sustainable learning space to their school after creating a winning social action project to tackle climate change as part of a PL Inspires Challenge. The space, which was completed by Colas Ltd using only sustainable materials, whilst raised beds were built to grow fruit and vegetables which will be harvested and donated to local foodbanks. A large bug hotel for wildlife and insects was constructed as well as a fire pit with stools made from tree trunks to provide group seating area and a pergola. The students also donated homegrown fruit and vegetables from their school garden to EitC's Blue Base Pantry.
- The Blue Base Pantry – The pantry has sustainability at the heart of its delivery – it's a weekly member-centred scheme which provides local residents and EitC participants with a wide range of high-quality food in exchange for a small subscription fee. EitC receives surplus goods and food from a number of external partnered organisations to be redistributed at the pantry in order to simultaneously reduce food wastage and tackle food insecurity within the Liverpool 4 community. Since February 2023, 11,281kgs of surplus food has been saved from landfill, along with 1,237.3kgs of toiletry products and 2,237kgs of additional mixed donations. Staff regularly donate food (using boxes which are located across all sites) to the Blue Base Pantry and volunteer their time on Thursday mornings to support in the running of this.

- Protect the Planet Challenge – Four EitC Premier League Inspires participants joined more than 120 young people representing clubs from across the football pyramid in a bid to empower young people to take positive action around climate change.
- Four EitC representatives exhibited their 'Recycle and Reuse herb garden' project at the event and spoke about how keen they are to ensure their school has regular cleanups and puts recycled materials to waste.
- Everton F.C. surplus kit – EitC linked in with the Club to gain access to kit from previous seasons; this was redistributed to participants, families and external partners. Over the summer and in the build-up to Christmas last year, EitC saved three shipping containers worth of training kit from going to landfill.
- Club participated in Green Football Weekend (2-5 February, 2024) and issued a comprehensive story on club channels to help educate supporters and highlight sustainability measures being taken. (Link: <https://www.evertonfc.com/news/3873316/everton-embraces-green-football-weekend>)

Communication and Engagement

- Everton for Change page on main club website navigation: <https://www.evertonfc.com/evertonforchange>
- Engaged fans with Green Football Weekend in February 2024 – Club and issued a comprehensive story on club channels to help educate supporters and highlight sustainability measures being taken. (Link: <https://www.evertonfc.com/news/3873316/everton-embraces-green-football-weekend>)
- Communicated relevant stories recently such as award winning sustainable garden at the People's Place, support of World Environment day and more
- Articles highlighting how the Club's new stadium will be the most sustainable in the country - launched with following story: <https://www.liverpoolecho.co.uk/sport/football/football-news/everton-new-stadium-22147151>

Sustainable Procurement

- A third-party supplier handbook outlines the club's procurement policy, which includes service provisions, fair/living wages, ethical matters, human rights, social responsibility (diversity) and environmental responsibility and sustainability. This related to all procurement activities, not just New Stadium Sport Positive verified.
- All kits are produced using the same Eco 8 process as previous Everton hummel kits. Each jersey is made from eight bottles, and uses minimal water in the dying process, further supporting the Club's continued commitment to its Everton for Change environmental campaign
- All our fruit and veg is locally sourced
- As of now, with two stadiums to service, we have many existing agreements in place and there is a concerted effort to reduce waste, lower single use plastics, etc, as outlined above.

Sponsorship and Ownership

- **Ownership**
 - As of April 2024, the club has prospective new owners. This document will be updated when the takeover is complete
- **Sponsorship**
- Sponsors – click [here](#)

Fulham

Policy, Commitment & Reporting

- Fulham FC's commitment to sustainable business operations is outlined on the sustainability page on the Club's website.
- Fulham FC's Sustainability webpage <https://www.fulhamfc.com/more/sustainability/>
- The Club has a sustainability working group, made up of staff from various departments across the business, with the aim of discussing the Club's sustainability drive and implementing best practice.

Clean Energy

- 100% of the Club's energy is procured from renewable sources

Energy Efficiency

- Building Management System embedded into new Riverside Stand to drive energy efficiency.
- New Riverside Stand solar PV will save an estimated 132,000kg of carbon emissions per annum.
- Electric mowers are utilised at Craven Cottage and Motspur Park.
- PIR (passive infrared) systems have been implemented across all toilet lighting at Craven Cottage and Motspur Park.
- Full LED lighting integrated across training ground and stadium.

Sustainable Transport

- Through our partnership with Gridserve, our car fleet is fully electrified and 10 charging points have been installed across Craven Cottage and Motspur Park.
 - See Gridserve partnership announcement: <https://www.fulhamfc.com/news/2023/july/26/fulham-partners-with-gridserve/>
 - Fanbase engagement around benefits of EV: https://www.instagram.com/reel/C2SPkwls_AU/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- Gridserve's Electric Car Salary Sacrifice Scheme is available to Club staff, incentivising electric car usage. The club also offer a Cycle to Work Scheme for staff.
- Craven Cottage is a public transport venue. There is no car parking provision at the stadium or in the immediate surrounding area [and fans are actively encouraged to use public transport to travel to Craven Cottage.](#)
 - See Travel section of the Club website: <https://www.fulhamfc.com/visit/travelling-to-craven-cottage/>

- Fulham fans are therefore significantly more likely to walk, cycle or take public transport to home matches than Premier League average – 66% of FFC fans travel to Craven Cottage by public transport, on foot or by bike.
 - Fulham fan travel breakdown (survey took place Oct-Nov 2023) is published on the Club website: <https://www.fulhamfc.com/more/sustainability/>
- Supporter coaches are provided for away games to reduce individual car usage.
- Participants of some Foundation programmes are provided with discounted public transport travel cards.

Single Use Plastic Reduction or Removal

- Through the Club's partnership with Adidas, our Home, Away and Third kits are manufactured from 100% recycled materials.
- Significant efforts to reduce plastic use in food packaging at Craven Cottage - compostable wooden cutlery has been implemented across the stadium concourse, along with recyclable cups, sip lids, food trays, bowls and containers.
- The Club shop uses exclusively compostable carrier bags and recyclable product labels.
- 16-piece UK-made, sustainably-sourced, organic cotton and recycled polyester range available in retail store.
- Reusable water bottles are provided to all staff.
- On-site water fountains encourage players, staff and visitors to refill water bottles.
- The Club's Official Water Partner Buxton supplies 100% recyclable bottles.

Waste Management

- 0% of the Club's training ground waste goes to landfill and waste contractor has environmental policy.
- Central recycling, general waste, food waste and battery recycling implemented.
- Approximately 2,000 items of First Team and Academy kit are recycled to Foundation programme recipients each year.
- Over 2,000kg of CO2 emissions have been prevented through our City Harvest relationship, where surplus food is donated to those in need across London.
- Staff, fans and Foundation programme participants are able to donate unwanted household items and clothing via Anglo Doorstep Collection.
- Season ticket cards are rolled over to save on production, packaging and emissions for delivery.
- Transitioning to hand dryers across Craven Cottage and Motspur Park to reduce paper towel usage.

Water Efficiency

- Remote water monitoring system installed across Craven Cottage and Motspur Park to drive water efficiency.
- Implementation of cisterns and sensors throughout the stadium and training ground as water-saving devices.
- All urinals at Craven Cottage and Motspur Park are being transitioned to waterless, with urinals in Hammersmith End and Putney End at Craven Cottage and external toilets at Motspur Park have been transitioned already

Plant-based/Low-carbon Food

- Vegan and vegetarian food options available across all sites.
- Craven Cottage food options include halloumi baguette, macaroni and cheese (including vegan version), vegan hot dog, margherita pizza, cheese and onion pasty and mushroom burger.
- The Club and Foundation actively promoted #TransfertoVeg initiative as part of Green Football Weekend campaign, to show how small lifestyle differences can add up to a big difference for the environment and particularly highlight how eating more vegetable-based meals can significantly reduce our carbon footprints and other greenhouse gas emissions:
 - Social Media content: <https://x.com/FulhamFC/status/1747982183044653311?s=20>
<https://x.com/FulhamFC/status/1749450597445890152?s=20>
<https://x.com/FulhamFC/status/1750864636591649075?s=20>
 - Fulham FC Website Launch: [https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend-/](https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend/)
 - Matchday programme spread for Everton (H) on 30th January

Biodiversity

- The Club is supporting the restoration and ongoing maintenance of Bishops Park to mitigate temporary impacts of Riverside Stand construction
- At Motspur Park, 120 laurels were planted during Autumn of 2023 to help encourage the retention of biodiversity across the site. Plans for certain areas at Motspur Park to be designated to support nature and local ecosystems.
- An ecological survey has been conducted at a secondary site adjacent to Motspur Park to ensure safe processes are in place to protect the environment.
- Other initiatives have included supporting local litter picks in March 2023 with the WI
- Sensory garden maintained at the Foundation's office site

Education

- Hosted sustainability and environmental awareness workshops for Academy players (U14s, U17s and U18s) on 25th January 2024, in partnership with 'Football For Future'. The sessions were geared towards helping the players understand the fundamentals of climate change and its relationship with football, as well as developing an understanding of the practical ways the football industry can be more sustainable.
- The Foundation's 2023-24 Social Action Challenge, which engages primary, secondary and community groups, is focused on helping young people create and implement ideas to protect the planet.
 - Website news stories:
 - <https://www.fulhamfc.com/news/2023/september/25/launching-the-2023-24-social-action-challenge/>
 - <https://www.fulhamfc.com/news/2024/january/21/social-action-challenge-finalists-announced/>
- Segment on sustainability and environmental awareness integrated into the Club's induction sessions for all new employees across the Club and Foundation

Communications and Engagement

- Sustainability page on the main Club website, outlining Fulham's progress across key pillars of sustainability: <https://www.fulhamfc.com/more/sustainability/>
- From Autumn 2023, the Club has been a member of the British Association for Sustainable Sport (BASIS), the sustainability hub for sport in the UK. BASIS aims to drive growth in understanding, expertise and commitment to sustainability in sport, helping members to shape and work towards their sustainability objectives.
- Fulham FC and Fulham FC Foundation participate in the annual Green Football Weekend / Green Football Cup to highlight how small lifestyle changes can add up to a big difference for the environment – the focus for this year's campaign has been around the benefits of consuming more vegetable-based meals (see Food category for full campaign materials)
- The Club work in close collaboration with our Club Partners and fanbase groups to engage our fans around issues of sustainability:
 - EV content in partnership with Gridserve:
<https://www.fulhamfc.com/news/2023/july/26/fulham-partners-with-gridserve/>
<https://www.gridserve.com/partners/fulhamfc/>
<https://www.gridserve.com/2023/11/22/fulham-fc-players-soccer-ev-challenge/>
https://www.instagram.com/reel/C2SPkwlsAU/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
https://www.instagram.com/reel/Cz8Rnuds8SG/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
https://www.instagram.com/reel/Cz6FBqTmi99/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
https://x.com/GRIDSERVE_HQ/status/1748339641110172083?s=2
<https://youtu.be/MIV7ohbuUc8?si=eWIRUCIHIFHqHf8->
<https://www.gridserve.com/2023/11/22/gridserve-car-leasing-and-fulham-fc-reveal-their-electric-car-starting-11/>
 - Four-page sustainability spread in Everton (H) matchday programme
 - Other examples of Sustainability-related engagement:
<https://www.fulhamfc.com/news/2023/december/10/fulham-joins-british-association-for-sustainable-sport/>
<https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend-/>
<https://x.com/FulhamFC/status/1747982183044653311?s=20>
<https://x.com/FulhamFC/status/1749450597445890152?s=20>
<https://x.com/FulhamFC/status/1750864636591649075?s=20>
<https://www.fulhamfc.com/news/2023/february/22/south-fulham-clean-air-neighbourhood-project/>
 - Fulham Lillies: <https://x.com/FulhamLillies/status/1748403597530833306?s=20>
<https://x.com/FulhamLillies/status/1748405362527437153?s=20>

Procurement/Sourcing

- Sustainability clause integrated into the Club's procurement terms to ensure environmental impacts of the provision of goods and services to the Club are minimise
- The Club's home, away and third kits are made by Adidas using 100% recycled materials.

Sponsorship and Ownership

- **Ownership**
 - Ownership: 100% by Shahid Khan
 - Information: CEO of Flex-N-Gate Group and owner of the Jacksonville Jaguars of the National Football League in the United States
 - Country: Pakistan/USA
 - Source of Income: Automotive Parts Manufacturing
 - Links: https://en.wikipedia.org/wiki/Shahid_Khan
 - No sponsors or owners with a source of wealth, that are responsible for extracting, producing or distributing fossil fuels OR invest in, financially support or underwrite fossil fuel extraction
- **Sponsorship**
- Sponsors – click [here](#)

Liverpool

Policy, Commitment & Reporting

- The Red Way, the Club's holistic sustainability programme is published on the Club's website:
- As a signatory to UN Sports for Climate Action framework (S4CA) with net zero commitments, the Club publicly reports on scope 1, 2 and 3 emissions on the main club website
 - Emissions reporting is broken down within our [annual report](#) – available via The Red Way section of our website
- The Club has implemented an energy management system, and independent certification has been retained to ISO50001 standard since 2020.
- The operational framework/sustainability management system underpinning delivery of The Red Way has been certified to ISO20121 by external auditors since December 2021.
- The Club has also offset 100% of carbon emissions resulting from 'football operations' for the 2021/22 season and will do so again in 2022/23.
- The club passed its annual ISO20121 audit undertaken by the BSI in February 2023, reported as "Liverpool are leading the way within the Premier League with their Red Way, which incorporates sustainability throughout the organisation. There is passion and buy in from leadership and it runs through the veins of the club, this was evidenced throughout their certification journey for ISO20121. Trailblazing is a bit of an understatement", Michelle Williams, BSI.

Clean Energy

- The Club has sourced electricity and gas for all UK operated sites from 100% renewable sources since the 2020/21 season and is aiming to transition all other fuels to low carbon alternatives over the coming seasons.
- We have already transitioned all our Men's bus travel to HVO.
- 100% of energy at all LFC sites from renewables tariffs. Additionally, LFC has a target to achieve 100% of energy from renewable, synthetic or low-carbon sources by 2025, which includes all fuels – not just utilities tariffs – with progress reporting in our annual report.
- The club delivered a number of key messages to its supporters and wider society on the topic of clean energy and its commitments to sustainability.
- The dedicated The Red Way fixture that took place in April 2023 included messaging on the club's website, linkedin, social media channels and internal platforms for colleagues on the work being done in this area and the importance of clean and renewable energy as part of the club's commitments to reduce its emissions
- Additionally, the 21/22 TRW Report was also published across all club channels and covered all aspects of the club's commitment to sustainability and highlighted the benefits of such an approach
- For Green Football Weekend 2023, the club actively encouraged its supporters to back the campaign and be more sustainable in their own lives
- This included the backing of former LFC players such as Jamie Carragher and Steve McManaman.

- Finally, for Global Goals Week in 2023, the club created a bespoke video highlighting how we have aligned TRW with 14 of the 17 UN SDGs, working to educate people on the importance of these. All of the above mentioned content reached a minimum audience of 164m.

Energy Efficiency

- The Club has an energy management system in place, certified to ISO50001, which additionally demonstrates ongoing compliance to ESOS
- This management system covers all UK operated sites
- Energy at Anfield Stadium, Academy & AXA Training Centre sites is managed through comprehensive Building Management System software, providing insights to proactively manage consumption across these facilities
- The Club's Merchandising team continue to work closely with factories supplying product to our retail operation, ensuring progress is being made to reduce energy consumption or transition to more energy efficient systems
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- For Green Football Weekend 2023, the club actively encouraged its supporters to back the campaign and be more sustainable in their everyday
- This included the backing of former LFC players such as Jamie Carragher and Steve McManaman
- For Global Goals Week in 2023, the club created a bespoke video highlighting how we have aligned TRW with 14 of the 17 UN SDGs, working to educate people on the importance of these. All of the above mentioned content reached a minimum audience of 164m people
- In addition to supporter facing communications, the club also issued a domestic energy letter to its Academy players and families to help them be more energy efficient
- This includes details of steps that can be taken at home to reduce costs and maximise efficiencies to keep their homes warm for themselves, their families and our players
- This was issued to all Academy players and families alongside a lightbulb swap initiative (helping them to swap to more energy efficient LED lightbulbs for free, funded by the Men's Senior team).

Sustainable Transport

- Liverpool FC has sustainable transport policies for staff and team travel, with use of decision-tree documentation for conditions on when each form of travel is used, always prioritising lower carbon options (Sport Positive verified).
- Transport emissions reduction strategy is driven by The Red Way and is embedded using LFC's Sustainable Travel Policy. Carbon emissions are tracked, and the reduction plan for fans, staff and team travel is part of the carbon reduction strategy.
- Public transport is visibly advocated on websites and in comms. There's a free cycle hub at the stadium, walking routes are signposted, casual match day staff receive free bus travel to

and from work each matchday. Subsidised buses are provided for Anfield matches and a free fan coach is provided for all Women's away fixtures in collaboration with our travel partner, Expedia.

- Fan travel surveys undertaken every year and publicised on LFC website.
- LFC incentives include:
 - our staff are entitled to the bike to work scheme,
 - our tusker car plan only stocks EV and Hybrid vehicles to facilitate staff switching to more sustainable vehicles with tax benefits included,
 - the Club will purchase a travel pass for staff to buy season travel tickets and repay over the course of the year,
 - LFCW supporters can benefit from [a free bus to all away matches](#), paid for by Expedia
 - LFC Men's supporters can book on a subsidised bus travel to away matches
 - Soccer buses are delivered with local stakeholders to provide subsidised buses from the City Centre to Anfield
 - In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to an audience of 164m people), the club also issues information to all supporters attending games at Anfield (capacity of 60,000 per game, around 20-30 games at Anfield per season) on the best way to get to Anfield via public, more sustainable transport routes
 - This includes a 'soccerbus' scheme that runs from the city centre directly to Anfield before and after games
- A survey was also rolled out to all supporters, which received almost 8000 responses and worked to better understand people's travel plans and their priorities when travelling to Anfield and also highlighted the other options available to them.
- Finally, the club's car scheme for colleagues is delivered in partnership with Tusker, who only hold Hybrid and EVs in their fleet
 - For each car scheme launched with a colleague, Tusker commit to a tree planting scheme as part of their commitments to sustainability which are aligned with ours on this project.

Single Use Plastic Reduction or Removal

- Single use plastic reduction/removal is included within waste management strategy developed as an outcome of the implementation of the LFC sustainability management system.
- Use of reusable fan cups at Anfield, avoids plastic waste – hand back rates for reusable cups have increased from 20% at the beginning of 2021 to 98% at the end of 2022.
- Plastic bottle recovery rates at the stadium have been consistently over 90% in the past two seasons, with over 600,000 bottles collected and recycled into Mr Muscle bottles for our partner, SC Johnson.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people, the club has delivered a multi year campaign alongside SC Johnson to encourage the use of reusable cups at Anfield and plastic bottle recycling rates at the stadium.
- This has included messaging at every home game at Anfield – in tannoy announcements, LED Boards (seen by both match attendees and TV audiences), QR codes on bins and programme messaging, content on club channels with first team players across men's and

women's teams, and work within our local communities with LFC Foundation through the Big Red Summer program – engaging directly with over 15,000 young people to educate them on SUP reduction and provide reusable water bottles for them to use at LFC Foundation programmes and their everyday lives.

Waste Management

- The club achieved a 5% reduction in overall waste (tonnes) last season (making a total 30% reduction (tonnes) since 2019) and 100% diversion from landfill
- Our waste management strategy now has a waste working group to support its implementation across all sites
- Our LFC retail range has further reduced product and packaging waste this season, and our distribution centre achieved over 95% recycling rates.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club also issued a domestic energy letter to its Academy players and families to help them be do more around managing waste in their own lives.
- This includes details of steps that can be taken to reduce waste in their homes – all of which was provided to all Academy players and their families.
- The club's multi-year campaigning work with SC Johnson focused on waste management and reduction and was (and continues to be) delivered across all club channels and features players from across LFC Men's and LFC Women's First Teams, as well as former players.
- At the very top of this campaign stands a commitment by the club to reduce its waste by 10% on a YOY basis, and for fans to follow the "3 R's" – Reduce, Reuse, Recycle.
- This is managed internally but highlighted in communications on the clubs website and its channels, as well as alongside multiple platforms
- On a truly global scale, the club launched the Waste Free Red campaign, which engaged with its 316 Official Liverpool Supporters Clubs around the world, using the passion and commitment to sustainability to work with supporters across the world to reduce their own waste.
- The eventual winners of the campaign were OLSC Myanmar, which demonstrates how far reaching and impactful the campaign and educational messages alongside these truly are.

Water Efficiency

- The Club has a comprehensive water management plan and is taking further steps to improve the resolution of water consumption reporting across LFC sites to assist with consumption reduction.
- The AXA Men's training centre and Men's academy are run from boreholes, reducing the consumption of mains water by up to 100% for non-potable water use.
- New technology has been added at the AXA and Academy pitches to inform grounds staff of daily pitch moisture and salinity levels to maximise efficiency in water and fertiliser use.
- All new developments have water efficient taps and facilities installed as part of the overall water management programme
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club also issued a domestic energy letter to its

Academy players and families to help them be do more around water efficiency in their own lives

- This includes details of steps that can be taken to reduce water usage in their homes – all of which was provided to all Academy players and their families

Plant-based/Low-carbon Food

- The club continues to champion plant-based food and did so in 2023 with the help of our 22/23 partner, Quorn.
- Although the partnership has ended, the club continues to offer plant based foods for fans and staff, in concourses and hospitality and players at all levels.
- Vegetarian or vegan alternative food offerings across LFC sites led to a 86,500kg reduction in CO2e emissions last season.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), through the club's partnership with Quorn Foods, supporters were actively encouraged to reduce their meat consumption by trying Quorn products, with a number of campaigns delivered across club channels highlighting this, as well as activations at Anfield on matchdays (e.g. free Quorn pies)
- The club's work for Green Football Weekend 2024 focused on food, and saw the club team up with Arsenal FC to highlight the importance of food donations and sustainability, including how fans can get involved in this topic.

Biodiversity

- The club has a comprehensive biodiversity management plan and continues to champion novel ways to contribute to biodiversity across sites and in the community.
- Grounds teams are continuing to undertake biodiversity projects across our sites
- After World Earth Day 2022, fans donated points via the MyLFC awards scheme to provide planters, vegetable plants, fruit trees and education sessions, delivered by the LFC Foundation to 2 local schools to highlight 'farm to fork' and biodiversity. Our allotment sites (Tuebrook/Anfield and the Men's Academy) continue to go from strength to strength
- In 2023 we logged over 200 hours by local community groups through the foundation and veterans groups in addition to over 800 hours by LFC staff, CSR partners and local gardeners.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club has continually promoted its commitment to biodiversity through highlighting its allotment (which has been featured on The One Show), supporting events such as the Premier League's Protect The Planet and more.
- All activity is highlighted across club channels and demonstrates to supporters the impact and real world importance of such interventions.

Education

- The Red Way training has been a mandatory training module for all staff (including new starters) across the club this year.
- Training has also been delivered to the academy and U21's teams in the first half of this season (2023/24), with senior Men's and Women's teams post-New Year (2023/24)

- The sessions focused on an introduction to The Red Way, sustainability, UN SDGs, why sustainability is important to LFC and its players, and importantly, player responsibilities and their role in supporting The Red Way and tackling the climate crisis.
- The training was delivered by the club's Director of Impact.

Communications and Engagement

- The Club's sustainability policy/efforts are continuously reviewed, refreshed, and available on the club's main website within the main menu.
- This season, the Club has started to use the MyLFC app and rewards scheme to engage fans with Red Way initiatives, for which they earn points which can be used to enter exclusive competitions or get discounts on LFC merchandise
- For World Earth Day, fans were able to donate their points to fund a 'farm to fork' food and biodiversity project which provided planters, vegetable plants, fruit trees and supported sessions to two local schools, delivered by the LFC Foundation.
- The club actively engages fans towards positive behavioural change that reduces environmental impact in their own lives. The club's Red Neighbours programme has integrated sustainability into its work with local schools, as well as community groups.

Procurement/Sourcing

- LFC has a sustainable procurement policy and specific ESG supplier manual for LFC Retail Products, which includes environmental, corruption, modern-day slavery, human trafficking, child labour and more.
- LFC is an accredited partner of the Real Living Wage Foundation (since 2018).
- ED&I procurement impact assessments, actions, and updates for the Premier League are completed with the HR/ED&I manager on a periodic basis.

Sponsorship and Ownership

- **Ownership:** 100% by Fenway Sports Group
- **Information:** Fenway Sports Group Holdings, LLC (FSG), is an American multinational sports holding conglomerate who own Major League Baseball's Boston Red Sox, Premier League club Liverpool F.C., and the National Hockey League's Pittsburgh Penguins. FSG was founded in 2001 as New England Sports Ventures (NESV) when John W. Henry joined forces with Tom Werner, Les Otten, The New York Times Company, and other investors to successfully bid for the Red Sox. NESV formally announced its name change to Fenway Sports Group in March 2011
- **Country:** USA
- **Source of Income:** Investment management/sports investment
- **Links:** https://en.wikipedia.org/wiki/Fenway_Sports_Group
- **Sponsorship**
- Sponsors – click [here](#)

Luton Town

Policy, Commitment & Reporting

- Luton has Sustainability Policy accessed via the website: <https://www.lutontown.co.uk/club/club-policies/>
- Sustainability lead is in place for Luton Town
- Planning on putting reporting in place annually to ensure we can improve continuously
- Luton Town are on-board with the Premier Leagues Commitment put forward in the shareholder vote in February

Clean Energy

- Current energy provider is Utilita who operate a home hub within Luton, <https://themailluton.co.uk/store-a-z/utilita-hub/>
- Exploring this space with our Supplier and shirt sponsor - Utilita

Energy Efficiency

- We use LED lights where possible alongside smart sensors to ensure minimal light usage
- All non-essential electrical equipment and apparatus is switched off between home games, including coolers, chillers and refrigerators where possible.
- We are currently trialling some electric mowers and Electric vehicles at our training ground
- Energy consumption and efficiency of new products are considered when purchasing
- We try and reduce power consumption where possible
- We actively engage with our fans directly to encourage energy efficiency in their homes
- No Building Management System (due to the age of Kenilworth Road), but are planning this for our new stadium

Sustainable Transport

- We partner with local bus and train companies to encourage usage of public transport on match days.
- We also encourage car sharing and using trains where possible
- We recently partnered with Octopus and some of our employees now use Electric vehicles

Single Use Plastic Reduction or Removal

- Strategy in place to reduce/remove single use plastic from all catering operations, the below have been introduced in the last 24 months:
 - Wooden forks & stirrers used in GA/Public units
 - Compostable pint and half pint cups used in GA/Public units
 - Water and softs PET bottles made of 30%-50% recyclable plastic

- Compostable or vegware hot drink cups use across the Club:
<https://www.vegware.com/uk-en/page/our-materials/>
- Compostable cutlery and vegware containers used across the Club
- Incup hot drinks partially recyclable
- Partnership with Cawley's - Total Waste Management Services:
<https://www.cawleys.co.uk/total-waste-management>
- Partnership with Heineken – Brew a Better World – Raise the Bar 2030:
<https://www.theheinekencompany.com/sustainability-and-responsibility>
- Additional References:
 - <https://www.coca-colacompany.com/sustainability>
 - <https://www.princesgate.com/environment>

Waste Management

- Our carrier bags are made from recyclable materials and are fully recyclable.
- All other packing from deliveries and stores are recycled alongside our partnership with Cawley's Waste management
- We use hand driers in all areas, rather than paper towels - to avoid waste.
- Our Retail team have a eco range which includes hoodies, tees and a polo this range has doubled in size since last season going from offering two lines to now five lines of clothing. This is all organic cotton and made in ethical factories.
- Our mailing bags used for fulfilment are fully compostable and we have now moved onto eco-friendly bubble wrap and padded envelopes.

Water Efficiency

- This being actively looked into, but is challenging due to space constraints.

Plant-based/Low-carbon Food

- Vegan sausage roll, vegan hotdog and fruit are currently available from kiosk
- Wooden stirrers and forks, biodegradable/compostable pint cups are available from kiosks
- Vegware compostable packaging (dessert containers, coffee cups, food containers and lids) are used for take away food at the training ground, broadcasters feeding and staff kitchen
- Hospitality vegan menus are available in all lounges and will change on a match by match basis;
- Crispy Panko Tofu; Vegan Wellington; Roasted Harissa Cauliflower Steak; Squash, Cauliflower, Chickpea and Spinach Tagine
- 25% of the desserts are vegan; Vegan Ice Cream, Vegan Brownie, Apple Crumble with Plant Based Cream
- We also provide a compost bin at our training ground.
- We also serve Vegan options to supporters as well as serving those to the Media teams

Biodiversity

- This being actively looked into, but is challenging due to space constraints.

Education

- We work closely with our Trust to deliver education around sustainability.
- Link to the latest session during Green Football Weekend.
<https://www.lutontown.co.uk/news/2024/february/community-latest-13-02/>

Communications and Engagement

- Shared news of Green Football Weekend:
<https://www.lutontown.co.uk/news/2024/february/community-latest-13-02/>

Procurement/Sourcing

- The club are developing a Code of conduct to better source and procure products.

Sponsorship and Ownership

- 2020 Holdings (Eng) Ltd, owns 100 per cent of the issued share capital of Luton Town Football Club 2020 Ltd.
- Paul Ballantyne holds a Significant Interest in 2020 Holdings (Eng) Ltd
- Source of wealth: investment management
- **Sponsorship**
- Sponsors – click [here](#)

Manchester City

Policy, Commitment & Reporting

- Manchester City has a clear policy for sustainability that states its commitment to credible net zero by 2030.
- This includes (universal) action targets for annual reductions across all scopes of 14% and since 2022 includes all new and retrospective embodied carbon.
- In 2022-23 the overall CO2 emissions increased by almost 50% - all in scope 3 - as a result of the full return to concerts and events post-covid and a greater number of home match days. Scope 1 & 2 emissions reduced by some 19%. The overall trend remains downward and ensure the Club remains on target for its 2030 credible net zero.
 - All of the Club's measurements and actions are included in its annual sustainability report – Game Plan - Sustainability | Manchester City - <https://www.mancity.com/club/sustainability-game-plan>
 - This is the 19th consecutive annual review of the Club's sustainability work.
- The Club has also engaged with TCFD.
- Updated policy requirements are included in the annual report/appendices and presented to both MCFC and CFG leadership teams to ensure total buy-in and to share updates, change and challenges.
- Manchester City is accredited to ISO 14001 and also to 45001.
- The Club achieved platinum accreditation from Greengage (for its hospitality services) in 2023.
- Manchester City also produces a live and updatable Environmental Risk Register and has created an environmental risk action plan.
- The policy and agenda is an essential part of new staff induction and a business-wide staff training (CPD) plan.
- 'BeCity' is a monthly staff update of key issues and actions – sustainability forms one of the primary themes – ensuring all staff have access to up to date information and actions.
- Sustainability is a standard agenda item on the monthly (CFG) Global Group Operations Meetings, ensuring that sustainability and environmental impact are included in all.

Clean Energy

- Since 2010 Manchester City has purchased its energy (electricity) under a PPA with a certified supply of 100% renewable energy.
- The Club's academy facilities, stadium, store and offices are all supplied through this.
- Energy supply and consumption is monitored daily and half-hourly to ensure best supply options and to promote efficiency of use.
- The energy programme also ensures that there is an efficiency drive throughout all operations and there is an added focus on the reduction in the use of gas – with all new projects and developments excluding new gas installations.
- The 'essential requirement' for diesel back-up generators are now supplied only with 'green fuel alternative' from Crown Oil HVO.
- An estate-wide programme of installing EVCs has been completed, the success of which will see further growth as both fleet and staff and visitor vehicles are electric.

- Currently, 11% of Club spaces are provided with EVCs with less than 2% on match day public/fan parking. The process underway is to build this access to 10% across all parking facilities by 2027.

Energy Efficiency

- All Club properties are managed via a high efficiency BMS programme and have been recognised by both LEED and BREEAM certification.
- In addition to the overarching Game Plan strategy, the Club's facility managers engage staff and contractors on a regular basis, from daily, to weekly and monthly, to identify and address areas which benefit the whole scale energy efficiency.
- The Club continues a major estate wide replacement of all light fittings to LED including stadium floodlighting which now saves over 2.1m kw/h against the 2018 -19 season.
- PIR settings have been changed to be more efficient and in 2021-22 the Club reduced its warm air temperature by just over two degrees and cool air flows to respond to more moderate temperature changes.
- Manchester City reports its energy information annually via SECR and within the ESOS programme – 2023 being ESOS 3 and complete.
- Greater emphasis has been placed on the timings and periods of essential industrial lighting to reduce consumption whilst protecting the needs of our business.
- Staff behaviours have also been included in this programme.

Sustainable Transport

- Manchester City endorses its sustainable travel and transport planning through the Game Plan Agenda – this is approved through the leadership team (LT) with annual submissions monitoring the affects the actions and needs of all club functions including staff, academy and player travel.
- The sustainable policy for staff travel is included in Game Plan (pages 108-145 – see pages 124-126). It is imperative that all staff travel is undertaken with due regard to need, to the most efficient and sustainable modes and that there must be consideration first of all other options, such as conference calls.
- The Club directly operates very few vehicles and in 2022-23 completed a fleet replacement of tractors and grounds machinery with electric options where available.
- The Club began the promotion and engagement of fans and supporter clubs in '[walk to the match](#)' in 2019 and restarted this [again](#) in 2022 following the covid lockdowns. Latest article [Feb 2023](#).
- According to the 2022-23 fan surveys 3% of (1600) of City fans walk all the way to the match, with around 16% (8,400) walk at least the first and last mile. The Club is working with Transport for Greater Manchester (TfGM) to support active travel and has already introduced new/added cycle parking and is uplifting its city centre walking route.
- A fan shuttle bus service to various parts of Greater Manchester was trialled in 2023 and is to be expanded in the first half of 2024 – promoting greater use of public transport (with TfGM). See two stories on the trial: [May 2023](#) and [August 2023](#)
- In 2023-24 visitors to non-match day events at the club will be asked to complete their travel details as part of their access approval – an automated programme will ensure this provides key information and for all visitors take under 15 seconds to complete. It is also planned that this will be rolled out to all major conferences and events.

- In partnership with Nissan, the Club produces an 'Electric Away Days' YouTube which focus on carpooling for matchday, and the use of electric cars:
 - Episode 1 - Nissan Electric Away Days | Ep1 Joleon Lescott & Ricky Hatton ([youtube.com](https://www.youtube.com/watch?v=...))
 - Episode 2 - MANCHESTER DERBY WITH JILL SCOTT AND KAREN BARDSLEY! ([youtube.com](https://www.youtube.com/watch?v=...))
 - Episode 3 - WEMBLEY WITH MICAH RICHARDS AND SHAUN WRIGHT-PHILLIPS! | Man City in the FA Cup Final! ([youtube.com](https://www.youtube.com/watch?v=...))
- Sustainable Transport – Player travel
 - All player travel both domestic and international is fully measured, recorded and reported.
 - This includes all modes and classes of travel, hotel bed nights, baggage and food provisions.
 - In domestic team travel, where practical, coach and train travel are employed
 - Air travel is used when needed, ensuring the welfare and care of players and staff and the need to meet fixture deadlines and the preparation and/or associated rehab safely.
 - This is fully covered in Game Plan and is incorporated as part our emissions as strive to be carbon net zero by 2030 (Game Plan – pages 49 & 50).
- Sustainable Transport – Future Planning
 - The Club continues to liaise with its fans, workforce, community, city and transport authority to identify real and practical options for sustainable travel – both for match and non-match days.
 - There is wide recognition across all groups that new options need to be developed, but these must also meet the needs of club operations, fan relations and expectations and be accessible in all forms. A transport working group has been established to further develop the options.
 - Working with the City Council and Transport for Greater Manchester, Manchester City has developed new cycle parking and access to the 'Beryl Bike' loan scheme taking fans from city centre to stadium. See also the promoted walking route by the Club. All visitors and fans to the stadium are asked to consider walk, cycle, public transport and to avoid single occupancy cars wherever this is possible and practical.
 - In Game Plan, the Club reports the tracking and survey of over 800 different fans attending every match day to understand travel modes, origins, passenger types and numbers and experiences. This helps manage existing travel options and to work proactively in the promotion of practical, sustainable options and to plan better for the future
 - Game Plan page 53

Single Use Plastic Reduction or Removal

- All single use plastic was eradicated in 2018-19 from stadium and match day catering operations and from the whole business and across all sites by the summer of 2022.
- Manchester City has removed all single use plastic from its match day and general operations – single use cups, cutlery, sachets etc. We have also removed PET bottles from match day and completing all operational use by end 2023.
- Final parts of this programme will work to remove all 'personal preferences' for PET by summer 2024.
- Whilst we are working to eliminate all single use plastic, there are of course items that come via delivery and some wrappings and tags in retail, therefore, it cannot be said that every

aspect of operations across the Club has removed SUP and some is brought in by visitors. Where we find plastic of course, it is recycled if it cannot be reused.

- This has meant major changes for our suppliers and fans and all drinks and food products are served in re-usable items only, or in fully compostable packaging that is managed on site as part of a full-circle process.
- In retail, single use plastics are also being removed – bags, if required, are multi use and made from 100% recyclable products and are in turn 100% recyclable.
- The Club's departments and partners have committed to a total review of packaging of all kinds to reduce levels and waste.
- All ticketing and mailing operations have moved to digital (except by exceptional need, such as supporters with access requirements)
- There is no single use plastic within the fans' match day experience, for example there are no plastic covers on any match day items or programmes and we have been working with all suppliers to remove over-covers. Condiments (sachets) were partly re-introduced in the immediate post-covid period but have again been phased out. All food packaging and any one-use cutlery etc is 100% compostable which is undertaken on site.
- Published a programme feature highlighting the Club's improvements to matchday F&B, including the removal of single-use plastics.
- See Game Plan – pages 75 & 76

Waste Management

- Between 2022-23, just under 70% of all our waste was recycled, reused or used as mixed waste.
- Since 2002 Manchester City has not sent any waste to landfill.
- This remains a key policy in the waste reduction drive and the Club's target to become a zero-waste organisation by 2025-26.
- Reducing waste at source is a priority whilst any that is generated is 1) upcycled 2) re-used 3) recycled and also re-purposed.
- Every effort is made to segregate waste and work with the Greater Manchester. Waste Authority to ensure appropriate salvage and waste streams are engaged on site.
- The Club has developed a 'unique' grass, food, paper and card composter which takes and churns all these items in one energy-efficient process into new and usable compost which is then used on CFA landscapes around 97%.
- The full-circle composting project has been trialled for two full seasons and proven very successful.
- Early trials are underway to ascertain the quality of food produce using this compost which can then come back to our Club operations from local growers.
- Additional (partner) initiatives include Re:jersey (Re-Fiber) with Puma, while Water Heroes with Xylem has seen our sustainable efforts support communities across the globe.
- See Game Plan pages 73 7 74 and pages 55 – 61 - policy on pages 130 – 133

Water Efficiency

- Manchester City is around 97% self-sufficient for water through two major rainwater harvesting projects – one at City Football Academy (CFA) and one at the Etihad Stadium, installed in 2021.
- All of the CFA buildings also have localised water attenuation and there is a potable water borehole making both drinking water and back up irrigation available across the site.

- To ensure continued progress the redesign of major water storage is underway to ensure greater, future efficiency.
- Reduced flow taps and shower heads (saving c40% flow) have been installed across Club properties with new programmes underway to manage water pumps and piping junctions and to quickly identify and rectify leaks.
- The Club is working with its partners to promote water solutions both in Manchester and globally as part of a major health and sustainability initiative, including both social and environmental impacts in Manchester and around the world.
- Through the [partnership to date](#), the Club and Xylem have already reached more than 1 billion people through water awareness, education and volunteerism initiatives that advance their shared mission to create a more sustainable world
- In this [next phase](#), the partnership aims to accelerate action on critical water challenges by driving a further 100 million people to participate in water-related initiatives in their communities.
- In 2023, the Club remodelled its rainwater treatment to improve efficiency and reduce waste further with its partner, Xylem.
- In February 2023, Club legend Joleon Lescott visited Cape Coast in Ghana with Cityzen's Giving and Xylem to support the building of two clean water towers in local communities. Each tower provides for the daily drinking needs of 1,800 people – <https://www.mancity.com/news/club/city-and-xylem-help-bring-clean-water-access-to-cape-coast-ghana-63811031>.
- WASH Pledge: We have committed to implementing access to safe water, sanitation and hygiene at the workplace at an appropriate level of standard for all

Plant-based/Low-carbon Food

- Every food concession inside and outside of the stadium and all hospitality suites and staff and player refectories offer vegan menu options with universal offers for vegetarian food and beverages. These products are actively promoted on a matchday.
- There are also several wholly-plant-based concessions available for fans on match days.
- One in seven GA food sales during the 2022-23 season was vegan.
- Sustainably sourced coffee is also a key feature across the entirety of our operations.
- In staff, player and academy refectories, there are vegan options at all times and regular promotions of meat and dairy free days, menus and options to try at home.
- Local produce supply remains a priority and the Club continues to evolve all its menus into principally seasonal products. Meat and dairy-free days have been introduced with the sharing of menus and home cooking ideas.
- Staff catering has also been part of the 'wonky produce' programme to ensure that food is sourced from sustainable suppliers – further reducing waste within the food supply chain.
- The Club is working with a direct prison and ex-offender programme to train and create opportunities in food provision and sales with home-grown produce creating positive future pathways. This is just one example of sustainability in action that actively crosses environmental, social and economic sustainability.

Biodiversity

- Biodiversity and ecology are high priority features of Game Plan, and we continue to identify new ways to incorporate biodiversity across our campus, building on the success of CFA green corridors and wildlife habitats.
- See Policies and Procedure Appendices on 'Biodiversity and Ecology' for full detail in Game Plan, and search 'biodiversity' in Game Plan for integrated approach to ecology: Game Plan pages 77-83 and policy pages 134-135.
- Since 2018, over six acres of all-new wildflower meadow and wild grasses have been established, new tree planting and orchards across CFA and the development of a series of bug hotels and beetle banks – new wetlands have taken shape and created an all-new project 'Mancgroves'.
- Mancgroves realises new, safe wetland (bogs, ponds, swales) and hayfields in the city, working with fans, staff, schools and communities to create and maintain high (CO2) absorption spaces and places, supporting our city's ecology and achieving significant net biodiversity gain year on year.
- In 2023 a number of local schools and community groups engaged with Mancgroves which will introduce all-new ecology community spaces by mid-2024.
- see Game Plan pages 77 – 83 and 134-135

Education

- In 2022 Manchester City launched a new education and training programme for all staff and new starters. This sustainability CPD course works across the whole workforce and in the year will embrace players, scholars and staff.
- The promotion of the programme was undertaken by the Club's U-15 academy players who were keen to ensure this remains priority topic.
- Its initial roll out continued through 2023, with departmental and functional workshops and will have a new update in 2024.
- It is a universal learning programme that extends across all staff and during 2023-4 will further extend to players, scholars and permanent contractors.
- There is a significant focus in the programme on climate change and actions and around environmental impact, actions and sustainability.
- In the Club's Supporter Charter, shared with all season ticket holders and match-by-match buyers (circa 80,000 people), there is a dedicated section highlighting the Club's sustainable efforts.
- Manchester City also engages residents through its neighbours' meetings and with the wider community, schools and colleges through the Club's charitable foundation, City in the Community.
- City in the Community also published its own unique and first sustainability reports at the end of 2022 sharing its priorities, reach and commitments to the Club's agenda and road to net zero 2030.
- As a pioneer member of the Manchester Climate Change Agency, Manchester City works with and collaborates with other city organisations to share information, promote good networking and to be active in knowledge exchange.
- Half-time team talk with Pep and Xylem around water challenges:
<https://www.youtube.com/watch?v=pIA2tEQUFDQ>

Communications and Engagement

- There is a [dedicated sustainability page](#) on the Club's website which features the Game Plan report, as well as highlighting some of the work taking place across the Club.
- Sustainability forms a key part of the Club's narrative with content shared across all of its platforms.
- This includes content with first team players, which are shared on our social media channels, helping to educate a global audience while encourage better behaviours
- In addition to this, we share our Supporter Charter with all season ticket members and match-by-match buyers before attending matches to highlight the Club's sustainable efforts.
- We also encourage they take sustainable travel, with the options available including the 'walk to the match' activity.
- The Club also took part in the Green Weekend (2023) campaign and signed up for Planet League's competition which encouraged supporters to take more sustainable actions.
- Away from our fans, the programme is regularly shared with representatives through the communities and neighbourhoods of East Manchester and more widely through the Manchester Climate Change Agency which carries various case studies.
- Launch of a new matchday bus network directly introduced to create a sustainable and reliable mode of transport for fans across Greater Manchester.

Procurement/Sourcing

- Sustainable Procurement policy is fully covered in Game Plan (Pages 128-129)
In addition, the club's Procurement Process and Policy has a clear and upfront statement and requirements for sustainability (attached document – Procurement).
- For over a decade, there has been a clear and open practice to promote and engage in local procurement with new projects targeting 85 %.
- Club contractors and suppliers also target and produce data to show local engagement, employment, training and opportunity in a range of roles and skills. This is included in Game Plan.
- The Club's procurement policy and process seeks to establish clear geographical goals and the assessment of suppliers and contractors having in place appropriate sustainability strategies, equality standards and an open and clear supply chain of their own.

Sponsorship and Ownership

- **Ownership:** CFG is majority owned by Newton Investment and Development LLC, wholly owned by His Highness Sheikh Mansour Bin Zayed, with a significant minority shareholding held by US-based global technology investment firm, Silver Lake (18.16%).
- **Information:** Sheikh Mansour bin Zayed Al Nahyan is a member of Abu Dhabi's royal family and the majority shareholder of CFG, the company that owns Premier League club Manchester City.
- **Country:** Abu Dhabi // **Source of Income:** Investments/Oil and Gas/Media
- **Links:** <https://www.cityfootballgroup.com/our-business/ownership/>
- Since 2016 Manchester City Football Club has not received any capital injection from its ownership and has been financially sustainable.
- **Sponsorship**
- Sponsors – click [here](#)

Manchester United

Policy, Commitment & Reporting

- In 2023, Manchester United reviewed and updated the Club's [Environmental Policy](#). The Club recognises its responsibility to ensure a safe and healthy environment and endeavours to maintain sound environmental performance.
- Manchester United has Environmental, Energy & Carbon, & Sustainable Procurement Policies
- Following the appointment of a Head of Sustainability in 2023, carbon reduction goals are currently being developed and appraised within a Carbon Management Plan (CMP). These will capture short, medium and long-term goals, including a Net Zero target and external accreditations. The Club has maintained a minimum 1.5% year-on-year carbon reduction over the past 15 seasons to maintain the Carbon Trust Standard Accreditation.
- As part of the change programme, we are reviewing our carbon footprint with externally accredited support.
- This policy is implemented by maintaining legislative compliance and having clearly outlined objectives, targets, management responsibilities and employee, partner and fan involvement to continually improve our performance.
- Operational implementation of the policy is overseen by a cross-departmental Environmental Management Action Group (EMAG).
- Minimisation of resource and energy use and waste are key objectives of the EMS.
- Our management systems reflect the unique nature of our business as a major sporting venue, team and we will regularly audit our performance to highlight areas for improvement and measure our progress. We expect the same of our major suppliers and contractors.
- As a world class sporting business, we have a strong relationship with both our commercial partners and our fans. We will look for ways in which we can leverage our position to influence their environmental activities and encourage them to help us improve our environmental performance.
- The Club's environmental management system (EMS) has been certified to the ISO14001 international standard since 2012 and was recertified in 2023.

Clean Energy

- Over 40% of the club's energy supplies were derived from renewable sources between August 2022 and September 2023. [Our Fuel Mix | TotalEnergies Gas & Power](#)
- Manchester United launched an Energy and Carbon Reduction Programme in 2008 and this has resulted in 15 years of consecutive building energy and associated carbon emissions reductions equating to 36,064 tonnes. This is equivalent to emissions produced by 554 homes for a year.
- The Club have plans for the installation of 70.4kW solar PV on the Manchester United Ticket Office Building in 2025 with a life expectancy of over 25yrs, estimated to reduce carbon emissions by over 3000 tonnes.
- The club has procured several electric vehicles, including road sweepers, to continually drive down carbon emissions and we use of biofuel in the Club's green staff machinery.

- Completion of the installation of Air Source Heat Pumps in the Women's/Academy Building at Carrington Training Centre.
- Commercial partnership with Chevron Renewable Energy Group (social post on Instagram, 2 x LinkedIn, 2 x Facebook)
 - IG: [We want to make sure we're doing everything possible to help the environment !\[\]\(7e19807c61da14f515588e95cd49886c_img.jpg\) Check out how we worked with @ChevronRenewableEnergyGroup... | Instagram](#)
 - LI: https://www.linkedin.com/posts/manchester-united_invest-in-our-planet-renewable-energy-group-activity-7072217613543600128-tl5l
 - LI: https://www.linkedin.com/posts/manchester-united_renewable-energy-goup-here-and-now-episode-activity-6999386087815061504-ZJ6M
 - FB: [The future depends on everyone !\[\]\(8ff9e60a4b0560d7ec99179ef4779d9e_img.jpg\) !\[\]\(ab9b69bf5753a01c76b30af859454360_img.jpg\)... - Manchester United | Facebook](#)
 - FB: [Working together for a better tomorrow... - Manchester United | Facebook](#)
 - #EarthDay x Chevron Renewable Energy Group (on pitch mascot competition winners @ match vs. Villa)

Energy Efficiency

- The Building Management System (BMS) now operates and controls heating, air conditioning, lighting, ventilation, and power management throughout our sites. This includes conference facilities, offices, retail and public areas, and energy intensive kitchens. The expansion has improved energy performance and has significantly reduced energy use and carbon emissions.
- Manchester United has achieved a reduction of energy and associated carbon emissions of 75,337,781 kWh and 36,064 tonnes of CO₂e respectively since 2008. This equates to over 30% since the inception of the Energy and Carbon Reduction Programme despite the significant growth in the Club over time.
- We have completed installation of energy sub-metering at Carrington Training Complex giving increased visibility and agility to manage local energy use.
- A new LED Car Park lighting system has been installed at Old Trafford, significantly reducing associate energy consumption, with a saving of c. 11 tonnes CO₂e to date.
- We continuously monitor and report on matchday energy consumption. For example, hot water boilers for the suites and the stadium concourse are switched on for a managed portion of matchdays only. Monitoring allows us to schedule activity in line with periods of high demand only, conserving energy.
- The Club have completed replacement of air conditioning units and gas burners in Old Trafford with more energy efficient units and plans to complete the replacement of AC and gas burners in all areas in 2023/2024.
- The Club has achieved the Carbon Trust Standard certifying the Club's successful commitment to reducing greenhouse gas emissions annually for the past seven accreditation periods.
- Other energy-saving initiatives introduced during 2023 include a rolling programme of improvements including LED lighting schemes, replacement of boilers with those running at more than 95% efficiency and replacement of domestic hot water boilers.
- The Club have integrated Net Zero and Decarbonisation as a key objective within the stadium's masterplan redevelopment strategy. This is a key objective for the delivery of Net Zero Objectives and Carbon Management Plan
- The Club are a member of the Trafford Council Climate Change Steering Group. Key objectives of the Steering Group are to drive Net Zero and Decarbonisation within the Trafford area.

- Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO2/168 trees planted (energy-saving actions/commitments)
<https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>

Sustainable Transport

- We have purchased 1,800 kg of Sustainable Aviation Fuel (SAF) with Lufthansa.
- We have reduced our reliance on air travel as our travel method for domestic fixtures as we have moved to rail and road travel, wherever feasible
- We have also reduced our overnight accommodation requirements. We no longer use a hotel for home matches at Old Trafford and have recent examples of reduced / removed accommodation usage for the following fixtures – Liverpool & Everton fixtures (travelled on coach on match day and did not use a hotel), Burnley (coach travel on the day with no hotel usage) and Nottingham Forest (coach travel on the day with day use only hotel).
- All travel and accommodation associated with Men's First Team travel offset via Trees4Travel; [Manchester United Football Club Forest - Trees4Travel](#)
- 4,457 trees planted and 731 tonnes of CO2 offset
- Electric bus utilised for matches at Old Trafford for the first team contingencies / evacuations.
- We have completed the installation of multiple electric vehicle charging points at both Old Trafford and Carrington Training Ground.
- We provide a Cycle to Work scheme to incentivise colleagues to travel by bike and we offer cycle rack and shower facilities at all sites.
- The club has procured several electric vehicles, including road sweepers, to continually drive down carbon emissions and we use of biofuel in the Club's green staff machinery.
- We have been working with Travel For Greater Manchester and our fan advisory bodies to push more sustainable travel via pushing TFGM information to promote fans taking lower carbon travel modes to matches, the information page can be viewed [here](#).
- We are working with supply chain partners to reduce the distance products travel, purchasing from local suppliers where possible. For example, we now make 80% of our desserts on site to reduce the number of deliveries required.
 - 3 x post-match surveys: what mode of transport / passenger info/ fuel type/ what would encourage more sustainable modes of transport (Chelsea/Tottenham/Bournemouth – 023/2024) – Findings are not public, but have been used to help evaluate our carbon footprint
 - Carbon data collected / mileage from ticket holders – Findings are not public, but have been used to help evaluate our carbon footprint
 - Introduced post-match bus service back into Manchester city centre for fans. We have also increased capacity on key Metrolink lines including East Didsbury line with more double trams being deployed
 - Shuttle bus services to/from LSV for women's matches
 - Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO2/168 trees planted (travel by foot/cycle)
<https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>
 - JULY 2023: <https://www.manutd.com/en/news/detail/man-utd-offset-carbon-emissions-during-2023-tour-of-the-usa> à 450 tonnes of CO2 offset through

investment in renewable wind energy in tandem with Carbon Neutral/The Crow Lake Wind Project.

Single Use Plastic Reduction or Removal

- Use of plastic packaging is being progressively reduced in the Manchester United Megastore and the Club is continuing to actively work with suppliers to widen the range of products where plastic is reduced or eliminated altogether. This is part of our packaging guidelines to suppliers, and we are using the Valpak data to target suppliers who are using more plastic than necessary.
- The Megastore has replaced plastic carrier bags for customers with paper bags where possible. We only use plastic bags on a match day for security reasons and they are made with 30% recycled content.
- The club's kits continue to be made using adidas's prime green fully recycled polyester, 100% recycled polyester tricot.
- Name and numbering packaging has been reduced from being individually wrapped, to being delivered in groups of 10 or more and will shortly be moving to packing in 100.
- All plastic products used at Old Trafford do not end their life here. Everything is sorted at source and sent for recycling. The plastic bottles are taken to our site in Irlam where they are segregated into grades. These are then transported to our PRF (plastic recycling facility) in Seaham where they are made into new plastic bottles. Seaham has a 57,000 tonnes processing capacity (1.3 billion bottles per year or 3.2 million bottles per day).
- We are re-designing concession / kiosk cellars so we can install additional beer lines. The first phase will allow us to install draught beer to 15 concessions / kiosks. This will take place in the coming weeks (before season end) this will reduce the number of PET Beer bottles used by around 8000 -10000 per event. The second and third phase will allow us to re-design the remaining 60 concessions / kiosks and further reducing the reliance on PET bottles of beer by 30,000 per event. Phase 1 is currently planned to begin early April 2024
 - Women's FA Cup Final we provided flags for all fans made from recycled plastic bottles.

Waste Management

- Manchester United has a zero waste to landfill policy as part of its Environmental Management System. In the last year, 415 tonnes of waste were recycled, the equivalent of 35 double decker buses.
- This is lower than last year as we've produced significantly less waste. 777 tonnes were converted to energy, giving enough power to support 273 homes.
- Over the last 10yrs, we have an average of 38% recovery / recycling rate.
- We manage 11 separate waste streams and operate a managed recycling programme with 20 tonnes of plastic bottles being recycled together with 43 tonnes of grass cuttings being composted and used in local parks.
- Food waste is sent to an anaerobic digestion facility and recycled to produce biogas which is ultimately used to generate renewable electricity for the grid.
- Food waste is kept to a minimum by menu engineering and good food management.
- Unused perishable food, which would otherwise go to waste, is donated to local homeless charities after matches wherever possible.
- Waste cooking oil from the stadium is collected and taken to a plant where it is turned into bio-diesel fuel for vehicles with 6.5 tonnes being sent for processing this year.

Water Efficiency

- Water use across all our sites is monitored and reported to our Environmental Management Action Group. Any instances of high-water use are investigated as a priority.
- Several different activities and processes to reduce water consumption and wastage but no documented strategy at this time
- The installation of automatic meter reading and automatic closure of valves across the stadium was completed in 22/23 to prevent unnecessary water use on the concourse during non-match days.
- The Carrington Training Centre has a water borehole to provide irrigation to training pitches. This has significantly reduced the demand from the mains water supply.
- Future initiatives under review include additional grey water processing for sanitary systems.
- Club commercial partners support our water minimisation programme through proactive installation of water saving devices, percussion taps and other measures. Similarly, our hygiene services partner, Ecolab, are committed to actions that reduce water usage when laundering textiles.
 - Commercial partnership with EcoLab (onsite coverage, Inside United inserts throughout season, social coverage)
<https://www.manutd.com/en/partners/global/ecolab>
<https://www.manutd.com/en/news/detail/man-utd-enters-innovative-partnership-with-ecolab>

Plant-based/Low-carbon Food

- All our 28 Hospitality Restaurants / Lounges have a Vegan (choice) Menu available and is promoted through team interaction.
- Hospitality vegan menus include: Butternut Squash & Chickpea Wellington, Crispy Kale, Glazed Baby Carrot & Beetroot Arancini, Sweet Pea Puree, Grated Truffle Parmesan, Glazed Baby Lancashire Carrots
- Education: The carbon footprint of each dish is printed on the menu at Red Café.
- Red café vegan options include: Mediterranean couscous salad, side salad, chunky chips and sweet potato fries
- At present, there are several plant-based options at every concession / kiosk (75). At present, plant based (Vegan) products available at each kiosk are Rollover Vegan Hotdog / Cauliflower & Spinach Pie
- We are currently in the design phase for a refit to the first wave of concessions / kiosks, which will start before the end of this season. We will then be able to expand the range of plant-based food available to fans attending our home matches.
- We offer a bespoke service to all non-match-day events. This is communicated in person to the event organiser and plant-based events are offered for each booking.
- Plant based options are available daily in the staff restaurant. Chef can offer a bespoke menu for individuals and cater for intolerances and preferences. We have plant-based days in the staff restaurant, most recently on 23rd February 2024.

Biodiversity

- Manchester United co-operates with local conservation groups to support biodiversity in the wetland nature reserve adjacent to its Carrington training centre.

- In the last year we have built a number of hedgehog houses around the site, created a corridor of white and red wildflowers down the lane on approach to the centre, installed a number of bird houses and installed a number of bug hotels.
- We'll shortly be installing a centrepiece bug hotel, compost boxes and additional water butts.
- We also work closely with an organisation, Trees4Travel, who restore ecosystems and biodiversity through the planting of trees and provision of employment in developing countries.
- The Club has a litter management programme, including the provision of two street sweeping machines to protect the environment around Old Trafford.

Education

- “Reds Go Green” is Manchester United’s colleague engagement and education programme. In 2023, there were regular updates on sustainability initiatives at the club circulated via the weekly staff newsletter.
- Initiatives were also promoted on the staff intranet with the creation of a “Reds Go Green” page offering hints and tips around sustainable behaviour at home and at work.
- Educating staff on sustainability was also a feature this year with “explainer” articles on topics such as climate change and carbon. The club also launched a “swap and sell” feature for colleagues to promote reuse and recycling of items.
- Under “Reds Go Green” we also trialled car sharing with a specific focus on the staff Christmas Party. Alongside internal communications activity, surveys and analysis were done on colleague travel, (including both permanent and casual populations) calculating the impact of their journey to work.
- We engage young people through our education programmes at partner schools. For example, at Eccles Sixth Form College, our commitment to fostering sustainable practices is seamlessly integrated into our curriculum, particularly within the BTEC programme.
- Under the module of Commercialisation in Sport, students gain a comprehensive understanding of the need for sustainable commercialisation in sports development, exploring its impact through real-world sporting examples.
- In November, we proudly unveiled our inaugural cohort of Manchester United Foundation Eco Reds, a group of passionate and committed students came from Partner High Schools, Primaries, and SEN Schools.
- This groundbreaking event attracted a remarkable 41 schools, marking a significant milestone in our collective mission to combat climate change and foster a legacy of environmentally conscious young people. Also, in a continued commitment to fostering environmental awareness and sustainability, our Partner Schools, spanning Primary, Secondary, and Special Educational Needs (SEN) institutions, are gearing up for this year's Green Football Weekend, scheduled to take place from Friday, February 2nd to Monday, February 5th, 2024.

Communications and Engagement

- The Club’s Environmental Policy is on the main club website and can be found online [here](#)
- MUFC share stories on sustainability via the website and our social channels, example here is offsetting for carbon emissions generated by Tour 2023 travel: [Manchester United to offset carbon emissions during tour 2023](#)

- We have been working with Travel For Greater Manchester and our fan advisory bodies to push more sustainable travel via pushing TFGM information to promote fans taking lower carbon travel modes to matches, the information page can be viewed [here](#).
- The club's partners are aligned in their focus on sustainability. Manchester United continue to develop their existing partnerships with EcoLab <https://www.manutd.com/en/partners/global/ecolab> and Renewable Energy Group, a US biofuel producer, "with a shared mission to tackle climate change and create a cleaner world" <https://www.manutd.com/en/Partners/Global/Renewable-Energy-Group>
- A staff environment and engagement programme is included within the Red Go Green initiative. During 2022, climate crisis and energy conservation newsletters were provided by the Club's intranet. This included practical briefings and tips on saving energy at home and the workplace.
- Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO2/168 trees planted (energy-saving actions/commitments) <https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>

Procurement/Sourcing

- Under the Club's [Sustainable Procurement Policy](#), all major suppliers are asked to complete a range of declarations covering issues such as environmental performance, modern slavery, human trafficking, staff welfare and food safety, before orders are placed with them
- Audits are conducted on a sampling basis to ensure that the declarations are being adhered to and action is taken where the right standards are not being met. We place particular emphasis on suppliers' use of single use plastics to support the club's efforts to reduce SUP usage in our supply chain. We also ask for a declaration that suppliers have an environmental policy in place.

Sponsorship and Ownership

- **Ownership**
 - Certain current and potential future Manchester United shareholders may derive some of their wealth from sources linked to fossil fuels. Please note the proposed acquisition of a minority shareholding in Manchester United plc by entities linked to Sir Jim Ratcliffe, Chairman of INEOS – we refer to information on this proposed transaction which can be found at our investor relations website <https://ir.manutd.com>
 - INEOS is totally committed and active in the energy transition and in 2023, launched the world's first cross border carbon capture and storage project, capturing CO2 from its operations in Antwerp Belgium for storage in a depleted gas field in the Danish North Sea.
 - INEOS is Europe's largest producer of hydrogen and is investing to develop long term green hydrogen projects across Europe utilising INEOS proprietary electrolyser technology.
- **Sponsorship**
- Sponsors – click [here](#)

Newcastle United

Policy, Commitment & Reporting

- Sustainability Commitment Statement has been produced - <https://www.nufc.co.uk/club/sustainability/>
- Signed up to UN Sports for Climate Action Framework
- Calculation of the Carbon footprint is underway to cover Scopes 1-3 emissions, this work is being carried out with Smart Carbon on their dedicated calculator. <https://www.smartcarboncalculator.com/>
- Member of British Association for Sustainability in Sport (BASIS)
- Senior Management have been updated on the proposed PL commitments which will be tabled at the Board meeting in Feb 2024. Whilst not relevant for this submission, it is important to recognise the work that was carried out in 2023 to assist the PL Head of Sustainability in their ambition to table important commitments at shareholder level.

Clean Energy

- Combined heat and power (CHP) installed in Jan 2016 at the stadium supplying a base load 24 hours a day increasing the amount of energy by renewable source to above 40%. Must be operating 85% efficiency, this is monitored by an external consultant - Energy Impact
- Continuing to work with Newcastle City Council to explore heat network opportunities within the City and support the City Net Zero aspirations.
- Reviewing the current supply to consider options for green tariff.
- We have been actively involved in the PL Energy group and therefore limited progress has been made in this area, as a collective approach with the PL might be adopted.

Energy Efficiency

- Energy management plan in place for all 3 sites, optimising boilers (22% efficiency improvement) & replacing lights with LED, 390t CO2 saving from CHP unit, remote sensing lights. Energy Impact provide +1day data via an online dashboard. This will enable us to detect high usage early and rectify any issue, such as floodlights/equipment left on
- Fully SECR and ESOS compliant . Energy Impact consultants carried out audits at all sites during 2023. Audit reports available on request, currently preparing submission for ESOS June 2024.
- Whole stadium LED and Remote sensing lights where applicable - toilets, kitchens executive boxes, car parks.
- Energy management plan in place for all 3 sites, optimising boilers (22% efficiency improvement)
- New boilers installed at the stadium with 98% efficiency, the old boilers operated at only 50% efficiency.
- c£150,000 annual saving from CHP, 390t CO2 saving as from CHP unit.
- BMS programme is programmed to align with Stadium operational activities/events therefore only areas in use will have heating and lighting.

- As part of major stadium feasibility study energy consultants were appointed to carry out a full review of all energy plant. They have since presented options to improve the efficiency of current equipment and options for replacement. Net Zero aspirations were included as part of their remit.

Sustainable Transport

- Sustainable transport remains high on the agenda and we continue to offer the Magpie Mover ticket. As detailed in previous submissions the club subsidise the ticket as part of a Section 106 agreement with Newcastle City Council. The Magpie Mover promotes cheaper tickets on match days and the use of public transport. Season ticket holders can get to and from home matches from a little over £1.30 per game with a Magpie Mover ticket.
- We have engaged with Newcastle University to carry out desk top analysis on the Magpie Mover postcode sale data Vs season ticket sales this will provide valuable information on the areas we need to target communication and awareness.
- Season 23/24, c4000 tickets have been issued. At £25 for the season, a Magpie Mover provides public transport for every Newcastle United home game - offering fantastic value for money and a significant discount when compared with day tickets or single/return fares. <https://www.nufc.co.uk/news/latest-news/magpie-mover-on-sale-now/>
- We have re-established the Fan Travel Board with representatives from the City Council, Bus and metro operators, this has resulted in greater communication around the ticketing and opportunities for marketing.
- As a result of this partnership we were delighted to offer all fans match day travel (metro and bus), for both the men's and women's home games over the 3rd/4th Feb 2024 weekend. The City Council reported 29% reduction in capacity for their closest public car park to the stadium.
- The Magpie mover was heavily publicised over the weekend, displayed on pitchside advertising, included in direct emails to fans and featured widely in the local press/social media <https://www.nufc.co.uk/news/latest-news/magpie-mover-on-sale-now/>
- Staff can also benefit from cheap metro travel through the 'Corporate metro saver scheme'. The club purchases the annual ticket for travel across the network every day, on behalf of the staff member and costs are deducted each month via their salary. This provides a big cost saving and encourages use of the metro for work and leisure. <https://www.nexus.org.uk/corporate>
- All staff can purchase a bike through the Cycle to Work Scheme, this is a cost saving and encourages staff to consider green travel alternatives. We hosted a Cycle to Work roadshow at the stadium and academy to raise awareness, the event was very received.
- Bike racks and showers are available for staff using their bike at both the stadium and training ground.
- Four EV charging points have been installed at the Stadium and Training ground.
- Staff have access to pool cars to travel between sites. Investigating EV and hybrid vehicle options
- The Team are actively considering their mode of transport to match games and travel by bus where possible (Burnley and Sheffield).
- The club's visitor guide covers travelling to the stadium and links to public transport. <https://www.nufc.co.uk/stadium/travelling-to-st-james-park/>
- As well as the Premier League Matchday survey the Club asked fans the following question during a recent survey in December 2023. 'Please indicate which type of transportation you most often use to get to St. James' Park on matchdays'. Out of the 17,300 respondents 52%

used public transport and 31% by car, the remainder car, bike, organised bus. (the full travel survey results are not currently public anywhere)

Single Use Plastic Reduction or Removal

- Plastic recycling is in place at all sites.
- Drinks are served in paper recyclable cups or reusable glasses.
- Recently installed post mix machines reducing glass and plastic bottle usage.
- The Training Ground only have aluminium cans of water and no plastic bottles.
- Paper straws and all food packaging is plastic free at the stadium. Fully recyclable hot beverage cup (compostable and biodegradable).
- The Training Ground and Academy have no plastic on site anymore (cutlery and packaging) the stadium is a more ad hoc basis with single use bottles on sale until we identify viable alternatives. Wooden cutlery, paper straws and all food packaging is plastic free at the stadium. Fully recyclable hot beverage cup (compostable and biodegradable).
- Options are being investigated to give all staff re-usable cups/water bottles.
- Introduced straws and edible table ware into some of our menus reducing the need for some disposable packaging.
- Following feedback from staff at the Academy we have improved the water refill point for players. Dedicated drinking water sinks have been installed which allow for quick bottle refills at multiple points. There are no single use water bottles at the Academy.

Waste Management

- 100% landfill diversion with residual general waste sent to EfW.
- The club has an overall waste management procedure in place, separate collections are made for food, cardboard, grass, glass, metal, POP and mixed recyclables.
- In 2023 significant investment was made into waste management facilities on site, this included creating a new waste compound area with dedicated 'bays' for skips and additional signage.
- A brand new waste compactor was purchased for general waste and a telemetry kit installed to automatically report (via email to the waste contractor) when the compactor is 3/4 full and requires emptying. This will significantly reduce the number of journeys made to site as collections will be ad-hoc rather than scheduled. As well as the compactor a baler was purchased and cardboard on site is now baled and sent straight to the processor.
- This has been a great success with significant rebates achieved and awareness around the whole stadium that cardboard must be separated and baled. The in house Cleaning team have been extremely supportive and engaged on the new changes.
- We worked with Biffa to present a waste awareness session with Sodexo (catering partner) staff. Following this meeting changes have been made to the way food waste is collected and waste recycled. Overall awareness around recycling has increased significantly.
- Monthly waste reports are submitted by Biffa and data is reviewed each month to identify any improvements.
- Confidential paper waste is collected separately, shredded and recycled.
- Food waste bins are used and collections are composted.
- Recycling bins are present across all club sites and used by staff everyday, from players at the training ground, academy prospects and all office based staff at St. James' Park, the Training Ground and Academy.

- QR codes are used on match days to display match day competitions and menus on phones etc.
- Match day programmes are available digitally with an annual subscription. Paper programmes are still available.
- Digital tickets has been successfully implemented and significantly reduced the amount of paper purchased.
- Used coffee grounds upcycled for compost – free for customers to take away with guidance on what to use them for.

Water Efficiency

- Water efficiency strategy in place; external supplier uses software to monitor daily water consumption and alarms are activated for any abnormal flow rates. Following notification of an alarm the operations team work to identify any discrepancies.
- As a recent example a piece of equipment was not correctly attached and water was being wasted. We are now working with the consultants to compare match days to establish targets for reduction for next season. In addition we are investigating event usage to provide a clear understanding of what impact they have on water usage.
- Water recycling systems in place and water sourced from borehole at training grounds which is used for pitch irrigation at the academy and training ground, these sites are off grid for water irrigation requirements.
- In all stadium toilets the club have push compression taps (including office areas) they also have automatic urinal flushes.

Plant-based/Low-carbon Food

- There are Vegan options at the Stadium, as well as Training Ground and Academy every day.
- Vegan options available in all stands and all levels of the concourse – 43 out the 47 kiosks have a vegan option including, Vegan Cornish Roll, Meatless Hero Burger, chips.
- More than 70% of food suppliers are local and they include;
 - Warren Butterworth – Meat Newcastle, the beef is sourced from farms within 100 miles of the stadium
 - Taylor Foods – North Shields, sea food is from the North Sea via North Shields
 - Rington Teas and Coffee - Newcastle
 - Peace of Pie – Jesmond
 - MI Dicksons – Pies are sourced from South Shields
 - Beckleberry's – Desserts are sourced from Blaydon 5 miles from the Stadium
 - DeliFresh – Fruit and veg from Cramlington
 - Geordie Baker – Bread direct from Newcastle
 - Potatoes are from Rothbury
 - All of dairy is local with two of our main cheeses from Ripon.
- Staff are given free lunches and Mondays are meat free. On all other days vegetarian options are available
- The catering partner held a cookery school event for the Academy players which involved the importance of nutrition, food safety and cookery skills.
- We have identified an area at the Training ground to establish a kitchen garden, following consultation with the Chef and nutritionist a list of key produce has been identified. A consultant has been approached to develop a 'blue print' with either raised beds or

greenhouse used to grow the produce. The on-site grounds maintenance team will be responsible for maintaining the garden.

- As part of a recent fan survey the following question was asked - 'Thinking specifically about food outlets, which of the options listed below would you be interested in purchasing if options were to be made available within the stadium? 6% of respondents picked vegan/vegetarian/plant based.

Biodiversity

- The Training Ground, Academy and Community areas are all adjacent to each other and sit within a 90-acre site. The sites are divided into different areas. First Team, Academy and Community area and wildlife area. This forms part of a wildlife corridor which runs through all the sites. During construction, all footpaths were reinstated and maintained by the Club. On the site we have seasonal wetland areas and a series of ponds.
- The wildlife area is totally enclosed and maintained by Newcastle United Football Club. Within this area we have a lake which is filled from a sports field drainage system and a lake planted with reed beds to remove nitrates from the water.
- Within the area wildlife is abundant with several different species. Newcastle United Football Club maintain the wildlife corridor throughout the area. All areas are cut in September with wild meadow being bailed to remove all grass.
- There is no maintenance carried out between March - September to leave the area and encourage increased biodiversity activity. All works carried out in these areas are worked around bird nesting periods.
- In August 2023 we agreed a proposal from Arup consultants to carry out a biodiversity baseline exercise and produce a Biodiversity Action Plan.
- As part of the Club's volunteering policy two litter pick events have been held in partnership with the City Council and Biffa waste management. The events were both very well received and made a significant difference to the local residents.
- We are working with the North East Community Forest Partnership and have provided funding to plant a local orchard. Members of the team volunteered to help plant the trees, but unfortunately the event was cancelled due to bad weather.
- A living moss wall has been installed in a new office space to improve air quality and wellbeing. Plants have also been introduced to the office space.

Education

- As part of the winning PL Inspires team, we supported their journey and final project submission.
- Ecology consultant at Arup attended the Foundation to deliver a session tailored to ecology and bug hotels. This training explained to the team how different materials could be used to attract species and this was incorporated into the design of the bug hotel. At the end of the training session, first team player Sean Longstaff visited to offer the team his support and help paint some bird boxes - black and white, of course!
- Ecology consultant also advised the team on the best location for the bug hotel and they worked together to position the bug hotel at the training ground wildlife corridor. During the visit to the training ground the students met with the Head Groundsman to understand the role and discuss how the area is maintained by the team.
- Sustainability is now included in the staff induction presentation, this provides an excellent opportunity to engage with colleagues and outline how sustainability impacts the sport sector and what we can all do to reduce our impact
- Academy staff received a presentation on Sustainability on their return from summer break.

- We hosted a BASIS Carbon literacy course at the stadium and 3 colleagues from NUFC and 3 from the Foundation attended the course.

Communications and Engagement

- The Club have a dedicated web site page for Sustainability and this will be used to update and engage fans, information on the website includes the Magpie mover and litter picks.
<https://www.nufc.co.uk/club/sustainability/>
- Regular newsletters are used to communicate with fans, this form of communication is used to promote the Magpie Mover
<https://service.nufc.co.uk/u/archive/MklAMlpLB3GBR1clMfBQrA>
- An article introducing the new Sustainability Manager role appeared in the matchday programme, outlining the role and engaging with fans on the topic of Sustainability.
- Staff have demonstrated their awareness to Sustainability, as an example for Christmas Jumper day we encouraged people to reuse old jumpers and ran a 'swap shop'. Jumpers not used have been donated to Save the Children. We also had a prize for the best 'upcycled' Christmas jumper.
- During last season we engaged extensively with the fan group 'Wor Flags' who carry our match day flag displays.
- As part of the display process we incorporated that the flags must be made out of recyclable material and recycled
- We now have an agreed procedure with the Stewarding team to collect flags and additional storage has been arranged. The group have fully engaged with us and realised the cost savings
- As part of Green Football Weekend they carried out their own display to raise the issue of late night/mid-week fixtures that have been changed due to TV requirements and highlighted the difficulties of travelling on public transport to these matches. This example demonstrates how well we engage with our fans.

Procurement/Sourcing

- IT consider the energy performance of any equipment bought.
- The Club have plans to establish a dedicated Procurement team and Sustainability principles will be core of future procurement policies.
- As part of the contractor induction process we have included requirements around environmental management, waste, drainage and sustainability. All contractors must complete the induction before being allowed to work on site.
- We have a new kit manufacturer and going forward the NUFC Global range (matchwear and training wear) will be made from 100% recycled materials.

Sponsorship and Ownership

- **Ownership**
 - Saudi Arabia Public Investment Fund (PIF) are the majority stakeholder owner of Newcastle United, whilst the Country have established ties to fossil fuels there is a concerted effort to move towards sustainable forms of energy generation and investment.
 - As part of Vision 2030 PIF are aspiring to become the world's most impactful investor and drive economic transformation in the country.

- **Sponsorship**
Sponsors – click [here](#)

Nottingham Forest

Policy, Commitment & Reporting

- The club's sustainability policy is published on the club's website, under the dedicated Sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability/>
- Nottingham Forest Football Club has developed a series of policies to direct how the club operates. We have an overarching sustainability policy that covers our management systems and environmental and social impact. This is supported by specific policies on energy and water efficiency, sustainable transport, and guidance on responsible and ethical procurement. (Sport Positive verified)
- The club is a signatory to the UN Sports for Climate Action Framework (February 2024). The club is committed to working collaboratively to identify and spotlight climate solutions, in line with the framework.
- We are working with external consultants to develop our long-term sustainability strategy and define our most significant environmental and social impacts, targets for reduction, and associated plans for achieving our targets.
- Our Scope 1, Scope 2 and Scope 3 emissions are published on our website: <https://www.nottinghamforest.co.uk/club-information/sustainability/> - scope 3 is currently incomplete 'Our Scope 3 emissions is a partial disclosure, calculated from financial data. We have clearly identified those Scope 3 emissions that we have not included in our footprint. These will be quantified in future reporting years.'

Clean Energy

- The club does not currently procure its energy from renewable energy sources. The main supplies to the ground and training academy are procured via the Stadia energy procurement consortium.
- We have confirmed an order to complete the installation of 7.65kWp solar array on the Fan Zone social space we have created at on an area of the car park to the north of the Brian Clough stand. This generates 3,800 kWh of electricity per year. Installed in March 2024.
- The club has communicated the message of clean energy with supporters via the following platforms:
 - Club sustainability page (<https://shorturl.at/bEK08>), fan zone launch page news (<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>)
 - E.ON sponsorship renewal (<https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>)
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Energy Efficiency

- The club's first team training building has a Building Management System in place which controls air conditioning, ventilation systems, heating, and water. Currently there is no BMS system in place at the stadium.
- The club commissioned an estate-wide energy audit in June 2022 by E.ON across all club sites, as part of our energy efficient plan, who are our official sustainability partner. The club has recommissioned an ESOS report from EON which has been undertaken in Q1 of 2024. This report will be available once finalised (February 2024).
- The 2022 energy efficiency audit has resulted in the following actions being undertaken in the past 12 months:
 - Replacement of metal halide lighting with LEDs at the indoor training ground.
 - Replacement of the stadium floodlighting with LED lighting.
 - Installation of a 7.65kWp solar array on the newly created Fan Zone located at the City Ground. This will displace approximately 3,800kWh of electricity per year and avoid 890 kg CO₂ per year.
 - The LED perimeter boards at the stadium were upgraded in the Summer of 2023. The average power consumption of the boards went from 62.9kW to 35.1kW, a 44% reduction as a result of upgrading to this more modern and energy efficient system.
 - LED lighting installed at the Fan Zone.
- The club has communicated the message of energy efficiency with supporters via the following platforms:
 - club sustainability page (<https://shorturl.at/bEKO8>), fan zone launch page news (<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>)
 - E.ON sponsorship renewal (<https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>)
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sustainable Transport

- We have developed a sustainable transport policy for the club that is geared to staff, players, and supporters.
- The policy is published on the club's sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- The club took 2 flights during the previous 12 months (01 February 2023 - 01 February 2024) compared to 5 flights during the period 01 February 2022 – 01 February 2023, which is a reduction of 60%, to matches where road transport was not possible.
- The club has revisited its approach to domestic flights, which is evidenced by the fact the team flew to Blackpool during the period 01 February 2022-01 February 2023, but travelled by road when the teams played during the following 12-month period.
- Most matchday travel is using our dedicated coach. The team travels with one bus where feasible. The first team coach is owned and operated by a local company who also provides bussing for other teams and supporters to away matches. The operator (Skills) is based in Nottingham, which reduces the number of 'dead' miles considerably from depot to club sites. The club operates supporter coach travel at cost where possible, in order to make this option as affordable for supporters as possible and encourage them to travel by coach to

away fixtures. All vehicles used for club transport are Euro 6 compliant for emissions. The first team coach is owned and operated by Skills and has been used since 2022 as the team coach.

- To encourage fans to travel to matches in a sustainable way, we have offered a 10% reduction in store on a matchday for those fans that are able to show a valid ticket for a method of public transport to the City Ground. We are publicising the offer via the club website sustainability page, and the matchday guide published on our website.
- The club has not done any independent fan travel surveys currently.

Single Use Plastic Reduction or Removal

- The club is committed to reducing single use plastics across its sites and has started this journey in the newly constructed fan zone by means of ensuring no single use plastic is used for serving food/drink which has included rolling out 'ONE Planet ONE Chance' reusable cups from Event Cup Solutions, a Climate Partner certified company.
- All single use plastic cups at the stadium, and on a matchday, have been removed, and replaced with recyclable paper cups. The next steps are now to complete this at the club's training ground. The paper cups at the Training Ground are made from 40% recycled paper. The club has reduced the use of plastic bottles, with recyclable glass bottles now used in the canteen. The 330ml bottles that are used by players at the Training Ground are 100% Rpet light weight plastic, which means that they are made from recycled Pet and are also 100% recyclable.
- Bags in all retail stores across the club (5 stores across stadium and town centre) are now made from a clear LDPE Photodegradable film. Photodegradable materials are degraded to low molecular weight compounds that are safe for the environment by photo-initiated fracture and free radical oxidative fracture reactions under the action of sunlight (mainly UV light).
- The club has engaged with spectators to reduce single use plastic in their own lives. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
 - E.ON sponsorship renewal: <https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Waste Management

- The club underwent a detailed waste management review and external audit to address its concerns around waste management. Subsequently a tender process for a new supplier was undertaken, and the club entered into a new supplier agreement in October 2023. This was approached with sustainability at the forefront.
- As part of the waste management approach, new recycling bins have been rolled out across club sites, including Food waste, general waste, green waste, mixed glass, and mixed recycling. A quarter of waste during the first four months of the new contract was 25% mixed recycling (October 2023-January 2024).
- During the period October 2023-January 2024 100% of waste from all club sites was diverted from landfill, and the club is extremely proud of this achievement since last year. The breakdown of waste was: 2% AD, 5% Composting, 62% RDF waste to energy, and 31% recycled. It is envisaged that the club will continue to send no waste to landfill.
- The club has engaged with spectators to reduce waste in their own lives.
- This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
 - E.ON sponsorship renewal: <https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>
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Water Efficiency

- The club has a water efficiency policy in place that is focussing on ways to reduce water waste across club sites. The water policy is published on the dedicated sustainability page on the club website.
- Rainwater harvesting is located at the stadium which provides a top up to pitch maintenance irrigation
- Groundwater reuse via a borehole which contributes approximately 5% to pitch maintenance irrigation
- The club has implemented the following in order to reduce its water use in the past 12 months:
 - Push taps installed in all stadium fan areas
 - A meter installed on the pitch irrigation tank to monitor usage;
 - A considerable and long-standing leak was identified under the club's Main Stand (October 2023). This was isolated, and redirected in order to solve the issue and stop further wastage.
- The club has engaged with spectators to reduce water use or save water in their homes or lives. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>

- Fan zone launch page news:
<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
- E.ON sponsorship renewal:
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Plant-based/Low-carbon Food

- Plant-based food is available across club sites: at the ground during a matchday.
- Vegan roll is available in 19 retail kiosks across all stands, these are available to hospitality guests on request. Show that this is available and other options.
- Furthermore, the club's catering partner, Levy, who also service all hospitality areas at the stadium, have committed to hitting climate net zero by 2027, and the club is actively working closely to help achieve this which includes: the use of free-range eggs, use of British seasonal fruit and vegetables, 50% reduction in beef consumption, UK sourced fish stocks, and plant forward menu approach.
- Catering at the Training Ground is in-house, and foods are locally sourced, with plant-based food options available for players and staff daily. <https://www.arecipeforchange-levy.co.uk/ourstrategy#food-strategy> Further to this:
 - Our Coffee, Hot Chocolate, Sugar and Bananas are Fair-Trade certified.
 - Any leftover food from our matchdays is donated back into the community via OLIO.
 - We have no plastic straws, single use cups, cutlery, stirrers or sauce sachets within the venue.
 - We operate our packs on a digital paperless format
 - Our cooking oil is recycled.
 - We only source MSC 1 – 3 or ASC assured fish supporting sustainable fishing practices.
 - Our menus are seasonal utilising in season produce.
 - We prioritise fruit and vegetables from the UK.
 - Our red meat is sourced from UK&I.
- The club has undertaken work with its brewer Molson Coors, exploring the 'journey of the pint'. Carling is brewed locally to the club in Burton-upon-Trent and is made using 100% renewable electricity.
- The club has engaged with spectators. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news:
<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
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<https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Biodiversity

- The club has developed a biodiversity policy for club sites. This policy is published on the dedicated sustainability page on the club website: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- We will be introducing measures to increase biodiversity at both the City Ground and Training Academy. The landlocked nature of the City Ground limits opportunities to tree planting within the car park. We have already introduced a number of native trees as part of the Fan Zone.
- We have greater opportunities at the Training Academy. Here we are proposing to plant native species hedgerows around the perimeter of the site, introduce wildflower areas to the parts of the academy that are not playing areas and use trees in the car park to create additional opportunities for wildlife. We are planning to work with The Canals and Rivers Trust, Nottinghamshire Wildlife Trust and The Conservation Volunteers to help manage biodiversity across our sites.
- Our sustainable procurement guidance also seeks to protect biodiversity indirectly. We require paper and packaging to be FSC certified. FSC certification requires biodiversity protection as part of its accreditation. We have specified Red Tractor standards for UK produced food, which has measures to ensure Red Tractor assured farms are protecting wildlife and water courses. We have also included requirements for fish to be Marine Stewardship Council certified, and other products to be Fair Trade accredited.

Education

- The club worked with EON to encourage the club's professional players to discuss what they are doing to support the environment and provided them with insights into how they can change their habits <https://www.eonenergy.com/nffc-partnership.html>.
- With the help of club partner E.ON, the club has also published fun videos with its various professional players which encourage our fans to take action, as well as providing education on various topics. <https://www.facebook.com/watch/?v=230732739576582>
<https://www.facebook.com/watch/?v=627832225474782>
https://www.tiktok.com/@e.on_uk/video/7337689417114488097
https://www.tiktok.com/@e.on_uk/video/7336222291660901664
https://www.tiktok.com/@e.on_uk/video/7335482136985636129

Communications and Engagement

- The club has created a new Sustainability web page on its main site during the previous 12 months: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- This page will be used to: display the club's sustainability policies, give fan's information on the club's sustainability partnership with E.ON and the initiatives that have been undertaken, details on our sustainable fanzone, share information on how fans can make a difference at the stadium and in their own lives, our catering commitment, and shares the club's Scope 1, Scope 2, and Scope 3.

- Both the men's and women's team programme now includes a sustainability section on the front inside cover. Sport Positive verified; match day section includes:
- Sustainability At Forest And At Home
 - We encourage supporters to reduce use of single use plastic around the stadium and at home
 - Please reduce, reuse and recycle at the City Ground / Grange Park and at home!
 - Find ways to reduce water use or save water at the City Ground or at home, hand sanitiser stations are positioned around the stadium
 - By making positive changes at the City Ground and in our daily lives, we can all make positive changes together that will reduce our impact on the environment
- The matchday guide has a sustainability section to engage with fans and encourage positive action:
 - February 2024 vs West Ham: <https://www.nottinghamforest.co.uk/news/2024/february/16/matchday-guide-west-ham/>
 - January 2024 vs Arsenal: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>
- With the help of club partner E.ON, the club has also published fun videos with its various professional players which encourage our fans to take action, as well as providing education on various topics. <https://www.facebook.com/watch/?v=230732739576582>
<https://www.facebook.com/watch/?v=627832225474782>
https://www.tiktok.com/@e.on_uk/video/7337689417114488097
https://www.tiktok.com/@e.on_uk/video/733622291660901664
https://www.tiktok.com/@e.on_uk/video/7335482136985636129

Procurement/Sourcing

- The procurement policy is detailed on the club's sustainability page on the website: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- We have hired a dedicated procurement manager who is responsible for all of the club's procurement. This is helping us set standards with all of our suppliers to ensure our requirements can be met.
- We have developed responsible sourcing standards that are included as part of our tenders for everything from catering to merchandise. This includes a range of standards to be achieved by different products we procure, for example FSC for packaging and paper, Fairtrade and Red Tractor for food and Cruelty Free for cleaning products and toiletries and BES6001 for construction materials.
- We require our suppliers to provide us with evidence of policies and procedures to prevent modern slavery, human trafficking and child labour. We are investigating adopting SEDEX as a requirement for certain parts of our supply chain to gain increased transparency on workers' rights and environmental performance around the world. Our procurement manager has extensive experience of working with SEDEX in previous roles within the textile industry.
- A procurement policy has been produced and is published on the club's sustainability page on the website.

Sponsorship and Ownership

- **Ownership:** 100% by Evangelos Marinakis
- **Information:** Evangelos Marinakis is a Founder and Chairman of Capital Maritime Trading Corp, a Greek media mogul, shipowner, lyricist and member of the Piraeus city council. He is the founder and owner of Capital Maritime
- **Country:** Greece
- **Source of Income:** Maritime/Shipping and Media
- **Sponsorship**
- Sponsors – click [here](#)

Sheffield United

Policy, Commitment and Reporting

- Is an EFL Green Club member
- Sheffield United Community Foundation have an environmental sustainability policy (Sport Positive verified but no public link)

Clean/Renewable Energy

- Solar panels on the roof at the Academy.
- The academy has a program in place to expand its solar energy usage by utilising solar bond panels on the first team building to increase its clean renewable power usage.

Energy Efficiency

- The club is ESOS compliant.
- Recently replaced floodlights with LED units and have a rolling programme of replacing existing tungsten lighting with LED units, some areas are 100% (hospitality suites).
- LED lights now extended to concourse lighting and upgrading to approve lux levels
- It is estimated that around 80% of the ground is on LED.
- The Academy pitch lights have been replaced with LED units.
- Changing the outer pitch lights with low energy LEDs within the next 6 months.
- Began to install passive infrared sensor (PIR) units so lights only on when room in use.
- Around 75% of the academy and first team complex are on PIR switches with a roll of the final quarter within the next 12 months.
- Office block is having a new ventilation system and a heat recovery plant installed.
- The ventilation and air handling systems at the academy are due to be fully replaced within the next 48 months.
- Underground pitch heating boiler replaced with a modern energy efficient boiler.
- At Bramall Lane, modern efficient boilers with a backup boiler have been installed.
- The under soil heating at the academy is powered by four new efficient boilers.

Sustainable Transport

- No parking onsite, public transport options (bus/rail and tram) advised.
- Electric vehicle plug-in points available as part of the hotel, on-site at Bramall Lane.
- The academy has one electric vehicle charging point with a scope to increase this to eight (four additional for site visitors & four for players and coaching staff)
- Sheffield United Community Foundation encouraged staff to get involved with Cycle To Work Day on 3rd August 2023

Single Use Plastic Reduction/Removal

- Sauce sachets have been replaced by refillable bottles.
- All disposable food packaging is 100% sustainable and compostable.
- Removes all plastic straws and replaces them with paper straws, on request only.
- Removes all plastic cutlery and stirrers and replaces with a sustainable wood alternative.
- Working with catering partner to reduce single use plastics at Bramall Lane.
- Solutions found for plastic coffee cup lids and plastic milk jiggers.
- The academy has a zero single use plastic policy.

Waste Management

- 100% diversion of waste from landfill.
- Partnership with waste management firm now also segregates food.
- Partnership with waste management firm enables business to easily segregate general waste, dry mixed recycling (DMR) cardboard, paper and glass materials.
- All food waste is sent from site to a bio-recycling plant.
- All paper, plastic and metal waste is recycled.
- Through its partnership with S2S Group – a leading data destruction and electronic recycling business, S2S will provide the club with environmentally focused solutions for the club's IT recycling.
- Fans can now use their mobile phone to scan into the turnstiles at Bramall Lane, instead of using a paper ticket.

Water Efficiency

- Waterless system at office level for male toilets, now extended to John Street concourse, another area of the ground. Water bore hole at Bramall Lane and training ground assists in the irrigation of the pitch.
- Waterless system at office level for male toilets.
- The academy operates a water bore hole that absorbs rain water and excess irrigation water and then re-feeds this in to the irrigation system, saving around 35% on water waste and usage.
- Is looking to install water fountains and bottle filling points around the stadium.

Plant Based/Low Carbon Food

- Menus use a minimum of 80% British seasonal fruit and veg. If it comes via plane, the club will not use it.
- 25% of menus are currently vegan or vegetarian.
- All fish used is Marine Conservation Society (MCS) grades 1-3.
- The academy strives to use local food providers through contracts with Bidfood and a number of smaller local providers.
- Sheffield United conferences and events highlight 'planet-forward food labelling' (via Levy UK + Ireland) <https://www.sufconferenceandevents.co.uk/food-drink/our-approach/>

Biodiversity

- No information provided

Education

- No information from the club around education programme or training in one or more category of staff, players, fan groups or young people at any time
- Sheffield United Foundation have embarked on a first-of-its-kind Environmental Sustainability Education project into secondary schools within Sheffield called 'Nature Based Blades': <https://sufc-community.com/news/foundation-announce-pl-pfa-nature-based-blades-project/>

Communication and Engagement

- Safeguarding staff have released an eBook on the benefits of recycling and being energy efficient.
- The academy has a green team that promotes in-house development and advice on efficiency.

Sustainable Procurement

- No information shared

Sponsorship and Ownership

- **Ownership:** Owned by Prince Abdullah bin Mosaad bin Abdulaziz al Saud
- **Information:** Former general president of Saudi Arabia's General Sports Authority. He has also built his wealth through his various business interests including a clutch of sports teams. The Saudi prince also founded the paper manufacturing company, the SPMC Group
- **Country:** Saudi Arabia
- **Sponsorship**
- Sponsors – click [here](#)

Tottenham Hotspur

Policy, Commitment & Reporting

- The Club has published its [Sustainability Policy](#) on the Official Website, outlining its core objectives as follows:
 - Recycle any waste products generated across the Club where possible and increase waste diversion away from landfill
 - Reduce our single-use plastic footprint with the aim of eliminating its use across Club operations, seeking to source more environmentally sustainable materials where possible
 - Educate and inspire young people in our communities through the work of the Tottenham Hotspur Foundation
 - Promote alternative forms of transport for fans and staff to and from the stadium and Training Centre that have a reduced impact on the environment
 - Identify locally and sustainably sourced food options to cater for various dietary requirements, including plant-based food options, at our stadium
- The Club is a [signatory of the UN Sports for Climate Action Framework](#), including the high ambition track 'Race To Zero, committing to halving emissions by 2030 and being net zero carbon by 2040
- Full emissions data (Scopes 1, 2 and 3) for the year ending June 30, 2023 has been reported to the UN, with a SECR Energy Use and Carbon Emissions Disclosure, and is published on the website here: <https://www.tottenhamhotspur.com/the-stadium/passionate-about-our-planet/?scs=quicklink>
- Carbon reduction plan published:
https://www.tottenhamhotspur.com/media/tjfr5fz/inspired_tottenham-hotspur_carbon-reduction-plan_fy2023.pdf
- Member of the British Association for Sustainability in Sport and the first football club to become a member of Products of Change – a global educational hub aimed at driving sustainable change across consumer product markets and beyond
- The Club has completed the Stage 1 audit for the ISO20121 sustainability standard, with Stage 2 taking place in June 2024

Clean Energy

- The Club has achieved 100% certified renewable energy and zero scope 2 emissions at its stadium, with REGO-backed electricity and carbon neutral gas provided to the stadium by Brook Green Supply – this includes its retail store at the Tottenham Experience (Sport Positive verified)
- The Club has put technologies in place throughout its Training Centre to deliver 100 % renewable energy to the development, including 75m2 Solar Panels and air source heat pumps
- Machinery used by our ground staff is electric
- All food deliveries made to our stadium now carry zero carbon emissions. Following a successful trial with Reynolds, deliveries are now made by an all-electric refrigerated semi-trailer with an all-electric tractor unit and solar powered fridge

- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-renewable-energy/>
 - Social media: <https://x.com/SpursStadium/status/1753019011703402902?s=20>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579120>
 - Matchday signage: Renewable energy visuals promoted on digital signage throughout the stadium every matchday

Energy Efficiency

- Implemented a new lighting control system at the stadium which reduces the output from the fittings from 100% to 30-65%.
- Increasing the number of absence detection PIR's and the connection of all the sub meters to support greater visibility and control through the building analytics platform
- THFC won Schneider Electric Sustainability impact award for Country and Region (Europe)
- Feasibility study for stadium solar is progressing, along with roof structural survey
- Building management system in place across all properties developed by Schneider
- The building fabric of the stadium has been designed to be highly insulated to reduce heating and cooling demands
- Other aspects of the building design include insulation, solar shading and building fabric thermal performance that reduce the need for additional energy usage
- Carbon dioxide emissions from the Stadium are around 50% less than a stadium built 10 years ago and the entire development is targeting a 22% improvement on the Building Regulations baseline
- Tottenham Hotspur Stadium's technology infrastructure, developed in partnership with HPE and Aruba, allows for the consumption of less power during periods of low activity
- LED lighting (including floodlights) and high-efficiency building services systems are in place to reduce energy use
- A range of other initiatives are in place including intelligent controls, attenuation water tanks and green roofs
- The Lodge (Player Accommodation) achieves a BREEAM rating of 'Excellent' and achieves a 36.6% reduction in regulated carbon emissions meeting the London Plan target set for all major developments
- Energy usage is reduced via high performance envelopes, passive ventilation strategies, efficient smart lighting and robust solar shading
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-energy-efficiency/>
 - Social media: https://www.instagram.com/p/C2zacDmMfR6/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579118>

Sustainable Transport

- The Club has a sustainable transport plan in place for fans, staff and team travel, overseen by an appointed Travel Plan Coordinator
- Tottenham Hotspur Stadium is actively promoted as a 'Public Transport Destination', with service improvements, new shuttle bus and regional coach services, better pedestrian

connections, real-time travel information points, clear signage and regular transport updates on the Club's website, in match day programmes and directly to fans from several sources

- The Club has a written policy for sustainable team travel and staff travel
- The Club's Official Travel Partner, Destination Sport Travel, is committed to working with the Club to measure, manage and report on travel emissions, with the objective to reduce emissions where possible and identify sustainable team travel options. Destination Sport Travel will also work with the Club to offset emissions where possible via the purchase of carbon credits verified by the UN Framework Convention on Climate Change
- The Club has installed bike racks locally around the stadium and is [actively encouraging fans to consider cycling on match days](#)
- Working with AstroPay, the Club is incentivising fans to travel green to matches by offering cashback on TFL travel: <https://www.tottenhamhotspur.com/news/2023/november/travel-green-to-matches-and-get-money-back-with-astropay/>
- The Club also [regularly subsidising coach travel to away matches](#) – the coach service, run by Big Green Coach, is carbon neutral
- The Club has a 'Cycle To Work' scheme for staff in conjunction with Cycle Solutions, with additional bike racks installed at its offices
- Electric car charging points are available across Club sites
 - 10 at stadium; four outside the North Stand (Paxton Square) and six in our concert compound on Worcester Avenue at the east of the stadium
 - Application live for a further 10 in the stadium basement car park.
 - 14 EV charging points at the Training Centre with another 35 planned to be installed in 2024
- The Club surveys match attendees after every home game to understand how they travelled and inform our transport planning
- The results [on this page](#) under 'Sustainable Transport' are aggregated from the first half of the 2023/24 season:
 - Car (Petrol): 22.02%
 - Car (Diesel): 10.78%
 - Car (Hybrid): 4.53%
 - Car (Electric): 3.57%
 - Tube: 31.33%
 - London Overground: 32.73%
 - Greater Anglia: 18.08%
 - Bus: 9.59%
 - Walk: 19.21%
 - Cycle: 0.86%

Single Use Plastic Reduction or Removal

- Single use plastic reduction strategy across all club properties – single-use plastic water bottles now completely eliminated from all sites – carton water exclusively used by players, staff and fans
- Any new stadium contracts that come up for tender include a requirement to cut single-use plastics. For example; all F&B contracts will be managed by Catering Partner, Levy Restaurant (part of Compass Group), via their procurement company (Foodbuy) who will all be audited via a vendor assurance team, to ensure compliance with overall targets and traceability.

- The introduction of a “Net Zero Pipeline” is designed to do this, by encouraging our buyers to surface potential carbon reduction initiatives, in direct partnership with their suppliers.
- It is being led by Levy’s team of sustainability sourcing specialists in close partnership with financial and supply chain analysts. This means recognising the environmental and commercial impact implicit within a wider set of indicators, including carbon, biodiversity, and water.
- Every proposed product will go through a newly established carbon approval committee prior to being listed and all suppliers have to have Science Based Targets for carbon (SBT)s within 12 months of contract start.
- Please see the below key commitments which form part of this and are specific and in place at Tottenham Hotspur
- Single Use Packaging/Plastic
 - 100% of Cling Film is now Polyethylene (PE) cling film.
 - Disposable foodservice products are recyclable or reusable. Introduction of Notpla packaging. Seaweed based lining instead of plastic.
 - Targeted planned reduction of single use plastic. For example, removal of sauce sachets – current reduction of 80%,
 - Reusable Cups in operation and Reusable Cup Bins implemented.
 - All groceries delivered in reusable crates.
 - Paperless Project – reducing our printed material
- Water fountains are available throughout general admission concourses
- The Club’s fully digital ticketing process eliminates the need for plastic Season Ticket/Membership cards or paper tickets
- The Club has implemented a reusable beer cup scheme at its stadium where cups are collected after matches, taken off site to be washed, and then returned for further use. The cup supplier is UK-based
- Plastic caps on the beer kegs are saved and returned to the supplier to be reused. Caps are taken to a cup production plant and recycled into brand new products, such as parts for the building trade or even new keg caps themselves, reducing the stadium’s draught dispense single-use waste plastic by over 100kg’s per season
- Stadium visitors are able to purchase a multi-use, reusable drawstring bag from one of our retail outlets at a cost of £1
- Eliminated use of plastic straws, stirrers, cutlery and all plastic disposable packaging that accompanies these items, wooden stirrers and cutlery, and paper straws used in their place
- Heineken, the Club’s Official Beer Partner, no longer supply single use plastic to the stadium – beer is supplied in cans or glass/aluminium bottles
- No single-use plastics used to serve food inside premium areas
- Sandwich packaging in The M is fully compostable
- Both the Nike shirts that players wear on the pitch and the replica jerseys for fans to buy are constructed with 100% recycled polyester fabric, which is made from recycled plastic bottles
- Fans are able to purchase from our range of Retro Hangers, which are eco-friendly and 100% plastic-free, made from a revolutionary FSC-certified cellulose-based material
- Single use plastic reduction measures page on the website
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/club-supports-green-football-weekend/>
 - Social media (Whatsapp): <https://whatsapp.com/channel/0029Va1PAqZADTOICWUvTK0D/522>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579121>

Waste Management

- Zero waste to landfill across all sites
- After matches, Dry Mixed Recycling bins are taken to a nearby Material Recovery Facility in Edmonton where the waste is separated to produce quality, single-stream materials that are then baled and sent to the most sustainable companies for re-processing
 - Waste streams include: dry mixed recycling, food, general waste, grain, grass, metal, wood
- On a monthly average, stadium waste management programme equates to 16 cars being taken off the road, 151 trees being planted and 27 typical UK homes powered – a total monthly average energy saving of 106,513 kWh
- Any food remaining from The M Café at the end of every day is distributed to vulnerable people locally, reducing food waste; a local resident who sits on Business Community Liaison Group collects leftover food and distributes them to families in need
- Dry Mixed Recycling bins located throughout the stadium concourses, alongside General Waste bins, with fans instructed on how to correctly dispose of their waste
- A full site waste-management plan has been developed for the Training Centre, which includes separation of waste streams including General Waste, Mixed Recycling, Glass, Cardboard, Biodegradable Food Waste, Hazardous Waste, Sharps, Pharmaceutical Waste and Sanitary Waste. The Recycling instructions for fans are also [on this page](#)
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-recycling/>
 - Social media: <https://x.com/SpursOfficial/status/1753019776203477232?s=20>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579122>
 - First News: <https://schools.firstnews.co.uk/takeover-challenge-2023/>

Water Efficiency

- Water efficiency strategy in place across all club properties, always looking to expand water efficiency across all sites
- Water consumption is minimised across the stadium with waterless urinals and low-flow fittings and fixtures
- At the Training Centre, a sedum 'green roof' has been installed to significant portions of the main building and Player Accommodation Lodge to enable the capture and re-harvesting of rain water across the site
- A comprehensive drainage and extraction system is in place including through the installation of an attenuation pond and two onsite bore holes that extract water with licences and agreement from the Environment Agency
- Excess water is diverted back to irrigation tanks for re-use
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-water-use/>
 - Social media: <https://www.facebook.com/share/p/dH9D3Tgaykd4h7jZ/?mibextid=WC7FNe>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579124>
 - TNT Sports: Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food

Plant-based/Low-carbon food

- Plant based food options are available at the Stadium, training facilities and all club properties where food is served – to see sample menus: <https://www.tottenhamhotspur.com/the-stadium/attending-matches/food-and-drink/>
- All menus across the matchday food outlets, as well as The M on non-match days, include vegetarian and vegan options
- Fans are made aware of the plant-based food options on offer on matchdays via the official app and match attendees' emails – with vegan options such as crispy oyster mushroom burger and vegan plaice and chips advertised
- All food produced, where possible, is locally and sustainably sourced
- We work closely with our purchasing team to use as many local suppliers as possible and the majority of our suppliers sit within a 60-mile radius of the stadium. A few examples are as follows:
 - Wicks Manor are based in Maldon, Essex, supplying our pork products
 - The Bread Factory based in Hendon using wild farmed flour in our bread products which is fully sustainable and allows the farmers to return land back for wilding.
 - Taywells ice cream based in Kent pride themselves on using locally grown fruits and their speciality of cob nut ice cream.
 - Direct Seafoods from South London only supplying fish with the MSC rating of 1-3 and working closely with day boats offering us choice on the freshest catches.
 - We are trialling some new beef farms at present that are carbon neutral and are producing a high-quality beef for us use at the stadium - we have increased our salt aging process from 28days to 35days to improve the flavour of the beef
 - Within the stadium itself we produce all of our pies and sausage rolls served to our fans with some of the products mentioned above
 - 90% of our pastries within the Stadium are produced in our in-house pastry department allowing us to flex with ingredients seasonally to produce the freshest desserts, of which 80% are non-dairy or plant based
- A Kitchen Garden at the Training Centre grows organic fruit and veg served in the players' restaurant
- F&B contracts will be managed by Catering Partner, Levy Restaurant (part of Compass Group), via their procurement company (Foodbuy) who will all be audited via a vendor assurance team, to ensure compliance with overall targets and traceability.
- The introduction of a "Net Zero Pipeline" is designed to do this, by encouraging our buyers to surface potential carbon reduction initiatives, in direct partnership with their suppliers.
- It is being led by Levy's team of sustainability sourcing specialists in close partnership with financial and supply chain analysts. This means recognising the environmental and commercial impact implicit within a wider set of indicators, including carbon, biodiversity, and water.
- Every proposed product will go through a newly established carbon approval committee prior to being listed and all suppliers have to have Science Based Targets for carbon (SBT)s within 12 months of contract start.
- Please see the below key commitments which form part of this and are specific and in place at Tottenham Hotspur
 - Food
 - Ban on Air Freight transport for all fruit and vegetables.
 - All meat protein UK assured.
 - Sustainable Fish and Seafood (MSC rating of 1-3)
 - All Eggs are free range.

- 80% of all desserts are plant-based
- The club shares activities on its website and engages with fans, in ways such as:
 - Bloom Magazine: <https://www.everand.com/article/669706653/Shoots-And-Scores>
 - Club website: <https://www.tottenhamhotspur.com/news/2024/february/supporting-green-football-weekend-low-carbon-food/>
 - Social media: <https://www.linkedin.com/feed/update/urn:li:activity:7158805656525815808>
 - SPURSPLAY: <https://play.tottenhamhotspur.com/video/579123>
 - Premier League TV: Club spokespeople appeared live to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
 - TNT Sports: Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food – <https://www.youtube.com/watch?v=knJI7uara6c>

Biodiversity

- A detailed Ecological Management Plan is in place at all sites to monitor and manage ecological activity, information on which can be found here: <https://www.tottenhamhotspur.com/the-stadium/passionate-about-our-planet/?scs=quicklink>
- The Club has planted hundreds of new and semi-mature trees and tens of thousands of new plants, hedges and flowers across the site, as well as a Wildflower Meadow, to establish the ecological habitat. This attracts all sorts of wildlife including red kites, various species of birds, bats
- In our conservation area, we have also created two additional wildlife ponds, 25 bug hotels and multiple bat houses
- The attenuation pond has also been enhanced to not only fulfil its practical application, but the creation of a natural wetland and intermittent wetland habitat with additional ponds and wildlife - we even keep great crested newts – a protected species – in our wildlife pond.
- Further ecological measures at our Player Accommodation Lodge include:
 - Additional terrestrial habitats created to promote biodiversity
 - Aquatic habitat created for protected species of Great Crested Newts
 - Considerate lighting to reduce light pollution to promote existing bat species proliferation
 - Barn and Farmhouse built to house bats
 - Local well used for maintenance and irrigation of the grounds
 - Green roof designed to propagate local fauna, birds and wildlife
 - Preservation of several trees of high importance
 - Wildlife corridor created – an exclusion zone for guests
 - 75 additional species of plant have been added to the site's ecology
- The club shares activities on its website and engages with fans, in ways such as:
 - Premier League TV: Club spokespeople appeared live to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
 - Club website: <https://www.tottenhamhotspur.com/news/2024/february/supporting-green-football-weekend-biodiversity/>

- Social media:
<https://www.linkedin.com/feed/update/urn:li:activity:7158784332961075200>
- SPURSPLAY: <https://play.tottenhamhotspur.com/video/579119>

Education

- All first team men's and women's players, as well as all Academy players have received training on climate change and sustainability extending to climate change, GHG emissions and net zero fundamentals, Tottenham's impact as a club and what the club is doing to decarbonise, and how players can help. The last training took place in March 2023, with a plan to do this in September every year from this year onwards to ensure we capture new signings
- A presentation on sustainability is delivered to all new Club employees as part of the staff induction
- As part of the Premier League Inspires programme, the Tottenham Hotspur Foundation is delivering a challenge in participating schools, with students split into groups to come up with ideas to protect the planet, which they will put into a proposal to present to key people at the Club. The team that comes up with the winning proposal will represent the Club at the national Inspires Challenge celebration:
<https://www.tottenhamhotspur.com/news/2023/july/students-present-ideas-to-protect-the-planet-at-tottenham-hotspur-stadium/>
- The Club was used as a best-practice case study in this year's First News 'Green Takeover Challenge'. A short video on the Club's sustainable practices was distributed as part of an assembly back to around 16,000 schools throughout the country:
<https://schools.firstnews.co.uk/takeover-challenge-2023/>
- The Club held an upcycling workshop, in partnership with Nike, with local school children at the stadium for Earth Day 2023:
<https://x.com/SpursOfficial/status/1649699690634702849?s=20>
- Wildflower seeds were distributed to all Junior Members as part of their 2023/24 Welcome Packs
- The Club's energy consultant, Inspired Energy, has delivered a net zero workshop with the Club's Senior Leadership Team in January 2023
- Staff are briefed in all pre-match meetings and Sustainability Working Group, representative of all departments, that meets regularly
- First Team players and Ambassadors received detailed briefings and educational sessions on the Club's sustainability work ahead of undertaken media commitments, including presentations and tours of Club facilities

Communications and Engagement

- The Club has published a link to its [Sustainability Policy](#) on the homepage of its Official Website
- To Care is To Do [page](#) on the website showing environmental sustainability initiatives
- Plastic reduction measures [page](#) on the website
- Wildflower seeds were distributed to all Junior Members as part of their 2023/24 Welcome Packs
- All announcements related to sustainability and environmental measures are communicated via Club channels, including the official website, social media platforms and match day programmes

- Working with AstroPay, the Club is incentivising fans to travel green to matches by offering cashback on TFL travel: <https://www.tottenhamhotspur.com/news/2023/november/travel-green-to-matches-and-get-money-back-with-astropay/>
- Premier League Inspires students were invited to Tottenham Hotspur Stadium to present their sustainability ideas to Club Ambassador, Ledley King: <https://www.tottenhamhotspur.com/news/2023/july/students-present-ideas-to-protect-the-planet-at-tottenham-hotspur-stadium/>
- The Club was used as a best-practice case study in this year's First News 'Green Takeover Challenge'. A short video on the Club's sustainable practices was distributed as part of an assembly back to around 16,000 schools throughout the country: <https://schools.firstnews.co.uk/takeover-challenge-2023/>
- The Club held an upcycling workshop, in partnership with Nike, with local school children at the stadium for Earth Day 2023: <https://x.com/SpursOfficial/status/1649699690634702849?s=20>
- Club announced it had finished top of the 2022 Sport Positive League table, with images from player sustainability training in May 2023: <https://www.tottenhamhotspur.com/news/2023/may/tottenham-hotspur-announced-as-premier-league-s-greenest-club-for-fourth-year-running/>
- Club spokesperson attended Sport Positive Annual Summit and spoke on a panel session about the role football can play in addressing climate change
- Renewable energy visuals promoted on digital signage throughout the stadium every matchday
- Bloom Magazine published a piece on the Club's kitchen garden: <https://www.everand.com/article/669706653/Shoots-And-Scores>
- Club spokespeople appeared live on Premier League TV to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
- Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food
- A feature on 90min.com with ex-footballers Joe Cole and Carlton Cole speaking about the sustainable measures in place across the Club: <https://we.tl/t-xSgmBjYHXP>
- Online series ran across Club channels ahead of Green Football Weekend 2024, including a [series of website articles](#), social infographics, videos and a [double-page spread in the matchday programme](#) for our home game vs Brentford

Procurement/Sourcing

- The club has an ethical policy in place (from August 2020) that applies to suppliers, contractors and partners; conditions include environmental, labour, working conditions, child labour, living wages, anti-discrimination, working hours, prohibition of inhumane treatment among others (Sport Positive verified)
- The Club's supply chain is being assessed to ensure that each organisation which provides a service to the Club shares the same vision for achieving our ESG aspirations.
- A Sustainable Policy for supply chain, updated in February 2024, includes requires its contractors, suppliers and other business/commercial partners to act and operate in a manner that is consistent with policy that includes environmental sustainability; Diversity, Equity & Inclusion; and support for charities and good causes.

- Functionality is currently in place using a Governance, Risk and Compliance platform to send various assessments based on the nature of the engagement to suppliers during the on-boarding process.
 - The same functionality can be used to create, distribute, assess and revisit ESG assessments at the point of on-boarding.
 - Additionally, a retrospective assessment process is planned to run the same process across the supply chain.

Sponsorship and Ownership

- **Ownership:** Of the total issued ordinary share capital of Tottenham Hotspur Limited (THL), ENIC SPORTS INC. (ENIC) owns 86.58%. Mr D Levy and certain members of his family are potential beneficiaries of discretionary trusts which ultimately own 29.88% of the share capital of ENIC. A discretionary trust of which certain members of Mr J Lewis's family are potential beneficiaries ultimately owns 70.12% of the share capital of ENIC
- **Information:** ENIC is an investment company run by Daniel Levy, who is Executive Chairman of THL.
- **Country:** UK
- **Source of Income:** Premier League Football Club, with associated and diversified revenues from the entertainment and sports sectors.
- **Links:** <https://www.tottenhamhotspur.com/the-club/investor-relations/shareholder-information/>
- **Sponsorship**
- Sponsors – click [here](#)

West Ham United

Policy, Commitment and Reporting

- West Ham FC has an environmental statement on main club [website](#)
- WHU Foundation Environmental Sustainability policy launched Jan 2023
- Part of Sustainable Newham steering group – www.sustainablenewham.org

Clean/Renewable Energy

- Our electricity is supplied from 100% renewable sources (not verified by Sport Positive, but points allocated in good faith as London Stadium owned by LLDC rather than West Ham)
- The stadium has just received tenders for a lightweight solar membrane on the stadium roof.
- This will:
 - cover c.7,000 square metres (of 23,000 sqm)
 - Generate around 1 million kWh of renewable energy per year
 - C. 270 tonnes of carbon emissions annually
 - Cut bills by a potential £250,000 per year
 - Install expected in 2024
- The new workforce entrance building will include 150 sqm of Solar panels, which should generate enough power for the building outside event days
- Our Beckton Community Hub is being redeveloped with architects implementing our commitment to sustainable design in the redevelopment of our building. The redevelopment will be constructed with sustainable materials, for example fibre cement cladding and cross laminated timber, both of which have a much lower embodied carbon footprint than traditional materials. The Hub will utilize a range of green technologies, such as ground source heat pump and a green roof, reducing our reliance on fossil fuels and future-proofing the building.

Energy Efficiency

- The stadium has a BMS system, plant operation is set to meet the stadium needs on a day-to-day basis. Various energy efficiency projects undertaken/in place
- We hold an excellent BREEAM standard
- At our WHU Foundation Beckton Community Hub we are transitioning to LED lighting
- Energy consumption expected to be c.15% lower in 2023 than 2022 (12m kWh to 10m kWh).
- A combination of:
 - Installing LED lighting and improved Event and non-event days control
 - LED floodlights installed in August 2021
 - Campaigns to turn lights off
 - Building Management System used to optimise chillers, air conditioning, plant operation.

Sustainable Transport

- London Stadium is promoted as a public transport venue. London Stadium has a programme of monitoring the transport used to travel to all events at the stadium. This shows less than 1 in 8 people (12%) travel by car to watch matches. London Stadium put a series of measures in place to discourage fans from travelling to the matches by car including:
 - An extensive stadium egress plan that helps a smooth movement of spectators from the stadium to public transport hubs
 - Implementing residential parking zones on event days with the local authorities
 - Opening catering facilities in the Olympic Park and stadium early, so fans coming by public transport can avoid the heavier crowds close to kick off
 - Keeping some catering facilities open after the match so those using public transport can avoid the post-match public transport peak demand
 - Providing cycle racks at various locations around the stadium
 - Promoting public transport routes on pre-event materials and communications
 - Ten electric vehicle chargers have been installed in car park 1a. Installed for use by staff, broadcasters and event holders.
 - West Ham offers a cycle to work scheme

Single Use Plastic Reduction/Removal

- Fully compostable Vegware cutlery has replaced plastic cutlery
- Wooden stirrers have replaced plastic stirrers
- London Stadium has nine free water fountains / refill stations located at various points around the concourse
- 15 water points available throughout the stadium, further points overlaid and available on the island in multiple locations for summer events
- Every member of staff is provided with a reusable water bottle to cut down on plastic waste

Waste Management

- At our WHU Foundation Beckton Community Hub we have introduced comprehensive recycling points (advised by WHU staff)
- Information taken from [website](#)
 - Stadium: “ We work closely with our landlords at London Stadium and benefit from a number of initiatives to reduce our footprint – importantly the London Stadium is a venue where zero waste goes to landfill.”
- Plastic, cardboard, wood, paper, glass, blue pallets, ink toner cartridges and aluminium are all recycled
- We have an anaerobic digestion machine for food waste, and all other waste is sent for energy recovery
- Ninety-nine percent of food waste is processed through the ORKA machine that turns food waste into water. This water is then used for other purposes throughout the stadium

Water Efficiency

- At our WHU Foundation Beckton Community Hub we have undertaken water consumption evaluation to establish a benchmark and identify where excessive or wasted usage can be addressed
- The below info is from 2021 submission, reconfirmed by WHU staff
 - 95% of the Stadiums urinals are waterless. Sinks have either sensor activated taps or percussion cap taps
 - Majority of taps are fitted with water saving devices

Plant Based/Low Carbon Food

- Vegan option available throughout hospitality and concessions at the Stadium
- Vegan Pie, Wicks Manor Vegan [options](#)
- Vegan and vegetarian options available for all players and staff if they should require it. The menus change on a daily basis and can be tailored according to dietary requests

Biodiversity

- West Ham do not own the stadium, LLDC own the Stadium which sits in Queen Elizabeth Olympic Park. The Park was awarded the [Green Flag Award](#) for the tenth year in a row in 2023
- Promoting biodiversity and conservation in urban spaces has been a key part of the transformation of Queen Elizabeth Olympic Park and its surrounding neighbourhoods into a smart, sustainable district. You can read more about the biodiversity in the Park [here](#)

Education

- West Ham Foundation staff received climate-focused educational [workshop](#)
- Green Hammers initiative launched to encourage positive behaviour changes within Foundation staff
- Continue to engage with Planet League – <https://planetleague.co.uk/> – through embedding into our schools programmes
- Environmental social action projects included within PL Inspires project

Communication and Engagement

- There is an environmental [page](#) on main club website
- Involved in Green Football Weekend, with information shared on WHFC website and on Sky News: <https://www.whufc.com/news/west-ham-womens-stars-back-green-football-weekend>
<https://www.skysports.com/watch/video/sports/12801827/west-ham-women-share-green-football-weekend-message>
- The Club have committed to campaigns to support work in this area. For [Green Football Weekend 2024](#), men's first-team players Michail Antonio and Vladimír Coufal visited Cleves Primary School alongside reigning Great British Bake Off Champion and Hammers fan Matty

Edgell for a special cooking competition ahead of Green Football Weekend. YouTube star JaackMaate was host, and the two players competed against each other to bake the best vegetarian cake, with Matty and some young pupils judging the winner. The content is scheduled to appear across West Ham channels and on Sky Sports on Green Football Weekend, which will take place on the footballing weekend of 2-5 February 2024. The theme this year is food, encouraging people to try a veggie meal – with a message around health, sports nutrition, recovery etc., and the co-benefit of sustainability.

- Further activations are scheduled around Global Recycling Day (18 March) where old player shirts will be recycled to make new player wash bags – while a litter-picking activation is scheduled to take place across East London on Earth Day (April 22) with West Ham player, staff and fan involvement.

Sustainable Procurement

- The West Ham United Operations Department is responsible for overall facilities management of all activities relating to the business including policing, security, catering, utilities, cleaning, coach and air travel through sustainable practices.
- The operations department ensure compliance with the company's delegated authority and procurement policy designed to control expenditure and ensure best value is obtained for more purchases and goods and services whilst protecting the environment and bringing wider societal benefits
- Roles within this department collectively ensure the vital delivery of safety and crowd management. This can include the organisation of stewards and the use of technology such as closed circuit television.
- The department also manages all equipment including leasing contracts for cars, photocopiers, laundry and other facilities related functions. The department ensures the effective running of the club to ultimately ensure the effective delivery of the event that all other functions spend the week working towards - a safe and successful matchday experience and therefore the role is at the heart of any football club.

Sponsorship and Ownership

- **Ownership**
 - Ownership / Stake / Country / Source of Income:
 - David Sullivan 38.8%
 - 1890s holdings a.s** 27.0%
 - Vanessa Gold on behalf of the Family Trust 25.1%
 - WHU LLC* 8.0%
 - Other investors 1.1%
 - *The ultimate owner of WHU LLC is J Albert Smith.
 - ** The ultimate owner of 1890s holdings a.s is Daniel Křetínský.
 - Information:
 - David Sullivan is a Welsh businessman
 - Vanessa Gold is an English football businesswoman. She was appointed to the board, as joint-chair, in August 2023
 - Albert Smith Co-founder of GSO Capital Partners, a company he sold to The Blackstone Group in 2008 for around \$1bn – he is now managing director of the New York-based private equity firm.

- Daniel Křetínský is a Czech billionaire businessman and lawyer, who is the chief executive officer (CEO) and 94% owner of Energetický a průmyslový holding (EPH), the largest energy group in Central Europe
 - Links: <https://www.whufc.com/club/corporate-information/ownership>
- Sponsorship
 - [Click link](#)

Wolverhampton Wanderers

Policy, Commitment & Reporting

- In February 2023, Wolves launched 'One Pack, One Planet', an environmental sustainability programme featuring four key commitments, including net zero by 2040, addressing waste, protecting the natural environment and embedding sustainability across the club:
<https://www.wolves.co.uk/news/sustainability/20230102-wolves-launch-one-pack-one-planet-sustainability-commitments/>
- In January 2024, Wolves published an annual environmental sustainability report, highlighting key achievements the club have made over the past 12 months and reinforcing the club's ongoing commitment to environmental sustainability.
<https://www.wolves.co.uk/news/sustainability/20240130-sustainability-report-published-ahead-of-one-pack-one-planet-fixture/> // https://wolves.useplaymaker.com/media/rqkpsorz/opop_deck-2.pdf
- The annual report includes public and transparent reporting of carbon footprint across scope 1, 2 and 3 emissions, with a data table providing a full detailed breakdown by source and site.
- Wolves have published an Environmental Policy signed by Jeff Shi, Wolves Chairman
<https://www.wolves.co.uk/club/sustainability/>
- Wolves also publicly report carbon emissions and energy data as part of the Annual Report and Financial Statement. The most recent Annual Report, published in March 2023, included voluntarily disclosure of Scope 3 emissions data (inc. fan. travel)
- Wolves is a signatory to UN Sports for Climate Action Framework (from March 2023) with targets of 50% emissions reduction by 2030 and net zero by 2040
- Wolves submitted annual data report as required of Sports for Climate Action signatories, as well as attending the UNS4CA AGM in October 2023.

Clean Energy

- 100% renewable energy across all sites (Sport Positive verified)

Energy Efficiency

- Wolves have been working with Hospitality Energy Savings (HES) for over 5 years to deliver a systemic energy and water management programme across the club (eg. Building Management Systems optimisation, PIRs, extensive LED lighting Wolves reported a 25% reduction in energy and fuel emissions against 2019/20 baseline year.
- This has been driven by an ongoing energy efficiency programme which has delivered extensive LED lighting replacements, including the floodlights, as well as post-match shut down processes to check everything is switched off, and wide deployment of half-hourly submetering.
- In September 2023, Wolves completed the installation of LED lighting upgrades around external Molineux areas

- replacements including floodlights, site surveys, post-match closedown process, staff training, installation and analysis of submetering data, HVAC timed controls) Report shared with Sport Positive
- HES prepare an annual 'Energy & Water Performance Update' which outlines monthly performance, compares to previous years and outlines recent energy and water management activities, and there is extensive half-hourly submetering which is captured within a central data portal

Sustainable Transport

- Wolves strongly recommend that fans take advantage of public transport, walking or cycling when travelling to matchday at Molineux, a message which is clearly published within the Fan Guides for both Home and Away fans: <https://www.wolves.co.uk/fans/fan-guides/>
- In the environmental sustainability report, Wolves shared data on the transport method used for men's first-team travel for home and away fixtures, including overseas friendlies in pre-season and the winter break, during the 2022/23 season.
- Also in the report, Wolves shared data on which travel modes Wolves fans use travel to home matches at Molineux.
- In January 2024, Wolves launched a dedicated Fan Travel Survey to get an updated view on how fans are travelling to matches and understand how we might be able to influence greener travel. This was sent out to all those who have attended a recent match, and participating was incentivised by offering a match worn shirt as a prize. (survey is still live at time of publication, results to be published in due course)
- Wolves engaged more than 1,000 fans through a fan value survey on environmental sustainability, the results of which were published in an article online. This included publishing results of percentage of fans taking various travel modes to games: <https://www.wolves.co.uk/news/sustainability/20230127-fan-survey-feeds-one-pack-one-planet-project/>
- The survey found that over 70% of fans currently travel to Molineux by car, with around 25% of fans taking either the train, bus, coach or metro, and only 5% choosing to walk or cycle
- For those who travelled to away fixtures, over half usually go by train, bus or coach
- Wolves provide a 'Wolves Journey Planner' in partnership with Moovit, the world's number 1 urban mobility app, which is a multi-modal web journey planner allowing fans and staff to easily plan all parts of their journey, using a mixture of public transport, shared mobility and active travel
- Club have introduced a range of schemes to incentivise sustainable staff travel, including an Electric Car scheme and a Cycle to Work scheme

Single Use Plastic Reduction or Removal

- One of the One Pack, One Planet commitments is focused on Waste – We will embrace a circular economy, minimising waste, and maximising reuse
- Catering across Wolves is delivered by Levy UK, who have a well-established sustainability campaign, 'A recipe for change'
- There are no plastic straws, cutlery, stirrers or sauce sachets within Molineux, and all cups on site are now either reusable or paper.

Waste Management

- Wolves are now achieving zero waste to landfill, with 44% recycling and 56% waste recovery. Sport Positive verified.
- One of the One Pack, One Planet commitments is focused on Waste – We will embrace a circular economy, minimising waste, and maximising reuse
- Wolves and Wolves Foundation have extended their partnership with international circular economy specialist Reconomy: <https://www.wolves.co.uk/news/sustainability/20230104-wolves-and-foundation-extend-reconomy-sustainability-partnership/>
- During the partnership, Reconomy has implemented various initiatives to increase the circularity of the business and improve the sustainability of matchdays at both Molineux and New Bucks Head – the home of the women’s first-team. This includes an ecommerce returns capability delivered by Reconomy brand ReBounce and in June 2023, the partnership collaborated with Wolves to donate a brand-new girls’ football kit made from recycled plastic to a local Wolverhampton primary school.
- Kit across the club (retail, first team, academy) which is leftover or unsold stock is donated via Wolves Foundation, eg. to community projects, children’s parties, armed forces and overseas

Water Efficiency

- Wolves have been working with Hospitality Energy Savings (HES) across all sites to deliver a systemic energy and water management programme across the club (eg. installation and analysis of water AMR, urinal sensors, cistern water displacement bags)
- HES prepare an annual ‘Energy & Water Performance Update’ which outlines monthly performance, compares to previous years and outlines recent energy and water management activities, and there is extensive half-hourly submetering which is captured within a central data portal.
- Wolves have published an Environmental Policy signed by Jeff Shi, Wolves Chairman which includes the club’s full environmental impact, including water: <https://www.wolves.co.uk/media/ttmcjnfk/20230220-updated-environmental-policy.pdf>

Plant-based/Low-carbon Food

- Catering across Wolves is delivered by Levy UK, who have a well-established sustainability campaign, ‘A recipe for change’, highlights at Wolves include:
- Our Coffee, Hot Chocolate, Sugar and Bananas are Fair-Trade certified.
- Any leftover food from our matchdays is donated back into the community via OLIO.
- We have no plastic straws, cutlery, stirrers or sauce sachets within the venue.
- Our cooking oil is recycled.
- We only source MSC 1 – 3 or ASC assured fish supporting sustainable fishing practices.
- Our menus are seasonal utilising in season produce.
- We prioritise fruit and vegetables from the UK.
- Our red meat is sourced from UK&I.
- A wide range of plant-based menu options are available at Molineux, including Keema pie (ve), Chorizo sausage roll (ve), Bombay Potato Pie (ve), Vegan Hotdog (ve) and Nachos (ve) from various locations around the venue.

- 20% discount on plant-based food option was offered on the One Pack, One Planet launch fixture (3rd February 2023) and focus fixture (1st February 2024).
- Example hospitality plant-based menu option: Butternut Squash and Lentil Wellington, Bubble and Squeak Potato Terrine, Baby Vegetables, Rich Tomato Sauce
- Klimato carbon labelling is now used across menus to communicate the carbon impact of food
- Produce grown in the Wolves Foundation's Head4Health allotment used in the Chairman's Suite on a matchday in August and was again used across matchday hospitality menus on 1st February 2024.

Biodiversity

- One of the One Pack, One Planet commitments is focused on Nature – We will protect our natural environment and support a wilder future
- Wolves marked World Wildlife Day in 2023, as has been done for several years, by removing the iconic wolf from the club's crest for one day, part of a WWF 'World Without Nature' campaign to highlight the dramatic loss of biodiversity globally:
<https://www.wolves.co.uk/news/sustainability/20230303-wolves-back-world-wildlife-day-again/>
- Throughout 2023, the Wolves ground staff at Compton Park have been carrying out several initiatives to improve biodiversity and encourage wildlife back to the training ground:
<https://www.wolves.co.uk/news/sustainability/20230920-one-pack-one-planet-sustainability-improvements-at-compton-park/>
- Efforts include installing bird boxes, wild flowerbeds, a bug hotel, log piles, stopping mowing certain areas, not using weedkillers on the training pitches and using more natural sugars and seaweed extract to help with soil life and to increase the microbial activity naturally, which in turn grows stronger grass
- These improvements were featured on the club's official Wolves Express podcast including an interview with head of ground Wayne Lumbard: <https://spotify.link/f7cWeVKwfDb>
- Wolves also shared a video feature across socials in which Dan Bentley, Wolves goalkeeper and One Pack One Planet Ambassador, joined Wayne Lumbard to find out more about the wildlife improvements and plant a bulb of his own.
- Wolves launched a partnership with Birmingham and Black Country Wildlife Trust on Earth Day 2023, which will see the club work together with Wolves Foundation on opportunities that support the trust's campaigns, community engagement and other charitable work in support of a thriving local natural environment.
- The training ground redevelopment in 2014 included planting 1000s of trees, the creation of a wetland pond and maintaining value of existing perimeter habitat, hedgerows and mature trees. It now has a 1-2m wide habitat corridor made up of trees, hawthorne hedgerows and grass areas which is broadly left unmanaged for nature, and abuts the Smestow Valley Local Nature Reserve

Education

- In late 2023, Wolves Foundation staff took part in an environmental training day with Final Third.
- In April 2022, over 30 senior staff from all club departments participated in an environmental training workshop, delivered in-person by Football For Future, which covered the fundamentals of climate change and the interrelationship between football, sustainability and the natural environment:
<https://www.wolves.co.uk/news/sustainability/20220601-wolves-staff-learning-from-football-for-future/>
- New starters complete an energy efficiency e-learning module
- An 'Introduction to Sustainability' e-learning module has been made available and widely completed by club staff.

Communications and Engagement

- Wolves have a sustainability page on the website that includes commitments, policy and reports: <https://www.wolves.co.uk/club/sustainability/>
- There is a dedicated sustainability news page on the main Wolves website which demonstrated the consistent and active engagement with fans:
<https://www.wolves.co.uk/news/sustainability/>
- In January 2024, Wolves published an annual environmental sustainability report, highlighting key achievements the club have made over the past 12 months and reinforcing the club's ongoing commitment to environmental sustainability:
https://wolves.useplaymaker.com/media/rqkpsorz/opop_deck-2.pdf
- Wolves established a dedicated Fan Focus Group on environmental sustainability in June 2023
- In January 2024, Wolves launched a dedicated Fan Travel Survey to get an updated view on how fans are travelling to matches and understand how we might be able to influence greener travel. This was sent out to all those who have attended a recent match, and participating was incentivised by offering a match worn shirt as a prize.
- Wolves launched 'One Pack, One Planet' an environmental sustainability programme on Green Football Weekend 2023, with activations both online and at Molineux for the fixture against Liverpool including a 20% discount on vegan food, wearing green armbands, One Pack, One Planet branding around the stadium screens to engage fans
- Earlier in 2022, Wolves engaged more than 1,000 fans through a fan value survey on environmental sustainability, the results of which were published in an article online
- The Wolves Foundation have partnered with Planet League, encouraging young fans to take green lifestyle actions

Procurement/Sourcing

- A 'Supplier Delivery Manual' is in place which sets out packaging requirements for retail suppliers, including references to the use of recycled and recyclable materials. One supplier has introduced 100% recycled CPE poly bags in packaging.

Sponsorship and Ownership

- **Ownership**

- Ownership: 100% by Fosun Group
- Background: The major ultimate shareholders of Wolverhampton Wanderers Football Club are Chairman of Fosun Group Guo Guangchang, CEO of Fosun Wang Qunbin and Liang Xinjun, who between them indirectly own the majority shareholding in the club. Founded in 1992, Fosun is a global innovation-driven consumer group dedicated to providing high-quality products and services for families around the world in Health, Happiness, Wealth and Intelligent Manufacturing segments.
- Country: China
- Source of Income/Wealth: Health, retail, tourism, fashion, catering, culture and entertainment, sports, insurance, finance, digital and intelligent technology
- More info: <https://www.wolves.co.uk/club/about-us/ownership/>
- Fosun International Ltd (Fosun) is an investment holding company, which offers asset management, insurance, industrial operations, and strategic investment services. The company, through its subsidiaries, manufactures and sells pharmaceutical and healthcare products; undertakes property development; oil and gas exploration; mining and ore processing; and makes various other investments. <https://www.globaldata.com/company-profile/fosun-international-ltd/>
- Fosun holds equity interests in companies whose business is oil and gas exploration, development and sales; Hainan Mining, Roc Oil Company Pty Limited <https://ir.fosun.com/media/xizcvo11/fosun-2023-interim-report-en.pdf>
- Fosun Group have a comprehensive and award-winning sustainability/ESG programme. https://en.fosun.com/development/news_3.html
- Wolves are an active member of the Fosun Group's business ESG network, attending events in London and Shanghai in 2023. https://en.fosun.com/content/details43_7291.html

- **Sponsorship**

- Click link [here](#) for more information on your club's sponsors and sustainability efforts. Scroll along the sheet to find your club, they are in alphabetical order

Sort by category of activity

Policy, Commitment & Reporting

Arsenal

- Member of the UEFA working group to develop the carbon calculator
- Active member of Premier League sustainability working group
- Working with Islington Council and supporting a local heating network initiative
- Publicised sustainability policy and strategy available on the Arsenal website: <https://www.arsenal.com/sustainability>
- Environmental Social and Governance (ESG) strategy.
- Matchday programme articles focussing on Sustainability actions.
- Carbon baseline report completed across Scope 1, 2 and 3 (Sport Positive verified). SECR report included with financial accounts.
- First Premier League club to become signatory to UN Sports for Climate Action Framework ([16th November 2020](#)) and in early 2022 signed up to high ambition track with targets of 50% emissions reduction by 2030 and net zero by 2040
- Club-wide Sustainability Strategy Document.
- Senior Management Working Group on Sustainability that reports into Executive Team with proposals and actions.
- Established a Sustainability Communications Group.
- Board members of British Association for Sustainable Sport.
- Working with Islington Council to hit borough [emission objectives](#)

Aston Villa

- The Club has a sustainability policy, which is not currently available on the website. The club website is undergoing a redevelopment in line with new club badge/ branding for the 2024/25 season.
- We have just received our first carbon footprint report from our external consultants and at the time of writing are in discussions with them regarding the development of our strategy according to our emissions report. The results of the report will be visible on the club website, but at the time of writing this publication has not been finalised. We are also committed to implementing the UEFA Football Club Carbon Footprint Calculator tool and will be attending an information event on the tool and its implementation at Arsenal in the coming weeks.
- Our external target in line with our submission to UEFA as a 2028 host venue a recycling rate of at least 50% (target 70%) with zero waste to landfill. Recycling rate was 20% in 2022/23, up to 42% now.
- Zero waste to landfill already in place with new waste management supplier contract. In addition, we are targeting a 25% reduction in waste generation per fan (current 0.545kg per fan per game, with aim of 0.4095 kg per fan per game).
- Club catering and events partner Levy have their own net zero pledge (by 2027).

Bournemouth

- Have environmental policy in place, shown on website:
<https://www.afcb.co.uk/media/192001/environmental-policy.pdf>

Brentford

- Environmental sustainability strategy in place across five pillars: Governance, Climate & Carbon, Waste & Circularity, Nature & Biodiversity and Engagement. Details of this strategy are published on our website [here](#).
- Strategy applies to all of sites – the Gtech Community Stadium, Wembley Park, the Robert Rowan Performance Centre, retail shop, and staff offices.
- Long term as we have a detailed action plan within this strategy stretching over decades, up to and beyond 2030.
- We have hired a sustainability manager who is responsible for the delivery of the strategy. They are working across the whole club and is responsible for environmental sustainability alongside the club's Corporate Affairs Director.
- The strategy was influenced by the UN Sports for Climate Action and the Sustainable Development Goals.
- As part of the strategy, we have made public pledges on all our pillars. This includes:
 - Monitoring and reporting on our progress regularly
 - Reducing our carbon footprint and supporting climate change mitigation and adaptation
 - Promoting circular economy practices, managing resources sustainably, reducing waste and promoting recycling wherever possible
 - Supporting the regeneration of natural habitats and a healthy living environment
 - Collaborating with our colleagues, players, stakeholders, fans and the local community
- We are in the process of establishing our current baselines, and, in line with our values, we are collecting data and information to help us establish quantifiable targets.
- Most notably, we have calculated our carbon footprint in line with UK Government Streamlined Energy and Carbon Reporting regulations, which is publicly available on Companies House. [Brentford financial results announced | Brentford FC](#)
- We are in the process of calculating a more comprehensive carbon footprint in line with the GHG Protocol and we are actively working with the Premier League and other clubs to ensure such calculations and reported figures are accurate, consistent and useful when published.

Brighton and Hove Albion

- [Club policy statement](#) on the website, which outlines the club's commitment to sustainability. [New club web pages](#) have been updated under the tagline 'My Albion, My Planet' to provide an overview of accomplishments in key areas and outline the club's [next steps](#) which will include becoming a signatory to the UNFCCC Sport for Climate Action framework, developing a sustainability strategy and reporting on the club's carbon footprint (including scope 1, 2 and 3).

Burnley

- Burnley FC has a published commitment to sustainable operations on its website: [Sustainable Operations | BurnleyFC \(burnleyfootballclub.com\)](https://www.burnleyfootballclub.com/sustainable-operations)
- Burnley FC in the Community has a designated Trustee Sustainability Champion, a sustainability policy and action plan and an internal working group.
- In 2023 Burnley FC has worked with East Lancashire Chamber of Commerce to produce the second Carbon Footprint Report and Action Plan. The second report indicates a 10% reduction in carbon emissions in the 12 months since the first.

Chelsea

- The Club has a public-facing sustainability policy displayed on the club website home page: <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
- Chelsea FC is not currently a signatory of the UNFCCC Sport for Climate Action Framework but is currently undertaking a full GHG emissions review. Decisions on joining external frameworks will be based on the results.
- Chelsea FC are an active member of BASIS and has been since receiving our accreditation in 2022.
- The club has hired an Environmental Social Governance manager to coordinate the club's strategy and help implement more sustainable practices throughout the business.
- Chelsea FC staff have begun to undertake additional sustainability training in the form of "Carbon Literacy for Sport".
- The club have set up a Sustainability Working Group to make significant environmental, economic, and social changes. Various departments have received sustainability-related awards or certifications (Green Tourism Bronze award and Albert Certification).

Crystal Palace

- All initiatives included in this paper communicated to supporters via our 'Palace for the Planet' policy / campaign. This is clearly signposted on our website (via the 'burger' menu), and we drive traffic here across all club media when relevant, and also included on stadium menu signage. All activity is updated regularly and is viewable here: <https://www.cpfc.co.uk/information/environmental-statement/>
- Scope 1, 2 & 3 emissions are reported in Palace Holdco's annual accounts on Companies House (<https://find-and-update.company-information.service.gov.uk/company/09898364>) but are also clearly listed on this page for ease: <https://www.cpfc.co.uk/information/environmental-statement/>
- Our Sustainability Working Group was established in earnest in 2023, featuring all main club departments and Foundation, and chaired by the club's CMO.
- We are partnered with the UK's first green train booking service, [Train Hugger](#)
- Train Hugger plant one tree in the UK for every booking made via a unique link through the club's website and emails. Our fans get the cheapest available train fares and make a positive impact every time they book a journey to the match. This is heavily promoted to ticket purchasers – especially for away games.
- As part of our ESOS and SECR compliance we continue to develop strategies and initiatives to reduce carbon emissions and energy consumption.

- Indeed, SECR results for 22-23 showed 7.45% reduction in annual electric kwh consumption and 4.64% reduction in tCo2 emitted.
- A reduction in expected carbon dioxide emissions of at least 35% above that required by the 2013 Building Regulations was incorporated into the final design of the Club's Academy development, which opened in 2021.
- This will be reduced even further in the final phase of the build (project completion 2024).
- Sustainability will be embedded into the Main Stand redevelopment project; planning permission was granted for the project in 2022, works are yet to begin.
- Our Women's Team's new home ground is at the VBS Stadium in Sutton. They have made significant commitments and progress in this area, summarised here: <https://www.suttonunited.net/about/sustainability/> (this was also referenced in our Green Football Weekend comms aforementioned)

Everton

- 'Everton For Change' policy – which openly outlines plans to reduce carbon footprint and specific offsetting initiatives, remains a pledge: <https://www.evertonfc.com/evertonforchange>
- Club now has an individual staff member with responsibility for sustainability within the organisation, and specifically with the move to the new stadium in mind.
- Club continues to engage with an international sustainability consultancy firm, who have drafted a framework for the development of a long-term sustainability strategy, showing a clear commitment to long term, holistic environmental sustainability efforts. This strategy is expected to be further refined with the inclusion of specific targets and metrics, and completed by Summer 2024.
- Targets and commitments to sustainability form part of all new stadium procurement and services contracts.

Fulham

- Fulham FC's commitment to sustainable business operations is outlined on the sustainability page on the Club's website.
- Fulham FC's Sustainability webpage <https://www.fulhamfc.com/more/sustainability/>
- The Club has a sustainability working group, made up of staff from various departments across the business, with the aim of discussing the Club's sustainability drive and implementing best practice.

Liverpool

- The Red Way, the Club's holistic sustainability programme is published on the Club's website: <https://www.liverpoolfc.com/theredway/strategy-overview>
- As a signatory to UN Sports for Climate Action framework (S4CA) with net zero commitments, the Club publicly reports on scope 1, 2 and 3 emissions on the main club website
 - Emissions reporting is broken down within our [annual report](#) – available via The Red Way section of our website

- The Club has implemented an energy management system, and independent certification has been retained to ISO50001 standard since 2020.
- The operational framework/sustainability management system underpinning delivery of The Red Way has been certified to ISO20121 by external auditors since December 2021.
- The Club has also offset 100% of carbon emissions resulting from 'football operations' for the 2021/22 season and will do so again in 2022/23.
- The club passed its annual ISO20121 audit undertaken by the BSI in February 2023, reported as “Liverpool are leading the way within the Premier League with their Red Way, which incorporates sustainability throughout the organisation. There is passion and buy in from leadership and it runs through the veins of the club, this was evidenced throughout their certification journey for ISO20121. Trailblazing is a bit of an understatement”, Michelle Williams, BSI.

Luton Town

- Luton has Sustainability Policy accessed via the website:
<https://www.lutontown.co.uk/club/club-policies/>
- Sustainability lead is in place for Luton Town
- Planning on putting reporting in place annually to ensure we can improve continuously
- Luton Town are on-board with the Premier Leagues Commitment put forward in the shareholder vote in February

Manchester City

- Manchester City has a clear policy for sustainability that states its commitment to credible net zero by 2030.
- This includes (universal) action targets for annual reductions across all scopes of 14% and since 2022 includes all new and retrospective embodied carbon.
- In 2022-23 the overall CO2 emissions increased by almost 50% - all in scope 3 - as a result of the full return to concerts and events post-covid and a greater number of home match days. Scope 1 & 2 emissions reduced by some 19%. The overall trend remains downward and ensure the Club remains on target for its 2030 credible net zero.
 - All of the Club's measurements and actions are included in its annual sustainability report – Game Plan - Sustainability | Manchester City -
<https://www.mancity.com/club/sustainability-game-plan>
 - This is the 19th consecutive annual review of the Club's sustainability work.
- The Club has also engaged with TCFD.
- Updated policy requirements are included in the annual report/appendices and presented to both MCFC and CFG leadership teams to ensure total buy-in and to share updates, change and challenges.
- Manchester City is accredited to ISO 14001 and also to 45001.
- The Club achieved platinum accreditation from Greengage (for its hospitality services) in 2023.
- Manchester City also produces a live and updatable Environmental Risk Register and has created an environmental risk action plan.
- The policy and agenda is an essential part of new staff induction and a business-wide staff training (CPD) plan.

- 'BeCity' is a monthly staff update of key issues and actions – sustainability forms one of the primary themes – ensuring all staff have access to up to date information and actions.
- Sustainability is a standard agenda item on the monthly (CFG) Global Group Operations Meetings, ensuring that sustainability and environmental impact are included in all.

Manchester United

- In 2023, Manchester United reviewed and updated the Club's [Environmental Policy](#). The Club recognises its responsibility to ensure a safe and healthy environment and endeavours to maintain sound environmental performance.
- Manchester United has Environmental, Energy & Carbon, & Sustainable Procurement Policies
- Following the appointment of a Head of Sustainability in 2023, carbon reduction goals are currently being developed and appraised within a Carbon Management Plan (CMP). These will capture short, medium and long-term goals, including a Net Zero target and external accreditations. The Club has maintained a minimum 1.5% year-on-year carbon reduction over the past 15 seasons to maintain the Carbon Trust Standard Accreditation.
- As part of the change programme, we are reviewing our carbon footprint with externally accredited support.
- This policy is implemented by maintaining legislative compliance and having clearly outlined objectives, targets, management responsibilities and employee, partner and fan involvement to continually improve our performance.
- Operational implementation of the policy is overseen by a cross-departmental Environmental Management Action Group (EMAG).
- Minimisation of resource and energy use and waste are key objectives of the EMS.
- Our management systems reflect the unique nature of our business as a major sporting venue, team and we will regularly audit our performance to highlight areas for improvement and measure our progress. We expect the same of our major suppliers and contractors.
- As a world class sporting business, we have a strong relationship with both our commercial partners and our fans. We will look for ways in which we can leverage our position to influence their environmental activities and encourage them to help us improve our environmental performance.
- The Club's environmental management system (EMS) has been certified to the ISO14001 international standard since 2012 and was recertified in 2023.

Newcastle United

- Sustainability Commitment Statement has been produced - <https://www.nufc.co.uk/club/sustainability/>
- Signed up to UN Sports for Climate Action Framework
- Calculation of the Carbon footprint is underway to cover Scopes 1-3 emissions, this work is being carried out with Smart Carbon on their dedicated calculator. <https://www.smartcarboncalculator.com/>
- Member of British Association for Sustainability in Sport (BASIS)
- Senior Management have been updated on the proposed PL commitments which will be tabled at the Board meeting in Feb 2024. Whilst not relevant for this submission, it is

important to recognise the work that was carried out in 2023 to assist the PL Head of Sustainability in their ambition to table important commitments at shareholder level.

Nottingham Forest

- The club's sustainability policy is published on the club's website, under the dedicated Sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability/>
- Nottingham Forest Football Club has developed a series of policies to direct how the club operates. We have an overarching sustainability policy that covers our management systems and environmental and social impact. This is supported by specific policies on energy and water efficiency, sustainable transport, and guidance on responsible and ethical procurement. (Sport Positive verified)
- The club is a signatory to the UN Sports for Climate Action Framework (February 2024). The club is committed to working collaboratively to identify and spotlight climate solutions, in line with the framework.
- We are working with external consultants to develop our long-term sustainability strategy and define our most significant environmental and social impacts, targets for reduction, and associated plans for achieving our targets.
- Our Scope 1, Scope 2 and Scope 3 emissions are published on our website: <https://www.nottinghamforest.co.uk/club-information/sustainability/> - scope 3 is currently incomplete 'Our Scope 3 emissions is a partial disclosure, calculated from financial data. We have clearly identified those Scope 3 emissions that we have not included in our footprint. These will be quantified in future reporting years.'

Sheffield United

- Is an EFL Green Club member
- Sheffield United Community Foundation have an environmental sustainability policy (Sport Positive verified but no public link)

Tottenham Hotspur

- The Club has published its [Sustainability Policy](#) on the Official Website, outlining its core objectives as follows:
 - Recycle any waste products generated across the Club where possible and increase waste diversion away from landfill
 - Reduce our single-use plastic footprint with the aim of eliminating its use across Club operations, seeking to source more environmentally sustainable materials where possible
 - Educate and inspire young people in our communities through the work of the Tottenham Hotspur Foundation
 - Promote alternative forms of transport for fans and staff to and from the stadium and Training Centre that have a reduced impact on the environment
 - Identify locally and sustainably sourced food options to cater for various dietary requirements, including plant-based food options, at our stadium
- The Club is a [signatory of the UN Sports for Climate Action Framework](#), including the high ambition track 'Race To Zero, committing to halving emissions by 2030 and being net zero carbon by 2040

- Full emissions data (Scopes 1, 2 and 3) for the year ending June 30, 2023 has been reported to the UN, with a SECR Energy Use and Carbon Emissions Disclosure, and is published on the website here: <https://www.tottenhamhotspur.com/the-stadium/passionate-about-our-planet/?scs=quicklink>
- Carbon reduction plan published: https://www.tottenhamhotspur.com/media/tjfr5fz/inspired_tottenham-hotspur_carbon-reduction-plan_fy2023.pdf
- Member of the British Association for Sustainability in Sport and the first football club to become a member of Products of Change – a global educational hub aimed at driving sustainable change across consumer product markets and beyond
- The Club has completed the Stage 1 audit for the ISO20121 sustainability standard, with Stage 2 taking place in June 2024

West Ham United

- West Ham FC has an environmental statement on main club [website](#)
- WHU Foundation Environmental Sustainability policy launched Jan 2023
- Part of Sustainable Newham steering group – www.sustainablenewham.org

Wolverhampton Wanderers

- In February 2023, Wolves launched 'One Pack, One Planet', an environmental sustainability programme featuring four key commitments, including net zero by 2040, addressing waste, protecting the natural environment and embedding sustainability across the club: <https://www.wolves.co.uk/news/sustainability/20230102-wolves-launch-one-pack-one-planet-sustainability-commitments/>
- In January 2024, Wolves published an annual environmental sustainability report, highlighting key achievements the club have made over the past 12 months and reinforcing the club's ongoing commitment to environmental sustainability. <https://www.wolves.co.uk/news/sustainability/20240130-sustainability-report-published-ahead-of-one-pack-one-planet-fixture/> https://wolves.useplaymaker.com/media/rqkpsorz/opop_deck-2.pdf
- The annual report includes public and transparent reporting of carbon footprint across scope 1, 2 and 3 emissions, with a data table providing a full detailed breakdown by source and site: https://www.wolves.co.uk/media/rqkpsorz/opop_deck-2.pdf
- Wolves have published an Environmental Policy signed by Jeff Shi, Wolves Chairman <https://www.wolves.co.uk/club/sustainability/>
- Wolves also publicly report carbon emissions and energy data as part of the Annual Report and Financial Statement. The most recent Annual Report, published in March 2023, included voluntarily disclosure of Scope 3 emissions data (inc. fan. travel)
- Wolves is a signatory to UN Sports for Climate Action Framework (from March 2023) with targets of 50% emissions reduction by 2030 and net zero by 2040
- Wolves submitted annual data report as required of Sports for Climate Action signatories, as well as attending the UNS4CA AGM in October 2023.

Clean Energy

Arsenal

- 100% powered by Octopus renewable energy – all sites including stadium, training facilities, retail and staff offices.
- Trialling electrical appliances to start to remove natural gas. 2 Electric ovens installed for assessment.
- All large grounds equipment and emergency generators now powered by bio-diesel.
- Introduced additional electric mowers are Youth Academy
- All stadium mowers are now electric.
- Energy Steering Group established – cross departmental working group to reduce energy consumption; chaired by COO
- Arsenal have a specific page on energy related stories off their sustainability website page: <https://www.arsenal.com/sustainability-energy>

Aston Villa

- Our electricity supply is 100% REGO backed, electricity is 70% of our total energy use. Sport Positive verified
- Currently we do not have any onsite generation provision, but there are ongoing discussions on a number of ways how this can be introduced in the Club's estate. REGO certificate confirms the renewable energy applies to Villa Park and 7 additional sites, which covers all AVFC offices, training ground, shop and our new Brookvale Inner-City Academy.

Bournemouth

- Our electricity is 100% renewable and our gas is Carbon Neutral, we have just finalised moving tariffs to British Gas

Brentford

- Onsite solar generation system, with a solar photovoltaic system installed on the roof of the Gtech Community Stadium. Power output of 84kw.
- This system provides our stadium with energy, which tops up our energy supply and reduces our demand from the grid.
- Procurement: We have been locked into an energy procurement contract for a number of years, to mitigate risks of energy price fluctuations, as is typical for an organisation who has a relatively consistent demand over a long period of time. However, as our current energy supply contract reaches its end, and at the first opportunity, we have sought to renew our energy procurement through renewable energy only. This includes both for our grid supplied electricity and for our gas supply.

- Plans for the future: Going forward we will be supplied with Biogas, generated from organic material. Although we recognise there are challenges with Biogas, we see it as a transition fuel that will support us on our journey of GHG emissions reduction and will play a role until we can move to more sustainable alternatives.
- EfW: Our general waste is converted into energy meaning our waste contributes to alternative energy generation and helps to avoid the use of fossil fuels.
- Fan engagement: We actively engage with our fans directly to switch to renewable energy at home. We shared communications on this as part of Planet League in our match programme and in our pre-match email. Although we recognise the challenges facing our fans and local community in recent times relating to cost-of-living crisis and the price of energy, switching to renewable can often be a cheaper alternative as well as helping to address climate change.
- We have communicated to our fans on the benefits of such switches – both from an environmental and a financial perspective.
- We have partnered with Utilita on campaigns like ‘Save Like Dave’ encouraging fans to save money and switch to green energy
- We ran a partner workshop on sustainability in November 2023 and invited Utilita to speak around renewable energy, which we also [shared with our fans](#).
- With regards to Planet League, we communicated explicitly on fans switching to renewable energy via [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium

Brighton and Hove Albion

- The club purchases 100% REGO backed renewable electricity which accounts for around 50% of the club's total energy usage.
- Solar panels generate an estimated 10% of the electricity used at the training ground. The new fan zone that is planned will also be constructed with roof mounted solar PV and the club will investigate all opportunities to maximise renewable generation in the future.

Burnley

- The stadium and training ground are supplied with electricity that is 100% from renewable sources. Verified by Sport Positive.
- A proposal to install solar generation into the training ground has been prepared.

Chelsea

- Chelsea FC purchases 100% of its energy from renewable sources. All natural gas used is offset by UN-approved certified carbon offsets. Sport Positive verified certificates.

Crystal Palace

- Our energy supplier generates electricity from 100% renewable sources Sport Positive verified.
- Solar panels (47kwp) will be installed in Q2-2024 at our Academy site. This will save 9 tCO₂e p.a. We are actively exploring additional panels at other club sites.
- Two electric mowers are used on pitches with a view to phasing out all petrol powered machines.
- All sites now use electric trimmers and leaf blowers, replacing petrol versions.
- Electric vehicle points are available for staff at all club sites.
- 2,148 kwh of energy provided to staff at our training ground so far with 0.464 tCo₂e saved.
- Three first-team players (out of 25) drive electric cars.
- At the Club's Academy, 20% of all car parking spaces (18 units) provision will be provided with active Electric Vehicle Charging Points (EVCP), with passive provision for all remaining spaces when the site is complete in 2024.
- 50% of our company car fleet is fully electric, 50% is mild-hybrid.
- First-team player Jean-Philippe Mateta using one of the electric charging points at our training ground – photo is used on <https://www.cpfc.co.uk/information/environmental-statement/>

Everton

- 100% of the Electricity purchased across the Club's estate is from Green sources.

Fulham

- 100% of the Club's energy is procured from renewable sources

Liverpool

- The Club has sourced electricity and gas for all UK operated sites from 100% renewable sources since the 2020/21 season and is aiming to transition all other fuels to low carbon alternatives over the coming seasons.
- We have already transitioned all our Men's bus travel to HVO.
- 100% of energy at all LFC sites from renewables tariffs. Additionally, LFC has a target to achieve 100% of energy from renewable, synthetic or low-carbon sources by 2025, which includes all fuels – not just utilities tariffs – with progress reporting in our annual report.
- The club delivered a number of key messages to its supporters and wider society on the topic of clean energy and its commitments to sustainability.
- The dedicated The Red Way fixture that took place in April 2023 included messaging on the club's website, linkedin, social media channels and internal platforms for colleagues on the work being done in this area and the importance of clean and renewable energy as part of the club's commitments to reduce its emissions

- Additionally, the 21/22 TRW Report was also published across all club channels and covered all aspects of the club's commitment to sustainability and highlighted the benefits of such an approach
- For Green Football Weekend 2023, the club actively encouraged its supporters to back the campaign and be more sustainable in their own lives
- This included the backing of former LFC players such as Jamie Carragher and Steve McManaman.
- Finally, for Global Goals Week in 2023, the club created a bespoke video highlighting how we have aligned TRW with 14 of the 17 UN SDGs, working to educate people on the importance of these. All of the above mentioned content reached a minimum audience of 164m.

Luton Town



- Current energy provider is Utilita who operate a home hub within Luton: <https://themailluton.co.uk/store-a-z/utilita-hub/>
- Exploring this space with our Supplier and shirt sponsor – Utilita

Manchester City

- Since 2010 Manchester City has purchased its energy (electricity) under a PPA with a certified supply of 100% renewable energy.
- The Club's academy facilities, stadium, store and offices are all supplied through this.
- Energy supply and consumption is monitored daily and half-hourly to ensure best supply options and to promote efficiency of use.
- The energy programme also ensures that there is an efficiency drive throughout all operations and there is an added focus on the reduction in the use of gas – with all new projects and developments excluding new gas installations.
- The 'essential requirement' for diesel back-up generators are now supplied only with 'green fuel alternative' from Crown Oil HVO.
- An estate-wide programme of installing EVCs has been completed, the success of which will see further growth as both fleet and staff and visitor vehicles are electric.
- Currently, 11% of Club spaces are provided with EVCs with less than 2% on match day public/fan parking. The process underway is to build this access to 10% across all parking facilities by 2027.

Manchester United

- Over 40% of the club's energy supplies were derived from renewable sources between August 2022 and September 2023. [Our Fuel Mix | TotalEnergies Gas & Power](#)
- Manchester United launched an Energy and Carbon Reduction Programme in 2008 and this has resulted in 15 years of consecutive building energy and associated carbon emissions reductions equating to 36,064 tonnes. This is equivalent to emissions produced by 554 homes for a year.
- The Club have plans for the installation of 70.4kW solar PV on the Manchester United Ticket Office Building in 2025 with a life expectancy of over 25yrs, estimated to reduce carbon emissions by over 3000 tonnes.

- The club has procured several electric vehicles, including road sweepers, to continually drive down carbon emissions and we use of biofuel in the Club's green staff machinery.
- Completion of the installation of Air Source Heat Pumps in the Women's/Academy Building at Carrington Training Centre.
- Commercial partnership with Chevron Renewable Energy Group (social post on Instagram, 2 x LinkedIn, 2 x Facebook)
 - IG: [We want to make sure we're doing everything possible to help the environment](#)  [Check out how we worked with @ChevronRenewableEnergyGroup... | Instagram](#)
 - LI: https://www.linkedin.com/posts/manchester-united_invest-in-our-planet-renewable-energy-group-activity-7072217613543600128-tl5l
 - LI: https://www.linkedin.com/posts/manchester-united_renewable-energy-goup-here-and-now-episode-activity-6999386087815061504-ZJ6M
 - FB: [The future depends on everyone](#)  [... - Manchester United | Facebook](#)
 - FB: [Working together for a better tomorrow... - Manchester United | Facebook](#)
 - #EarthDay x Chevron Renewable Energy Group (on pitch mascot competition winners @ match vs. Villa)

Newcastle United

- Combined heat and power (CHP) installed in Jan 2016 at the stadium supplying a base load 24 hours a day increasing the amount of energy by renewable source to above 40%. Must be operating 85% efficiency, this is monitored by an external consultant - Energy Impact
- Continuing to work with Newcastle City Council to explore heat network opportunities within the City and support the City Net Zero aspirations.
- Reviewing the current supply to consider options for green tariff.
- We have been actively involved in the PL Energy group and therefore limited progress has been made in this area, as a collective approach with the PL might be adopted.

Nottingham Forest

- The club does not currently procure its energy from renewable energy sources. The main supplies to the ground and training academy are procured via the Stadia energy procurement consortium.
- We have confirmed an order to complete the installation of 7.65kWp solar array on the Fan Zone social space we have created at on an area of the car park to the north of the Brian Clough stand. This generates 3,800 kWh of electricity per year. This will be installed in March 2024.
- The club has communicated the message of clean energy with supporters via the following platforms:
 - Club sustainability page (<https://shorturl.at/bEKO8>), fan zone launch page news (<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>)
 - E.ON sponsorship renewal (<https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>)
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide-->

Sheffield United

- Solar panels on the roof at the Academy.
- The academy has a program in place to expand its solar energy usage by utilising solar bond panels on the first team building to increase its clean renewable power usage.

Tottenham Hotspur

- The Club has achieved 100% certified renewable energy and zero scope 2 emissions at its stadium, with REGO-backed electricity and carbon neutral gas provided to the stadium by Brook Green Supply – this includes its retail store at the Tottenham Experience (Sport Positive verified)
- The Club has put technologies in place throughout its Training Centre to deliver 100 % renewable energy to the development, including 75m2 Solar Panels and air source heat pumps
- Machinery used by our ground staff is electric
- All food deliveries made to our stadium now carry zero carbon emissions. Following a successful trial with Reynolds, deliveries are now made by an all-electric refrigerated semi-trailer with an all-electric tractor unit and solar powered fridge
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-renewable-energy/>
 - Social media: <https://x.com/SpursStadium/status/1753019011703402902?s=20>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579120>
- Matchday signage: Renewable energy visuals promoted on digital signage throughout the stadium every matchday

West Ham United

- Our electricity is supplied from 100% renewable sources (not verified by Sport Positive, but points allocated in good faith as London Stadium owned by LLDC rather than West Ham)
- The stadium has just received tenders for a lightweight solar membrane on the stadium roof.
- This will:
 - cover c.7,000 square metres (of 23,000 sqm)
 - Generate around 1 million kWh of renewable energy per year
 - C. 270 tonnes of carbon emissions annually
 - Cut bills by a potential £250,000 per year
 - Install expected in 2024
- The new workforce entrance building will include 150 sqm of Solar panels, which should generate enough power for the building outside event days
- Our Beckton Community Hub is being redeveloped with architects implementing our commitment to sustainable design in the redevelopment of our building. The redevelopment will be constructed with sustainable materials, for example fibre cement

cladding and cross laminated timber, both of which have a much lower embodied carbon footprint than traditional materials. The Hub will utilize a range of green technologies, such as ground source heat pump and a green roof, reducing our reliance on fossil fuels and future-proofing the building.

Wolverhampton Wanderers

- 100% renewable energy across all sites (Sport Positive verified)

Energy Efficiency

Arsenal

- Full LED lighting replacement project contracted to replace all non-LED lights (c.8000) within Emirates Stadium by the end of the season.
- Substantial energy procurement and efficiency survey conducted and fed into Energy Steerco
- New Building Management System (BMS) installed within Emirates Stadium
- LED pitch grow lights trialling use at Emirates Stadium
- Additional meters installed at Emirates Stadium
- Energy efficiency measures put in place across all sites – including turning down room temperatures and signage to turn off air conditioning and lighting when leaving meeting rooms
- Communicated energy efficiency ideas with fans via website and matchday programme
- Training given to casual match day staff giving responsibility to turn off equipment when not required – training given by Area Managers, briefed down from Club
- TV screens used to promote energy efficiency around offices for staff
- ESOS and SECR regulations in place, energy metering and management across all sites
- As part of the SECR Arsenal report sustainability performance in financial accounts
- Restricting use of heating, ventilation and air conditioning to reduce energy use

Aston Villa

- We implemented a new BMS system and software package in August 2023, allows us to manage and monitor more efficiently. Within the stadium we have control of gas, lighting, electricity, air conditioning etc.
- Stadium floodlights were changed to LED lighting at the end of the 2022/23 season, and a programme of concourse LED lighting is underway.
- Our new Brookvale Inner City Academy (BVICA) is completely BMS controlled – air, heating, water, electricity. All of the energy and water usage can be broken down and usage monitored with the new system.
- Our grounds equipment at Villa Park stadium is all electric and now electric grounds maintenance equipment/ mowers in place at the training ground. In addition we have three new electric medical buggies.
- There are a number of energy efficiency improvements that are being implemented across the estate including:
 - We have started the process of Changing out gas boilers to electric
 - Passive light sensors in all toilets across concourse and stadium
 - Heating pump systems supplying air into function rooms now use inverter as opposed to constant fans, which cuts down electricity usage
 - Pilot scheme to install 13 amp plug sockets that can be controlled via BMS. This is currently being piloted in the Directors Club, with a view to rolling out elsewhere within the hospitality areas
 - TVs across the stadium continue to be controlled by BMS system

Bournemouth

- We will apply the energy hierarchy and seek to reduce the amount of energy used as much as possible, eliminating waste and promoting energy conservation, and driving energy efficiency improvements, for example:
 - All non-essential electrical equipment and apparatus is switched off between home games, including coolers, chillers and refrigerators
 - We continue to replace old style light bulbs with LED alternatives
 - Motion active lighting has been installed where practical
 - There has been a steady change to electric mowers from the more traditional petrol driven ones with an aim to phase these out over a period of time
 - Energy consumption and efficiency of new products will be considered when purchasing.

Brentford

- We have a systemic energy optimisation plan in place.
- This plan is across all of our sites – the Gtech Community Stadium, Wheatsheaf Park, the Robert Rowan Performance Centre, our retail shop, and our staff offices – and assesses our current energy demand, actions to maximise energy efficiency, and actions to reduce overall demand. Within the plan we assess the energy draws at each site, the equipment used, the activity and need, the responsibilities of staff across each area/item and controls applicable.
- Examples of actions we have completed include implementing sensors for lights and hot water across our hospitality areas and concession stands respectively.
- These installations prevent energy draws when there is no demand and eliminates the possibility of human error in leaving equipment on when unattended.
- The monitors we use, in both the stadium and the training ground are controlled centrally and are automatically turned off out of work hours or when there is no business need.
- We are trialling more energy efficient grow lights for our pitch at the stadium, as we know these have a significant electricity draw.
- We maximise our use of LEDs lights – through the stadium, training ground and other sites, including the floodlights.
- We have in-house power provision for broadcasters, so for matchdays broadcasters can rely on our energy and do not have to use mobile diesel generators.
- At the Gtech Community Stadium we have a comprehensive Building Management System (BMS) through which we can centrally control our energy demand across the stadium.
- This system gives us live and historical data and enables us to manage our energy draws depending on demand and activity throughout the stadium.
- We are compliant with relevant national legislation, including ESOS and SECR, and the stadium has a BREEAM certificate of “Very Good”.
- Equipment: In terms of mobile equipment, 100% of our mowers that cut our first team pitches are electric. We have 20 electric mowers for all of our first team pitches, and 4 for wheatsheaf park. We have 2 hybrids for our non-first team pitches and 8 petrol powered mowers for the surrounds and garden lawn areas at our training ground. Our remaining mowers are on lease and have been recently replaced so use the latest technology possible, minimising diesel demand.
- We actively engage with our fans directly to encourage energy efficiency in their homes.

- As with clean energy, we recognise the challenges facing our fans and local community in recent times relating to cost-of-living crisis and the price of energy, seeking to be more efficient with energy can save money as well as help to address climate change.
- We recently [ran an initiative](#) with Utilita to address fuel and food poverty at home. As with clean energy, and a number of other topics, we have communicated to our fans on the benefits of driving energy efficiency at home, predominantly via our comms on Planet League on [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium.

Brighton and Hove Albion

- The stadium and training ground were built to BREEAM standard 'very good' and 'good' respectively.
- The club takes a systematic approach to energy management across both sites and has implemented several measures and processes that have improved energy efficiency.
- Both the stadium and training ground have Building Management Systems (BMS) that are reviewed on an ongoing basis by the contractor, Cube Controls, to ensure settings are correct for planned room usage and to monitor usage to identify further energy efficiency measures.
- Most lighting is now LED and we are continually looking to upgrade any older lighting to LED. This includes LED floodlights, LED external lighting and LED lighting in the football dome.
- Lighting in most indoor areas is sensor activated and external lighting operates on a time clock to ensure it only activates when dark.
- Cube Controls are also in the process of upgrading electricity metering to provide a better view of how, where and when electricity is used.
- Other recent energy efficiency projects include a pilot in the North stand to install power management devices in kiosks which enable them to completely shut down when not in use and this will be rolled out to other kiosks over the next year.
- The recently established Energy Management Working Group meets on a regular basis to review monthly energy reporting and to plan future projects.
- In 2023 a consultant carried out an energy survey for both sites for ESOS and the findings from these will be incorporated into the club's energy management process.

Burnley

- Building Management Systems are in place at the stadium and training ground, reducing unnecessary use of heating and cooling systems.
- Remote monitoring has been installed allowing real time analysis of energy consumption, and highlights areas for action to reduce consumption.
- Club is ESOS compliant and has undergone energy audits to identify energy saving opportunities and carbon reduction strategies across the Stadium and training ground.
- All new lighting is LED, including the floodlights. Lighting within the stadium is 90%+ LED.
- A scheme has been prepared to convert all lighting at the training ground to LED.
- The club has standard operating procedures for matchday and non-matchday operations detailing start up and shut down processes which aim to reduce energy consumption as far as possible.
- Electric mowers have replaced petrol machines at the stadium and training ground.

- The Jimmy McIlroy Stand has been refurbished, with heating and cooling provided by electric equipment, reducing the areas served by gas central heating by about 50%. This required a smaller gas boiler to be installed to ensure efficiency. The existing boiler was removed and used in another area of the stadium to replace a 20+ year old installation.
- Temperature reducing valves have been installed in all toilet/handwash areas, reducing the amount of hot water that is required.

Chelsea

- The approach for the club remains to take every practical opportunity to increase energy efficiency with redevelopment and refurbishment opportunities.
- The Building Management System is actively managed and regularly checked to maximise efficiency and reduce wasted energy, and money CFC/all site operates on a Building Management System programmed to reduce energy use and optimise energy efficiency with set points checked regularly.
- The club is investigating further ways to reduce energy use and identify improvements.
- Chelsea FC 1st team training facility meets 'excellent' BREEAM standard. Grounds equipment such as mowers are being transitioned to electric-powered alternatives.
- The club ensures it remains compliant with energy efficiency standards including but not limited to ESOS Phase 3 reporting.

Crystal Palace

- Building management system in place at Academy, which can be remotely operated and the building temperatures monitored and adjusted automatically etc.
- Stadium floodlighting is LED.
- Any remaining non-LED lighting in the stadium concourse will be replaced summer 2024. The aim is to become 100% LED operational. The Training Ground and Academy are fully LED.
- Our new Selhurst Park LED advertising boards installed use significantly less energy than the replaced models. The panels are 2.68% more efficient in operation and the fan less design means they only consume energy when LED's are in use (previous panels had fans working constantly, even when LED not being used).
- The major redevelopment works at our Academy site had energy efficiency embedded in the design e.g. low energy lighting controlled with timers and motion sensors, efficient hot water heating boilers (Lochinvar Eco charger cylinders), ambient heating controlled with timers, room thermostats, and sensors.
- Across the business, we have installed remote electricity sensors that allow us to monitor consumption at a detailed level. This is being used to identify wasteful practices and to drive cost effective investment in energy reducing initiatives.
- We are reviewing energy efficiency issues relating to freezers, hot water dispensers, cooling systems and air conditioning at the Stadium and Training Ground, which were identified in our ESOS audit. We are in a process of phasing out older appliances, being replaced with more efficient models – by 2024/25 season, we should have new, more energy efficient fridges across the club.
- Extra outer wall cavity insulation specified for Academy rehabilitation centre (to be complete in 2024) - over and above building control regulations - for extra energy efficiency

- Half-hourly electricity meter monitoring set up via Energy Impact portal. Savings will accrue via analysis and follow-up.
- Engaged an energy management consultancy to advise and help deliver further reductions

Everton

- Building Management Systems (BMS) in place that centrally controls heating, lighting and energy usage at all site
- ESOS compliant across all sites
- LED lighting systems installed wherever possible at all sites
- At Goodison Park, this installation started in 2011, and LED lighting continues to be installed in all upgrades or projects, except for floodlights
- All perimeter boards at Goodison Park are LED
- Lighting motion sensor systems installed wherever possible at all sites
- Pitch equipment fuel changed to a Alkylate petrol alternative that is significantly purer by being virtually free from Benzene and other harmful substances, thus being more user and environmentally friendly, and being Ethanol free and so preserving the life of machine components
- Electricity will be generated from solar panels at the new stadium from summer 2025

Fulham

- Building Management System embedded into new Riverside Stand to drive energy efficiency.
- New Riverside Stand solar PV will save an estimated 132,000kg of carbon emissions per annum.
- Electric mowers are utilised at Craven Cottage and Motspur Park.
- PIR (passive infrared) systems have been implemented across all toilet lighting at Craven Cottage and Motspur Park.
- Full LED lighting integrated across training ground and stadium.

Liverpool

- The Club has an energy management system in place, certified to ISO50001, which additionally demonstrates ongoing compliance to ESOS
- This management system covers all UK operated sites
- Energy at Anfield Stadium, Academy & AXA Training Centre sites is managed through comprehensive Building Management System software, providing insights to proactively manage consumption across these facilities
- The Club's Merchandising team continue to work closely with factories supplying product to our retail operation, ensuring progress is being made to reduce energy consumption or transition to more energy efficient systems
- The club delivered a number of key messages to its supporters and wider society on the topic of energy efficiency and its commitments to sustainability.
- The dedicated The Red Way fixture that took place in April 2023 included messaging on the club's website, LinkedIn, social media channels and internal platforms for colleagues on the

work being done in this area and the importance of energy efficiency as part of the club's commitments to reduce its emissions.

- Additionally, the 21/22 TRW Report was also published across all club channels and covered all aspects of the club's commitment to sustainability and highlighted the benefits of such an approach
- For Green Football Weekend 2023, the club actively encouraged its supporters to back the campaign and be more sustainable in their everyday
- This included the backing of former LFC players such as Jamie Carragher and Steve McManaman
- For Global Goals Week in 2023, the club created a bespoke video highlighting how we have aligned TRW with 14 of the 17 UN SDGs, working to educate people on the importance of these. All of the above mentioned content reached a minimum audience of 164m people
- In addition to supporter facing communications, the club also issued a domestic energy letter to its Academy players and families to help them be more energy efficient
- This includes details of steps that can be taken at home to reduce costs and maximise efficiencies to keep their homes warm for themselves, their families and our players
- This was issued to all Academy players and families alongside a lightbulb swap initiative (helping them to swap to more energy efficient LED lightbulbs for free, funded by the Men's Senior team).

Luton Town

- We use LED lights where possible alongside smart sensors to ensure minimal light usage
- All non-essential electrical equipment and apparatus is switched off between home games, including coolers, chillers and refrigerators where possible.
- We are currently trialling some electric mowers and Electric vehicles at our training ground
- Energy consumption and efficiency of new products are considered when purchasing
- We try and reduce power consumption where possible
- We actively engage with our fans directly to encourage energy efficiency in their homes
- No Building Management System (due to the age of Kenilworth Road), but are planning this for our new stadium

Manchester City

- All Club properties are managed via a high efficiency BMS programme and have been recognised by both LEED and BREEAM certification.
- In addition to the overarching Game Plan strategy, the Club's facility managers engage staff and contractors on a regular basis, from daily, to weekly and monthly, to identify and address areas which benefit the whole scale energy efficiency.
- The Club continues a major estate wide replacement of all light fittings to LED including stadium floodlighting which now saves over 2.1m kw/h against the 2018 -19 season.
- PIR settings have been changed to be more efficient and in 2021-22 the Club reduced its warm air temperature by just over two degrees and cool air flows to respond to more moderate temperature changes.
- Manchester City reports its energy information annually via SECR and within the ESOS programme – 2023 being ESOS 3 and complete.
- Greater emphasis has been placed on the timings and periods of essential industrial lighting to reduce consumption whilst protecting the needs of our business.

- Staff behaviours have also been included in this programme.

Manchester United

- The Building Management System (BMS) now operates and controls heating, air conditioning, lighting, ventilation, and power management throughout our sites. This includes conference facilities, offices, retail and public areas, and energy intensive kitchens. The expansion has improved energy performance and has significantly reduced energy use and carbon emissions.
- Manchester United has achieved a reduction of energy and associated carbon emissions of 75,337,781 kWh and 36,064 tonnes of CO₂e respectively since 2008. This equates to over 30% since the inception of the Energy and Carbon Reduction Programme despite the significant growth in the Club over time.
- We have completed installation of energy sub-metering at Carrington Training Complex giving increased visibility and agility to manage local energy use.
- A new LED Car Park lighting system has been installed at Old Trafford, significantly reducing associated energy consumption, with a saving of c. 11 tonnes CO₂e to date.
- We continuously monitor and report on matchday energy consumption. For example, hot water boilers for the suites and the stadium concourse are switched on for a managed portion of matchdays only. Monitoring allows us to schedule activity in line with periods of high demand only, conserving energy.
- The Club have completed replacement of air conditioning units and gas burners in Old Trafford with more energy efficient units and plans to complete the replacement of AC and gas burners in all areas in 2023/2024.
- The Club has achieved the Carbon Trust Standard certifying the Club's successful commitment to reducing greenhouse gas emissions annually for the past seven accreditation periods.
- Other energy-saving initiatives introduced during 2023 include a rolling programme of improvements including LED lighting schemes, replacement of boilers with those running at more than 95% efficiency and replacement of domestic hot water boilers.
- The Club have integrated Net Zero and Decarbonisation as a key objective within the stadium's masterplan redevelopment strategy. This is a key objective for the delivery of Net Zero Objectives and Carbon Management Plan
- The Club are a member of the Trafford Council Climate Change Steering Group. Key objectives of the Steering Group are to drive Net Zero and Decarbonisation within the Trafford area.
- Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO₂/168 trees planted (energy-saving actions/commitments)
<https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>

Newcastle United

- Energy management plan in place for all 3 sites, optimising boilers (22% efficiency improvement) & replacing lights with LED, 390t CO₂ saving from CHP unit, remote sensing lights. Energy Impact provide +1day data via an online dashboard. This will enable us to detect high usage early and rectify any issue, such as floodlights/equipment left on

- Fully SECR and ESOS compliant . Energy Impact consultants carried out audits at all sites during 2023. Audit reports available on request, currently preparing submission for ESOS June 2024.
- Whole stadium LED and Remote sensing lights where applicable - toilets, kitchens executive boxes, car parks.
- Energy management plan in place for all 3 sites, optimising boilers (22% efficiency improvement)
- New boilers installed at the stadium with 98% efficiency, the old boilers operated at only 50% efficiency.
- c£150,000 annual saving from CHP, 390t CO2 saving as from CHP unit.
- BMS programme is programmed to align with Stadium operational activities/events therefore only areas in use will have heating and lighting.
- As part of major stadium feasibility study energy consultants were appointed to carry out a full review of all energy plant. They have since presented options to improve the efficiency of current equipment and options for replacement. Net Zero aspirations were included as part of their remit.

Nottingham Forest

- The club's first team training building has a Building Management System in place which controls air conditioning, ventilation systems, heating, and water. Currently there is no BMS system in place at the stadium.
- The club commissioned an estate-wide energy audit in June 2022 by E.ON across all club sites, as part of our energy efficient plan, who are our official sustainability partner. The club has recommissioned an ESOS report from EON which has been undertaken in Q1 of 2024. This report will be available once finalised (February 2024).
- The 2022 energy efficiency audit has resulted in the following actions being undertaken in the past 12 months:
 - Replacement of metal halide lighting with LEDs at the indoor training ground.
 - Replacement of the stadium floodlighting with LED lighting.
 - Installation of a 7.65kWp solar array on the newly created Fan Zone located at the City Ground. This will displace approximately 3,800kWh of electricity per year and avoid 890 kg CO₂ per year.
 - The LED perimeter boards at the stadium were upgraded in the Summer of 2023. The average power consumption of the boards went from 62.9kW to 35.1kW, a 44% reduction as a result of upgrading to this more modern and energy efficient system.
 - LED lighting installed at the Fan Zone.
- The club has communicated the message of energy efficiency with supporters via the following platforms:
 - club sustainability page (<https://shorturl.at/bEKO8>), fan zone launch page news (<https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>)
 - E.ON sponsorship renewal (<https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>)
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sheffield United

- The club is ESOS compliant.
- Recently replaced floodlights with LED units and have a rolling programme of replacing existing tungsten lighting with LED units, some areas are 100% (hospitality suites).
- LED lights now extended to concourse lighting and upgrading to approve lux levels
- It is estimated that around 80% of the ground is on LED.
- The Academy pitch lights have been replaced with LED units.
- Changing the outer pitch lights with low energy LEDs within the next 6 months.
- Began to install passive infrared sensor (PIR) units so lights only on when room in use.
- Around 75% of the academy and first team complex are on PIR switches with a roll of the final quarter within the next 12 months.
- Office block is having a new ventilation system and a heat recovery plant installed.
- The ventilation and air handling systems at the academy are due to be fully replaced within the next 48 months.
- Underground pitch heating boiler replaced with a modern energy efficient boiler.
- At Bramall Lane, modern efficient boilers with a backup boiler have been installed.
- The under soil heating at the academy is powered by four new efficient boilers.

Tottenham Hotspur

- Implemented a new lighting control system at the stadium which reduces the output from the fittings from 100% to 30-65%.
- Increasing the number of absence detection PIR's and the connection of all the sub meters to support greater visibility and control through the building analytics platform
- THFC won Schneider Electric Sustainability impact award for Country and Region (Europe)
- Feasibility study for stadium solar is progressing, along with roof structural survey
- Building management system in place across all properties developed by Schneider
- The building fabric of the stadium has been designed to be highly insulated to reduce heating and cooling demands
- Other aspects of the building design include insulation, solar shading and building fabric thermal performance that reduce the need for additional energy usage
- Carbon dioxide emissions from the Stadium are around 50% less than a stadium built 10 years ago and the entire development is targeting a 22% improvement on the Building Regulations baseline
- Tottenham Hotspur Stadium's technology infrastructure, developed in partnership with HPE and Aruba, allows for the consumption of less power during periods of low activity
- LED lighting (including floodlights) and high-efficiency building services systems are in place to reduce energy use
- A range of other initiatives are in place including intelligent controls, attenuation water tanks and green roofs
- The Lodge (Player Accommodation) achieves a BREEAM rating of 'Excellent' and achieves a 36.6% reduction in regulated carbon emissions meeting the London Plan target set for all major developments
- Energy usage is reduced via high performance envelopes, passive ventilation strategies, efficient smart lighting and robust solar shading
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-energy-efficiency/>

- Social media:
https://www.instagram.com/p/C2zacDmMfR6/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- SPURSPLAY: <https://play.tottenhamhotspur.com/video/579118>

West Ham United

- The stadium has a BMS system, plant operation is set to meet the stadium needs on a day-to-day basis. Various energy efficiency projects undertaken/in place
- We hold an excellent BREEAM standard
- At our WHU Foundation Beckton Community Hub we are transitioning to LED lighting
- Energy consumption expected to be c.15% lower in 2023 than 2022 (12m kWh to 10m kWh).
- A combination of:
- Installing LED lighting and improved Event and non-event days control
- LED floodlights installed in August 2021
- Campaigns to turn lights off
- Building Management System used to optimise chillers, air conditioning, plant operation.

Wolverhampton Wanderers

- Wolves have been working with Hospitality Energy Savings (HES) for over 5 years to deliver a systemic energy and water management programme across the club (eg. Building Management Systems optimisation, PIRs, extensive LED lighting). Wolves reported a 25% reduction in energy and fuel emissions against 2019/20 baseline year.
- This has been driven by an ongoing energy efficiency programme which has delivered extensive LED lighting replacements, including the floodlights, as well as post-match shutdown processes to check everything is switched off, and wide deployment of half-hourly submetering.
- In September 2023, Wolves completed the installation of LED lighting upgrades around external Molineux areas
- replacements including floodlights, site surveys, post-match closedown process, staff training, installation and analysis of submetering data, HVAC timed controls) Report shared with Sport Positive
- HES prepare an annual 'Energy & Water Performance Update' which outlines monthly performance, compares to previous years and outlines recent energy and water management activities, and there is extensive half-hourly submetering which is captured within a central data portal

Sustainable Transport

Arsenal

- Additional EV Chargers installed at Training Ground. EV chargers at all sites
- Travel policy encourages use of public transport – <https://www.arsenal.com/emirates-stadium/get-to-emirates-stadium>
- Actively and visibly encourages fans and staff to use sustainable transport and offers incentive to staff via cycle to work scheme
- Youth Academy use public transport for tour
- Electric vehicles replace one diesel pool van and one car. Other car changed to a smaller engine petrol vehicle. Kit vans remain diesel
- London Underground, train, buses and cycling advocated
- Supporters are strongly advised not to drive to Emirates Stadium
- Two pool vehicles have been replaced with electric vehicles and other replaced with a more economical version
- Staff and players transport report for reducing emissions for business travel as part of carbon footprint initiatives

Aston Villa

- As of this season (2023/24), the men's first team now travel together to home games by coach rather than driving cars individually to the stadium.
- For every home game, we send a match day travel guide to supporters via the Club app. This provides guidance on fan travel to and from games (over 100,000 app owners), which includes modes of sustainable transport. We have a link with Transport for West Midlands (TFWM) which provides information on bus and train routes. The AVFC marketing team work actively with team at TWFM to update page and provide information for fans.
- We are in the final stages of entering into contract with a bus operator who will provide express city centre to Villa Park shuttle bus service, to be launched at the back end of this season. The Club will be subsidising this service.
- In terms of EV chargers, there are three located at Villa Park (no increase), two at the Academy/ Women's section of the training ground (no increase) and 10 located at the main training ground (no increase). In addition, the new Inner-City Academy facility at Brookvale has eight new EV chargers on site.
- The new Inner-City Academy is located next to Witton train station and is also on a main bus route on the north of the city, making it easily accessible by public transport. In addition, the site has two new covered cycle parking areas which are operational supervised and secure. These are also promoted and encouraged for use on match days, as well as for site visitors during normal operational times.
- We do not currently have a sustainable transport policy across the club, but we do now have a full-time Transport Officer. The new Transport Officer is working with the fan advisory board (a committee made up of supporter group/ fan club representatives) in order to consult and input into our pending sustainable transport policy informing how we can offer more sustainable transport for fans.

- From a wider fan perspective, we undertake a Fan travel survey. This was last completed in 2022, which had 3,000 respondents) and we are due to reissue the fan travel survey before the end of the season. 2023/24 fan travel survey results will be made public

Bournemouth

- Use of public and active travel is encouraged via website: <https://www.afcb.co.uk/tickets/getting-to-vitality-stadium/>
- Have a partnership with Beryl bikes and promote their use to the fans on match day and staff on non match days: <https://www.afcb.co.uk/news/commercial/club-team-up-with-beryl/>
- Supporter coaches provided to reduce the amount of people using their own vehicles on matchday.
- Geographically challenge due to position but only fly when necessary. 10 out of 19 PL the team will fly
- We will continue to ensure EV chargers are available at the club.

Brentford

- We have a sustainable transport policy in place (Sport Positive verified) that applies across all of our sites and to all of our employees (including players), as well as our fans (specifically on how we interact with our fans around travel).
- This policy sets out our position on travel and its role in our sustainability strategy and the wider impact on the environment. We set out guidelines on employee business travel, employee commuting and on how we can encourage fans to travel more sustainably.
- We have an electric car scheme in place, and a Cycle2Work scheme which incentivises our staff to commute on more sustainable modes of transport.
- We have a health insurance package that rewards staff to be active – including travelling more sustainably, e.g. cycling and walking.
- In our staff survey we include questions on staff commuting practices, to help understand the carbon emissions associated and to establish actions on how to reduce these.
- We have also analysed our fan travel data which has enabled us to understand our fans and their journeys on matchdays.
Going forward we will work closely with our fans to help with more sustainable travel options to attend matches. We publish the latest statistics on the proportion of fans and the various modes of transport taken on [our website here](#).
- Around every matchday we [proactively engage with our fans on how they travel](#) – we encourage use of sustainable travel options, including the train, but also inform them of disruption both on big screens and announced on the PA system.
- LED screens outside the stadium direct fans to take the train.
- Our fan support team provide on the ground advice and communicate train times and locations. We do not recommend driving to games.
- This includes away fans who [we advise to use public transport](#).
- We have car charging points at the stadium, training ground, retail store, and staff offices.
- We actively support initiatives to encourage fans to take sustainable travel options – for example we worked with The Sustaina-Bees, an independent group of Brentford fans concerned about the environmental crisis, to organise cycle events to London away matches, one of which a [Club director attended](#).

- Fan travel survey information is published on sustainability webpage. We have updated the numbers based on collating our post-match survey data for the first half of the season – 63% of our fans either use public transport, walk or cycle to attend home matches, and 35% travel by car. This is available on our website [here](#)

Brighton and Hove Albion

- The club has a travel plan in place for stadium travel on matchdays and is committed to advocating for sustainable transport options.
- On matchdays [the club subsidizes free travel](#) for home and away fans on buses and trains within the free travel zone, as well as providing conveniently located park and rides.
- The club provides [free coach travel to Brighton WSL](#) matches played in Crawley.
- We track annually the percentage of fans taking various modes of transport to games and report this annually via relevant organisations such as the local Safety Advisory Group (SAG), SGSA and Brighton and Hove City Council. Although these aren't published online, the latest results are below (Mode of travel & % of fans travelling by):
 - Train = 36%
 - Public bus = 11%
 - Park & ride = 16%
 - Seagulls travel coach/minibus = 8%
 - Drive & use car park = 9%
 - Drive part way = 10%
 - Taxi/drop off = 2%
 - Cycle = 1%
 - Motorbike = 1%
 - Walk 10+ minutes = 6%
- Secure bike rack parking is available at the training ground and the stadium and offer an annual season ticket travel loan to staff.
- Secure bike rack parking is available at the training ground and the stadium and offer an annual season ticket travel loan to staff. Electric vehicle chargers have been installed at both the training ground and the stadium.
- The club don't have specific targets for team travel and continue to assess team travel arrangements on a season by season, match by match basis, taking into account optimal team preparation, recovery of players and the scheduling of matches.

Burnley

- Accessible by train and bus. Matchday information for supporters always includes information on sustainable travel methods.
- Work closely with local bus companies, supporting public transport methods where possible
- The club provides bike racks and storage boxes for staff and visitors at the stadium to encourage less people to travel by car and staff are encouraged to participate in the Governments 'cycle to work scheme'
- Showers and changing facilities provided for 'cycle to work scheme'
- There are 7 EV points installed at the stadium
- Car share scheme' established and operated by the first team players, where they have purchased a minibus to transport themselves to and from training sessions during the week.

- No matchday unreserved parking on stadium car parks. Since the 2021/22 season, the number of parking spaces available for reservation has been reduced by around 55 spaces.
- The buggy that staff use to travel around the training ground is electric
- The first team have a commitment to use coach or train if the journey is 4 hours or less, as an alternative to flying. Sport Positive Note: Commitment not publicly disclosed anywhere

Chelsea

- The Club actively and visibly advocates for fans and staff to use sustainable transport options.
- Chelsea encourages fans on their way to games to use public transport or other more environmentally-friendly means, including putting travel information on the club website. For certain away games the club provides coach and train travel to encourage less car usage.
- Sources advising against car use and promoting walking, cycling and public transport include: <https://www.chelseafc.com/en/getting-to-stamford-bridge-a>
- The club is actively engaged in working with fans to ensure sustainable travel choices with developments in this area planned for the 2024-2025 season.
- The Club has a sustainable transport policy for staff which offers an interest-free season ticket loan.
- The club has increased bike storage capacity at Stamford Bridge by over 50% to encourage more staff to cycle to work.
- The Club operates a hybrid working environment where those in roles can work two days a week from home, reducing the need to travel. Our travel policy encourages people to think about why they need to travel and whether there are better options.
- The club have worked in conjunction with local premier league teams to ensure that away supporters had access to bike spaces to allow them to cycle to an away game: https://www.linkedin.com/posts/brentford-football-club_brentfordfc-sustainability-activity-7131292974151282688-j5YE/?utm_source=share&utm_medium=member_desktop
- Chelsea FC provides information on away fan travel here: <https://www.chelseafc.com/en/away-travel-guides>
- We survey our fan travel as part of the Premier League's fan experience survey but results are not currently public

Crystal Palace

- Staff
 - Staff survey conducted of commuting habits in December 2023; as a result – we have doubled our bicycle racks at the stadium, and enabled staff access to showers at the stadium to encourage cycling / running to work. Sustainable commuting is promoted to all staff, e.g. all staff email promoted sustainable commuting and also informed them of our bike racks / shower availability
 - The club offer a cycle scheme to allow full-time staff to purchase bikes on preferential payment terms and tax benefit / salary sacrifice.
 - 20 bicycle racks installed at Selhurst Park stadium.
 - Electric vehicle points are available for staff at all club sites.
 - 2,148 kwh of energy provided to staff at our training ground so far with 0.464 tCo2e saved.

- At the Club's Academy, 20% of all car parking spaces (18 units) provision will be provided with active Electric Vehicle Charging Points (EVCP), with passive provision for all remaining spaces when the site is complete in 2024.
- Sustainable transport strategy / travel plan drawn up in 2018 when the Club initially sought planning permission for a new main Stand.
- 50% of our company car fleet is fully electric, 50% is mild-hybrid.
- Our kit and maintenance vans have been replaced with newer, lower emission Euro 6 compliant models. They are ULEZ compliant.
- Fans:
 - The matchday guide publicised on the Club website encourages all supporters to avoid driving to matches and promotes cycling; the Club does not provide nor offer matchday parking to supporters.
 - We always encourage supporter travel by sustainable modes; example matchday email which clearly signposts that there were no known train issues, and that we encourage supporters to travel by train
 - The Club provides extremely competitively priced coach travel to the vast majority of away games as a sustainable option for our travelling supporters.
 - Indeed, we provided free coaches for hundreds of supporters for our recent FA Cup replay at Everton: <https://www.cpfc.co.uk/news/announcement/free-supporter-coach-travel-offered-for-fa-cup-replay/>
 - A fan travel survey is conducted after every home match to report on modes of transport used by supporters: with more than half of home supporter respondents (57%, up from 53% last season) stating they travel by public transport.
 - NB. This figure is lower than what it would have been, were it not for several train strikes this season. Sample size: 23-24 - 3,268, 22-23 – 5,893.
 - The most recent league-wide matchday fan experience survey conducted by Premier League polled 1,008 CPFC supporters along with 31,000 Premier League attending fans across all clubs (research conducted between 10 Oct 2022 – 30 Nov 2022, by Yonder and the Premier League). It found Crystal Palace fans over index on train travel to both home matches and away matches. In 22/23 season, 43% of Palace fans polled travelled to home matches by train, with 56% travelling by train for away matches. Personal car usage is considerably lower than the league average amongst Palace fans polled on matchday habits, with 35% using their car for home matches and 31% for away respectively – see publicised information [here](#)
- Players
 - First team player travel policy. The first-team squad travels to the vast majority of away matches by coach and/or train. Only in exceptional circumstances, such as industrial action or closures on the rail network or shortened time between games, would the team fly to matches.
 - Furthermore, our first-team and U21s main* team coach is now powered by Hydrotreated Vegetable Oil (HVO; which is also known as renewable diesel). It's a fossil-free paraffinic diesel fuel that can be used as a direct replacement for mineral diesel with up to 90% lower net CO₂ emissions. Derived from certified waste materials HVO therefore supports the circular economy. This will save 13.18 tCO₂e per season. *Please note, it is not currently possible to use this fuel for transfer coaches/MPVs that are sometimes required.

Everton

- A large proportion of Club staff operate within a hybrid working policy, which has reduced employee travel by circa 40%.
- Advocating for fans to travel to matches via public transport, through sharing of public transport options in the Goodison matchday guide.
- Active travel options are also being promoted to fans, including walking and cycling to the new stadium.
- Club is actively in discussions with local councils to promote shuttle buses to and from Everton Stadium on matchdays, in conjunction with park and ride schemes.
- Under the new stadium 'section 106' agreement, the Club is actively working with the local authority to improve supporter facilities at Sandhills train station.
- Club continue to fly to occasional games, with train strikes causing a greater issue than normal.
- Club remains in talks with team coach provider, Ellisons, regarding implementing biofuel in the new vehicle we plan to take.
- Club now have 7 EV Charging units installed at the training ground, utilise a MSCP with EV Charging points for staff based in the City Centre and EV Charging is being installed at the New Stadium
- The Everton Stadium Matchday Experience survey was distributed in December 2022 to supporters, which covered revised pre-match habits/routines, pre-and post-match activities at Everton Stadium and customer journeys to and from the stadium. Results are not public yet but will be at some point in 2024
- This information was compared to a similar travel survey of 8,000 supporters spanning three seasons, between 2016 – 2019, which asked supporters how they intended to journey to Everton Stadium in the future, both on weekend and weekday fixtures. The results highlighted the following:
 - Less fans now plan to travel to Everton Stadium by car, with a dramatic 14% drop, from 45% to 31%, for weekend games for car drivers with passenger(s).
 - More fans now plan to travel to Everton Stadium by train, with a 11% increase, from 23% to 34%, for weekend fixtures
 - More fans now plan to travel to Everton Stadium by bus / shuttle bus, with a projected 4% increase for weekend games
- Further investment in AV equipment, Microsoft Teams and Skype available at all sites to reduce unnecessary travel for meetings

Fulham

- Through our partnership with Gridserve, our car fleet is fully electrified and 10 charging points have been installed across Craven Cottage and Motspur Park.
 - See Gridserve partnership announcement:
<https://www.fulhamfc.com/news/2023/july/26/fulham-partners-with-gridserve/>
 - Fanbase engagement around benefits of EV:
https://www.instagram.com/reel/C2SPkwls_AU/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- Gridserve's Electric Car Salary Sacrifice Scheme is available to Club staff, incentivising electric car usage. The club also offer a Cycle to Work Scheme for staff.

- Craven Cottage is a public transport venue. There is no car parking provision at the stadium or in the immediate surrounding area and fans are actively encouraged to use public transport to travel to Craven Cottage.
 - See Travel section of the Club website: <https://www.fulhamfc.com/visit/travelling-to-craven-cottage/>
- Fulham fans are therefore significantly more likely to walk, cycle or take public transport to home matches than Premier League average – 66% of FFC fans travel to Craven Cottage by public transport, on foot or by bike.
 - Fulham fan travel breakdown (survey took place Oct-Nov 2023) is published on the Club website: <https://www.fulhamfc.com/more/sustainability/>
- Supporter coaches are provided for away games to reduce individual car usage.
- Participants of some Foundation programmes are provided with discounted public transport travel cards.

Liverpool

- Liverpool FC has sustainable transport policies for staff and team travel, with use of decision-tree documentation for conditions on when each form of travel is used, always prioritising lower carbon options (Sport Positive verified).
- Transport emissions reduction strategy is driven by The Red Way and is embedded using LFC's Sustainable Travel Policy. Carbon emissions are tracked, and the reduction plan for fans, staff and team travel is part of the carbon reduction strategy.
- Public transport is visibly advocated on websites and in comms. There's a free cycle hub at the stadium, walking routes are signposted, casual match day staff receive free bus travel to and from work each matchday. Subsidised buses are provided for Anfield matches and a free fan coach is provided for all Women's away fixtures in collaboration with our travel partner, Expedia.
- Fan travel surveys undertaken every year and publicised on LFC website.
- LFC incentives include:
 - our staff are entitled to the bike to work scheme,
 - our tusker car plan only stocks EV and Hybrid vehicles to facilitate staff switching to more sustainable vehicles with tax benefits included,
 - the Club will purchase a travel pass for staff to buy season travel tickets and repay over the course of the year,
 - LFCW supporters can benefit from [a free bus to all away matches](#), paid for by Expedia
 - LFC Men's supporters can book on a subsidised bus travel to away matches
 - Soccer buses are delivered with local stakeholders to provide subsidised buses from the City Centre to Anfield
 - In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to an audience of 164m people), the club also issues information to all supporters attending games at Anfield (capacity of 60,000 per game, around 20-30 games at Anfield per season) on the best way to get to Anfield via public, more sustainable transport routes
 - This includes a 'soccerbus' scheme that runs from the city centre directly to Anfield before and after games
- A survey was also rolled out to all supporters, which received almost 8000 responses and worked to better understand people's travel plans and their priorities when travelling to Anfield and also highlighted the other options available to them.

- Finally, the club's car scheme for colleagues is delivered in partnership with Tusker, who only hold Hybrid and EVs in their fleet
 - For each car scheme launched with a colleague, Tusker commit to a tree planting scheme as part of their commitments to sustainability which are aligned with ours on this project.

Luton Town

- We partner with local bus and train companies to encourage usage of public transport on match days.
- We also encourage car sharing and using trains where possible
- We recently partnered with Octopus and some of our employees now use Electric vehicles

Manchester City

- Manchester City endorses its sustainable travel and transport planning through the Game Plan Agenda – this is approved through the leadership team (LT) with annual submissions monitoring the affects the actions and needs of all club functions including staff, academy and player travel.
- The sustainable policy for staff travel is included in Game Plan (pages 108-145 – see pages 124-126). It is imperative that all staff travel is undertaken with due regard to need, to the most efficient and sustainable modes and that there must be consideration first of all other options, such as conference calls.
- The Club directly operates very few vehicles and in 2022-23 completed a fleet replacement of tractors and grounds machinery with electric options where available.
- The Club began the promotion and engagement of fans and supporter clubs in '[walk to the match](#)' in 2019 and restarted this [again](#) in 2022 following the covid lockdowns. Latest article [Feb 2023](#).
- According to the 2022-23 fan surveys 3% of (1600) of City fans walk all the way to the match, with around 16% (8,400) walk at least the first and last mile. The Club is working with Transport for Greater Manchester (TfGM) to support active travel and has already introduced new/added cycle parking and is uplifting its city centre walking route.
- A fan shuttle bus service to various parts of Greater Manchester was trialled in 2023 and is to be expanded in the first half of 2024 – promoting greater use of public transport (with TfGM). See two stories on the trial: [May 2023](#) and [August 2023](#)
- In 2023-24 visitors to non-match day events at the club will be asked to complete their travel details as part of their access approval – an automated programme will ensure this provides key information and for all visitors take under 15 seconds to complete. It is also planned that this will be rolled out to all major conferences and events.
- In partnership with Nissan, the Club produces an 'Electric Away Days' YouTube which focus on carpooling for matchday, and the use of electric cars:
 - Episode 1 - Nissan Electric Away Days | Ep1 Joleon Lescott & Ricky Hatton [\(youtube.com\)](#)
 - Episode 2 - MANCHESTER DERBY WITH JILL SCOTT AND KAREN BARDSLEY! [\(youtube.com\)](#)
 - Episode 3 - WEMBLEY WITH MICAH RICHARDS AND SHAUN WRIGHT-PHILLIPS! | Man City in the FA Cup Final! [\(youtube.com\)](#)
- Sustainable Transport – Player travel
 - All player travel both domestic and international is fully measured, recorded and reported.

- This includes all modes and classes of travel, hotel bed nights, baggage and food provisions.
- In domestic team travel, where practical, coach and train travel are employed
- Air travel is used when needed, ensuring the welfare and care of players and staff and the need to meet fixture deadlines and the preparation and/or associated rehab safely.
- This is fully covered in Game Plan and is incorporated as part of our emissions as we strive to be carbon net zero by 2030 (Game Plan – pages 49 & 50).
- Sustainable Transport – Future Planning
 - The Club continues to liaise with its fans, workforce, community, city and transport authority to identify real and practical options for sustainable travel – both for match and non-match days.
 - There is wide recognition across all groups that new options need to be developed, but these must also meet the needs of club operations, fan relations and expectations and be accessible in all forms. A transport working group has been established to further develop the options.
 - Working with the City Council and Transport for Greater Manchester, Manchester City has developed new cycle parking and access to the 'Beryl Bike' loan scheme taking fans from city centre to stadium. See also the promoted walking route by the Club. All visitors and fans to the stadium are asked to consider walk, cycle, public transport and to avoid single occupancy cars wherever this is possible and practical.
 - In Game Plan, the Club reports the tracking and survey of over 800 different fans attending every match day to understand travel modes, origins, passenger types and numbers and experiences. This helps manage existing travel options and to work proactively in the promotion of practical, sustainable options and to plan better for the future
 - Game Plan page 53

Manchester United

- We have purchased 1,800 kg of Sustainable Aviation Fuel (SAF) with Lufthansa.
- We have reduced our reliance on air travel as our travel method for domestic fixtures as we have moved to rail and road travel, wherever feasible
- We have also reduced our overnight accommodation requirements. We no longer use a hotel for home matches at Old Trafford and have recent examples of reduced / removed accommodation usage for the following fixtures – Liverpool & Everton fixtures (travelled on coach on match day and did not use a hotel), Burnley (coach travel on the day with no hotel usage) and Nottingham Forest (coach travel on the day with day use only hotel).
- All travel and accommodation associated with Men's First Team travel offset via Trees4Travel; [Manchester United Football Club Forest - Trees4Travel](#)
- 4,457 trees planted and 731 tonnes of CO2 offset
- Electric bus utilised for matches at Old Trafford for the first team contingencies / evacuations.
- We have completed the installation of multiple electric vehicle charging points at both Old Trafford and Carrington Training Ground.
- We provide a Cycle to Work scheme to incentivise colleagues to travel by bike and we offer cycle rack and shower facilities at all sites.
- The club has procured several electric vehicles, including road sweepers, to continually drive down carbon emissions and we use of biofuel in the Club's green staff machinery.

- We have been working with Travel For Greater Manchester and our fan advisory bodies to push more sustainable travel via pushing TFGM information to promote fans taking lower carbon travel modes to matches, the information page can be viewed [here](#).
- We are working with supply chain partners to reduce the distance products travel, purchasing from local suppliers where possible. For example, we now make 80% of our desserts on site to reduce the number of deliveries required.
 - 3 x post-match surveys: what mode of transport / passenger info/ fuel type/ what would encourage more sustainable modes of transport (Chelsea/Tottenham/Bournemouth – 023/2024) – Findings are not public, but have been used to help evaluate our carbon footprint
 - Carbon data collected / mileage from ticket holders – Findings are not public, but have been used to help evaluate our carbon footprint
 - Introduced post-match bus service back into Manchester city centre for fans. We have also increased capacity on key Metrolink lines including East Didsbury line with more double trams being deployed
 - Shuttle bus services to/from LSV for women's matches
 - Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO2/168 trees planted (travel by foot/cycle) <https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>
 - JULY 2023: <https://www.manutd.com/en/news/detail/man-utd-offset-carbon-emissions-during-2023-tour-of-the-usa> à 450 tonnes of CO2 offset through investment in renewable wind energy in tandem with Carbon Neutral/The Crow Lake Wind Project.

Newcastle United

- Sustainable transport remains high on the agenda and we continue to offer the Magpie Mover ticket. As detailed in previous submissions the club subsidise the ticket as part of a Section 106 agreement with Newcastle City Council. The Magpie Mover promotes cheaper tickets on match days and the use of public transport. Season ticket holders can get to and from home matches from a little over £1.30 per game with a Magpie Mover ticket.
- We have engaged with Newcastle University to carry out desk top analysis on the Magpie Mover postcode sale data Vs season ticket sales this will provide valuable information on the areas we need to target communication and awareness.
- Season 23/24, c4000 tickets have been issued. At £25 for the season, a Magpie Mover provides public transport for every Newcastle United home game - offering fantastic value for money and a significant discount when compared with day tickets or single/return fares. <https://www.nufc.co.uk/news/latest-news/magpie-mover-on-sale-now/>
- We have re-established the Fan Travel Board with representatives from the City Council, Bus and metro operators, this has resulted in greater communication around the ticketing and opportunities for marketing.
- As a result of this partnership we were delighted to offer all fans match day travel (metro and bus), for both the men's and women's home games over the 3rd/4th Feb 2024 weekend. The City Council reported 29% reduction in capacity for their closest public car park to the stadium.
- The Magpie mover was heavily publicised over the weekend, displayed on pitchside advertising, included in direct emails to fans and featured widely in the local press/social media <https://www.nufc.co.uk/news/latest-news/magpie-mover-on-sale-now/>

- Staff can also benefit from cheap metro travel through the 'Corporate metro saver scheme'. The club purchases the annual ticket for travel across the network every day, on behalf of the staff member and costs are deducted each month via their salary. This provides a big cost saving and encourages use of the metro for work and leisure.
<https://www.nexus.org.uk/corporate>
- All staff can purchase a bike through the Cycle to Work Scheme, this is a cost saving and encourages staff to consider green travel alternatives. We hosted a Cycle to Work roadshow at the stadium and academy to raise awareness, the event was very received.
- Bike racks and showers are available for staff using their bike at both the stadium and training ground.
- Four EV charging points have been installed at the Stadium and Training ground.
- Staff have access to pool cars to travel between sites. Investigating EV and hybrid vehicle options
- The Team are actively considering their mode of transport to match games and travel by bus where possible (Burnley and Sheffield).
- The club's visitor guide covers travelling to the stadium and links to public transport.
<https://www.nufc.co.uk/stadium/travelling-to-st-james-park/>
- As well as the Premier League Matchday survey the Club asked fans the following question during a recent survey in December 2023. 'Please indicate which type of transportation you most often use to get to St. James' Park on matchdays'. Out of the 17,300 respondents 52% used public transport and 31% by car, the remainder car, bike, organised bus. (the full travel survey results are not currently public anywhere)

Nottingham Forest

- We have developed a sustainable transport policy for the club that is geared to staff, players, and supporters.
- The policy is published on the club's sustainability page:
<https://www.nottinghamforest.co.uk/club-information/sustainability>
- The club took 2 flights during the previous 12 months (01 February 2023 - 01 February 2024) compared to 5 flights during the period 01 February 2022 – 01 February 2023, which is a reduction of 60%, to matches where road transport was not possible.
- The club has revisited its approach to domestic flights, which is evidenced by the fact the team flew to Blackpool during the period 01 February 2022-01 February 2023, but travelled by road when the teams played during the following 12-month period.
- Most matchday travel is using our dedicated coach. The team travels with one bus where feasible. The first team coach is owned and operated by a local company who also provides bussing for other teams and supporters to away matches. The operator (Skills) is based in Nottingham, which reduces the number of 'dead' miles considerably from depot to club sites. The club operates supporter coach travel at cost where possible, in order to make this option as affordable for supporters as possible and encourage them to travel by coach to away fixtures. All vehicles used for club transport are Euro 6 compliant for emissions. The first team coach is owned and operated by Skills and has been used since 2022 as the team coach.
- To encourage fans to travel to matches in a sustainable way, we have offered a 10% reduction in store on a matchday for those fans that are able to show a valid ticket for a method of public transport to the City Ground. We are publicising the offer via the club website sustainability page, and the matchday guide published on our website.
- The club has not done any independent fan travel surveys currently.

Sheffield United

- No parking onsite, public transport options (bus/rail and tram) advised.
- Electric vehicle plug-in points available as part of the hotel, on-site at Bramall Lane.
- The academy has one electric vehicle charging point with a scope to increase this to eight (four additional for site visitors & four for players and coaching staff)
- Sheffield United Community Foundation encouraged staff to get involved with Cycle To Work Day on 3rd August 2023

Tottenham Hotspur

- The Club has a sustainable transport plan in place for fans, staff and team travel, overseen by an appointed Travel Plan Coordinator
- Tottenham Hotspur Stadium is actively promoted as a 'Public Transport Destination', with service improvements, new shuttle bus and regional coach services, better pedestrian connections, real-time travel information points, clear signage and regular transport updates on the Club's website, in match day programmes and directly to fans from several sources
- The Club has a written policy for sustainable team travel and staff travel
- The Club's Official Travel Partner, Destination Sport Travel, is committed to working with the Club to measure, manage and report on travel emissions, with the objective to reduce emissions where possible and identify sustainable team travel options. Destination Sport Travel will also work with the Club to offset emissions where possible via the purchase of carbon credits verified by the UN Framework Convention on Climate Change
- The Club has installed bike racks locally around the stadium and is [actively encouraging fans to consider cycling on match days](#)
- Working with AstroPay, the Club is incentivising fans to travel green to matches by offering cashback on TFL travel: <https://www.tottenhamhotspur.com/news/2023/november/travel-green-to-matches-and-get-money-back-with-astropay/>
- The Club also [regularly subsidising coach travel to away matches](#) – the coach service, run by Big Green Coach, is carbon neutral
- The Club has a 'Cycle To Work' scheme for staff in conjunction with Cycle Solutions, with additional bike racks installed at its offices
- Electric car charging points are available across Club sites
 - 10 at stadium; four outside the North Stand (Paxton Square) and six in our concert compound on Worcester Avenue at the east of the stadium
 - Application live for a further 10 in the stadium basement car park.
 - 14 EV charging points at the Training Centre with another 35 planned to be installed in 2024
- The Club surveys match attendees after every home game to understand how they travelled and inform our transport planning
- The results [on this page](#) under 'Sustainable Transport' are aggregated from the first half of the 2023/24 season:
 - Car (Petrol): 22.02%
 - Car (Diesel): 10.78%
 - Car (Hybrid): 4.53%
 - Car (Electric): 3.57%
 - Tube: 31.33%
 - London Overground: 32.73%
 - Greater Anglia: 18.08%

- Bus: 9.59%
- Walk: 19.21%
- Cycle: 0.86%

West Ham United

- London Stadium is promoted as a public transport venue. London Stadium has a programme of monitoring the transport used to travel to all events at the stadium. This shows less than 1 in 8 people (12%) travel by car to watch matches. London Stadium put a series of measures in place to discourage fans from travelling to the matches by car including:
 - An extensive stadium egress plan that helps a smooth movement of spectators from the stadium to public transport hubs
 - Implementing residential parking zones on event days with the local authorities
 - Opening catering facilities in the Olympic Park and stadium early, so fans coming by public transport can avoid the heavier crowds close to kick off
 - Keeping some catering facilities open after the match so those using public transport can avoid the post-match public transport peak demand
 - Providing cycle racks at various locations around the stadium
 - Promoting public transport routes on pre-event materials and communications
 - Ten electric vehicle chargers have been installed in car park 1a. Installed for use by staff, broadcasters and event holders.
 - West Ham offers a cycle to work scheme

Wolverhampton Wanderers

- Wolves strongly recommend that fans take advantage of public transport, walking or cycling when travelling to matchday at Molineux, a message which is clearly published within the Fan Guides for both Home and Away fans: <https://www.wolves.co.uk/fans/fan-guides/>
- In the environmental sustainability report, Wolves shared data on the transport method used for men's first-team travel for home and away fixtures, including overseas friendlies in pre-season and the winter break, during the 2022/23 season.
- Also in the report, Wolves shared data on which travel modes Wolves fans use travel to home matches at Molineux.
- In January 2024, Wolves launched a dedicated Fan Travel Survey to get an updated view on how fans are travelling to matches and understand how we might be able to influence greener travel. This was sent out to all those who have attended a recent match, and participating was incentivised by offering a match worn shirt as a prize. (survey is still live at time of publication, results to be published in due course)
- Wolves engaged more than 1,000 fans through a fan value survey on environmental sustainability, the results of which were published in an article online. This included publishing results of percentage of fans taking various travel modes to games: <https://www.wolves.co.uk/news/sustainability/20230127-fan-survey-feeds-one-pack-one-planet-project/>
- The survey found that over 70% of fans currently travel to Molineux by car, with around 25% of fans taking either the train, bus, coach or metro, and only 5% choosing to walk or cycle
- For those who travelled to away fixtures, over half usually go by train, bus or coach
- Wolves provide a 'Wolves Journey Planner' in partnership with Moovit, the world's number 1 urban mobility app, which is a multi-modal web journey planner allowing fans and staff to

easily plan all parts of their journey, using a mixture of public transport, shared mobility and active travel

- Club have introduced a range of schemes to incentivise sustainable staff travel, including an Electric Car scheme and a Cycle to Work scheme

Single Use Plastic Reduction or Removal

Arsenal

- Use of “plastic-free” food containers
- Save over 40,000 single cups every home game via our reusable cup project.
<https://www.arsenal.com/sustainability/reusable-cups-hit-40000>
- When covering the seats for the return of fans, post COVID lockdown, bags made from 100% UK waste were used. This waste has been used to create a garden and flower planters at Emirates Stadium
- Systemic effort in place to vastly reduce/remove single use plastic from operations – forms one of our key action areas across the club.
- Plastic bottle usage has been reduced across all sites and, and by approximately 90% at training grounds by installing water machines and water bowsers for pitch side drinking. Bottles are only used for travel and some game days.
- Installation of water dispensers:
 - 5 for fans – 1 in away section, 2 on lower tier, 2 on Upper tier
 - 1 in home team changing room
- Working with adidas to remove plastic from supply chain.
- All [playing kits](#) are 100% recycled polyester and most adidas training and fan wear contains recycled material
- Paper straws and wooden stirrers have replaced the plastic ones.
- Removed all single use drinks bottles from offices and have replaced some glass bottles with aluminium “bottles” on our club and box levels.
- Removed plastic from matchday programmes.

Aston Villa

- One Cup scheme implemented for hot and cold drinks in concourses and hospitality areas removing all single-use plastic cups from kiosks and hospitality, as well as in offices at both the stadium and training ground.
- No plastic water bottles on site at Villa Park, with water coolers in place in each office. Reusable bottles in effect at the training ground.
- Reusable trays now being used in all concourses, with all cutlery now wooden, and all sachets replaced with condiment dispensers. Recycling bins now clearly identified both in concourses and in concession stands with 'waste champions' working in kiosks.
- Single use plastic bottles removed from training ground and from kiosks within the stadium
- We have changed our waste management supplier and now mixed plastics, food waste and general waste is separated on site before it is removed.

Bournemouth

- Plastic pint glasses removed and replaced with reusable cups

- Sauce sachets removed from concourse and replaced with refillable sauce bottles
- Alcoholic PETs removed and replaced with cans which are easier to recycle.
- Introduction of water filtration machines and reusable bottles to reduce the need for PET bottles
- Removal of all plastic cutlery and replaced with either wooden or biodegradable alternatives

Brentford

- We have a plan in place to reduce plastic (and all other) waste across all our sites. We are committed to eradicating plastic waste across all our sites.
- At the Gtech Community Stadium reusable pint cups are provided for all pint-sized purchases. Biodegradable paper cups and lids are used for hot drinks.
- Paper straws have replaced plastic and single use plastic stirrers and sachets have been removed. Sustainable wooden cutlery and bowls/plates are used.
- Water fountains are in place in each stand of the stadium, allowing fans to use refillable cups.
- In our retail store recyclable bags are used instead of plastic, and no single use plastic cups are in use. In our office we have taps and club mugs to encourage staff to avoid single use plastic. No single use plastic is provided by the club.
- We are working on a solution at our training ground to improve our water provisioning, providing reusable bottles and educating players and staff. We have historically provided staff with reusable bottles to reduce single use plastic and we are revisiting this solution again.
- We proactively engage with our fans on plastic waste, and waste in general.
- For the 2023/24 season we reviewed and changed our Season ticket and membership welcome packs. Instead of sending welcome packs for general admission season ticket holders we sent them letters – removing a significant portion of waste.
- For premium season ticket holders we provided keep cups and included a message around reduce single-use plastic cups
- Across both we reduced the packaging and communicated to our fans that fact.
- We communicate to our fans about the reusable cup system in our stadium – and [encourage them to use reusable cups](#). We have communicated to our fans the benefits of reducing single-use plastics via [our website](#), in our matchday programme, on [our social media](#) profiles, in email communications and on our matchday in the Gtech Community Stadium.

Brighton and Hove Albion

- Strategy in place to reduce/remove single use plastic from all catering operations. The club are currently reviewing all single-use plastics still being used to identify options to remove these.
- Introduced a new [lyfecycle](#) cup on match days which is fully recyclable within the regular recycling stream and will biodegrade within two years if they were to escape in nature.
- All food packaging is now 100% recyclable and a proactive scheme to separate food waste in our kiosks is in place.
- We have eliminated plastic straws, stirrers and cutlery on matchdays and food packaging is made from cardboard. At the training ground plant-based cutlery/cups and take away containers are now in use.

- We produced a sustainable fan membership pack for over 18k members with a notepad made from rPET, a bamboo pen, plus seed sticks. The packaging was all fully recyclable. As part of the 'On the ball' campaign to provide free sanitary products for people attending our venues as well staff and female players, we have introduced plastic free ranges – in place at both the stadium and TG. Our home and away Nike kits are made from 100% recycled polyester fibres, making it our most sustainable shirt to date.

Burnley

- Additional water fountains have been installed at the training ground to encourage the use of refillable bottles.
- Removed the use of plastic carrier bags in the Clarets Store and replaced them with recyclable paper bags with purchase; previously around 5,000 plastic bags a year were issued
- Burnley FC Hospitality have replaced single use plastic straws with biodegradable alternatives
- Burnley FC Ground Catering have replaced plastic cutlery with wooden alternatives.
- Plastic disposable food carriers have been replaced with a seaweed based product.
- Spray bottles are now refilled from dispensers, rather than being single use, previously, around 3,000 single use spray bottles a year were purchased
- A process to review how usage of plastics and look for alternative products, or work with suppliers and changing their processes in all areas of the club is ongoing.
- Where water bottles are used, these are now 100% recycled.
- Turf Moor offers free feminine hygiene products in all its toilet facilities. Since the start of the 2022/23 season, these products have been changed from regular items to sustainably produced.
- In the 2022/23 season and for the first time, the Junior Clarets gift did not contain any plastic items.

Chelsea

- The club is actively reducing or removing sources of single-use plastic products from our operations including:
 - The continued use of non-branded reusable cups replacing the previous plastic pint cups on matchdays. This is part of our One Cup One Planet campaign, this is free at the point of sale and is collected via fan interaction/staff collection – cups do not go to waste streams – cups once collected are sent for washing and then returned for reuse at the stadium. Where single-use plastic does have to be used for drinks (for operational reasons), the procurement is for rPet, so recycled material is used.
 - Staff areas have switched to aluminium cans or paper packs for water. Reusable bottles are provided at the academy for players to refill and reuse.
 - Switching supporters flags to rPet for matchdays.
 - Onsite hotels at Chelsea supply guests with a reusable bottle and a refill station. Hotel amenities and toiletries in rooms are made from stone paper (100% tree-free) and printed on soy ink.
- May 2023: Canoe project with foundation removing plastic waste from the river. <https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet>

- The hotels onsite at Stamford Bridge run by Chelsea have reusable water bottles with refill stations located onsite.
- Chelsea FC's Protect the Planet challenge with reusable cups scheme undertaken at home match vs Sheffield United.

Crystal Palace

- Trialling paper beer cups at one match during Q1 2024.
- All staff provided with refillable hot drinks vessels (or mugs provided), and Academy / Training ground staff issued with refillable water bottles. Regular staff comms on reducing single use plastic water bottle usage.
- All disposable cutlery is wooden or non-plastic; paper straws used.
- Water machines / tanks are present in all offices to reduce reliance on water bottles by staff and players.
- Media attending Selhurst Park encouraged to bring refillable water bottles / hot drink mugs.
- All bags provided at Selhurst Park for retail purchases (merchandising etc) are paper, not plastic.
- Tens of thousands of plastic membership and Season Ticket cards have been phased out with our digital ticketing rollout.
- Removed plastic packaging from certain retail products, e.g. keyrings and badges. We are continuously reviewing packaging on all products
- International Members in 2023/24 were given the option to receive a physical membership pack (£45), or not (£35). Encouragingly, 64% opted not to receive a pack. Non-pack options for other memberships are being explored for 24/25 season.
- In 2022/23 membership packs, we also chose products with sustainability in mind – i.e. a reusable drinks bottle.
- Our player and supporter replica kits are made by Macron using Eco-Fabric fabric which is a 100% polyester sourced from recycled plastic and certified Global Recycled Standard by ICEA.

Everton

- Everton for Change continues to drive our campaign on reducing single use plastics
- All half pints at Goodison Park are now served in paper cups and all pints are now served in reusable cups, including those from Ebar, who serve in the Fanzone and concourses.
- Staff across all sites are provided access to cold filtered water machines to encourage use of refillable water bottles, in place of single use plastic bottles.
- Fans are advised that season tickets are digital, with an additional cost to the supporter, should they wish to own a physical plastic season ticket card. This change to digital has proved increasingly popular, albeit in the final year of Goodison we expect a high percentage of fans to opt for the memento of a physical card.
- All single use plastics are now removed from the fans' matchday experience. The only item remaining is reusable carrier bags in retail stores.
- At Goodison Park, plastic cutlery has been swapped for wooden cutlery, plastic straws have been swapped for paper straws, individual plastic packet condiments have been eliminated, and vegetables are delivered fresh in cardboard boxes to reduce packaging
- Reusable cup scheme is in place: <https://www.evertonfc.com/news/1477813/reusable-cups-introduced-at-goodison>
- Thermos Mugs provided for staff across all sites to help reduce the use of single-use plastic cups

- Drinks bottles provided for staff in our new Royal Liver Building office to help reduce single-use plastic bottles
- The club uses Aquaid water coolers to encourage use of reusable water bottles
Bean Coffee (Everton staff café in the Royal Liver Building office) has eliminated single use cups, reduced the number of pre-made sandwiches in plastic packaging and has eliminated snacks in plastic pots

Fulham

- Through the Club's partnership with Adidas, our Home, Away and Third kits are manufactured from 100% recycled materials.
- Significant efforts to reduce plastic use in food packaging at Craven Cottage – compostable wooden cutlery has been implemented across the stadium concourse, along with recyclable cups, sip lids, food trays, bowls and containers.
- The Club shop uses exclusively compostable carrier bags and recyclable product labels.
- 16-piece UK-made, sustainably-sourced, organic cotton and recycled polyester range available in retail store.
- Reusable water bottles are provided to all staff.
- On-site water fountains encourage players, staff and visitors to refill water bottles.
- The Club's Official Water Partner Buxton supplies 100% recyclable bottles.

Liverpool

- Single use plastic reduction/removal is included within waste management strategy developed as an outcome of the implementation of the LFC sustainability management system.
- Use of reusable fan cups at Anfield, avoids plastic waste – hand back rates for reusable cups have increased from 20% at the beginning of 2021 to 98% at the end of 2022.
- Plastic bottle recovery rates at the stadium have been consistently over 90% in the past two seasons, with over 600,000 bottles collected and recycled into Mr Muscle bottles for our partner, SC Johnson.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people, the club has delivered a multi year campaign alongside SC Johnson to encourage the use of reusable cups at Anfield and plastic bottle recycling rates at the stadium.
- This has included messaging at every home game at Anfield – in tannoy announcements, LED Boards (seen by both match attendees and TV audiences), QR codes on bins and programme messaging, content on club channels with first team players across men's and women's teams, and work within our local communities with LFC Foundation through the Big Red Summer program – engaging directly with over 15,000 young people to educate them on SUP reduction and provide reusable water bottles for them to use at LFC Foundation programmes and their everyday lives.

Luton Town

- Strategy in place to reduce/remove single use plastic from all catering operations, the below have been introduced in the last 24 months:

- Wooden forks & stirrers used in GA/Public units
- Compostable pint and half pint cups used in GA/Public units
- Water and softs PET bottles made of 30%-50% recyclable plastic
- Compostable or vegware hot drink cups use across the Club:
<https://www.vegware.com/uk-en/page/our-materials/>
- Compostable cutlery and vegware containers used across the Club
- Incup hot drinks partially recyclable
- Partnership with Cawley's - Total Waste Management Services:
<https://www.cawleys.co.uk/total-waste-management>
- Partnership with Heineken – Brew a Better World – Raise the Bar 2030:
<https://www.theheinekencompany.com/sustainability-and-responsibility>
- Additional References:
 - <https://www.coca-colacompany.com/sustainability>
 - <https://www.princesgate.com/environment>

Manchester City

- All single use plastic was eradicated in 2018-19 from stadium and match day catering operations and from the whole business and across all sites by the summer of 2022.
- Manchester City has removed all single use plastic from its match day and general operations – single use cups, cutlery, sachets etc. We have also removed PET bottles from match day and completing all operational use by end 2023.
- Final parts of this programme will work to remove all 'personal preferences' for PET by summer 2024.
- Whilst we are working to eliminate all single use plastic, there are of course items that come via delivery and some wrappings and tags in retail, therefore, it cannot be said that every aspect of operations across the Club has removed SUP and some is brought in by visitors. Where we find plastic of course, it is recycled if it cannot be reused.
- This has meant major changes for our suppliers and fans and all drinks and food products are served in re-usable items only, or in fully compostable packaging that is managed on site as part of a full-circle process.
- In retail, single use plastics are also being removed – bags, if required, are multi use and made from 100% recyclable products and are in turn 100% recyclable.
- The Club's departments and partners have committed to a total review of packaging of all kinds to reduce levels and waste.
- All ticketing and mailing operations have moved to digital (except by exceptional need, such as supporters with access requirements)
- There is no single use plastic within the fans' match day experience, for example there are no plastic covers on any match day items or programmes and we have been working with all suppliers to remove over-covers. Condiments (sachets) were partly re-introduced in the immediate post-covid period but have again been phased out. All food packaging and any one-use cutlery etc is 100% compostable which is undertaken on site.
- Published a programme feature highlighting the Club's improvements to matchday F&B, including the removal of single-use plastics.
- See Game Plan – pages 75 & 76

Manchester United

- Use of plastic packaging is being progressively reduced in the Manchester United Megastore and the Club is continuing to actively work with suppliers to widen the range of products where plastic is reduced or eliminated altogether. This is part of our packaging guidelines to suppliers, and we are using the Valpak data to target suppliers who are using more plastic than necessary.
- The Megastore has replaced plastic carrier bags for customers with paper bags where possible. We only use plastic bags on a match day for security reasons and they are made with 30% recycled content.
- The club's kits continue to be made using adidas's prime green fully recycled polyester, 100% recycled polyester tricot.
- Name and numbering packaging has been reduced from being individually wrapped, to be being delivered in groups of 10 or more and will shortly be moving to packing in 100.
- All plastic products used at Old Trafford do not end their life here. Everything is sorted at source and sent for recycling. The plastic bottles are taken to our site in Irlam where they are segregated into grades. These are then transported to our PRF (plastic recycling facility) in Seaham where they are made into new plastic bottles. Seaham has a 57,000 tonnes processing capacity (1.3 billion bottles per year or 3.2 million bottles per day).
- We are re-designing concession / kiosk cellars so we can install additional beer lines. The first phase will allow us to install draught beer to 15 concessions / kiosks. This will take place in the coming weeks (before season end) this will reduce the number of PET Beer bottles used by around 8000 -10000 per event. The second and third phase will allow us to re-design the remaining 60 concessions / kiosks and further reducing the reliance on PET bottles of beer by 30,000 per event. Phase 1 is currently planned to begin early April 2024
 - Women's FA Cup Final we provided flags for all fans made from recycled plastic bottles.

Newcastle United

- Plastic recycling is in place at all sites.
- Drinks are served in paper recyclable cups or reusable glasses.
- Recently installed post mix machines reducing glass and plastic bottle usage.
- The Training Ground only have aluminium cans of water and no plastic bottles.
- Paper straws and all food packaging is plastic free at the stadium. Fully recyclable hot beverage cup (compostable and biodegradable).
- The Training Ground and Academy have no plastic on site anymore (cutlery and packaging) the stadium is a more ad hoc basis with single use bottles on sale until we identify viable alternatives. Wooden cutlery, paper straws and all food packaging is plastic free at the stadium. Fully recyclable hot beverage cup (compostable and biodegradable).
- Options are being investigated to give all staff re-usable cups/water bottles.
- Introduced stroodles edible table ware into some of our menus reducing the need for some disposable packaging.
- Following feedback from staff at the Academy we have improved the water refill point for players. Dedicated drinking water sinks have been installed which allow for quick bottle refills at multiple points. There are no single use water bottles at the Academy.

Nottingham Forest

- The club is committed to reducing single use plastics across its sites and has started this journey in the newly constructed fan zone by means of ensuring no single use plastic is used for serving food/drink which has included rolling out 'ONE Planet ONE Chance' reusable cups from Event Cup Solutions, a Climate Partner certified company.
- All single use plastic cups at the stadium, and on a matchday, have been removed, and replaced with recyclable paper cups. The next steps are now to complete this at the club's training ground. The paper cups at the Training Ground are made from 40% recycled paper. The club has reduced the use of plastic bottles, with recyclable glass bottles now used in the canteen. The 330ml bottles that are used by players at the Training Ground are 100% Rpet light weight plastic, which means that they are made from recycled Pet and are also 100% recyclable.
- Bags in all retail stores across the club (5 stores across stadium and town centre) are now made from a clear LDPE Photodegradable film. Photodegradable materials are degraded to low molecular weight compounds that are safe for the environment by photo-initiated fracture and free radical oxidative fracture reactions under the action of sunlight (mainly UV light).
- The club has engaged with spectators to reduce single use plastic in their own lives. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
 - E.ON sponsorship renewal: <https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sheffield United

- Sauce sachets have been replaced by refillable bottles.
- All disposable food packaging is 100% sustainable and compostable.
- Removes all plastic straws and replaces them with paper straws, on request only.
- Removes all plastic cutlery and stirrers and replaces with a sustainable wood alternative.
- Working with catering partner to reduce single use plastics at Bramall Lane.
- Solutions found for plastic coffee cup lids and plastic milk jiggers.
- The academy has a zero single use plastic policy.

Tottenham Hotspur

- Single use plastic reduction strategy across all club properties – single-use plastic water bottles now completely eliminated from all sites – carton water exclusively used by players, staff and fans
- Any new stadium contracts that come up for tender include a requirement to cut single-use plastics. For example; all F&B contracts will be managed by Catering Partner, Levy

Restaurant (part of Compass Group), via their procurement company (Foodbuy) who will all be audited via a vendor assurance team, to ensure compliance with overall targets and traceability.

- The introduction of a “Net Zero Pipeline” is designed to do this, by encouraging our buyers to surface potential carbon reduction initiatives, in direct partnership with their suppliers.
- It is being led by Levy’s team of sustainability sourcing specialists in close partnership with financial and supply chain analysts. This means recognising the environmental and commercial impact implicit within a wider set of indicators, including carbon, biodiversity, and water.
- Every proposed product will go through a newly established carbon approval committee prior to being listed and all suppliers have to have Science Based Targets for carbon (SBT)s within 12 months of contract start.
- Please see the below key commitments which form part of this and are specific and in place at Tottenham Hotspur
- Single Use Packaging/Plastic
 - 100% of Cling Film is now Polyethylene (PE) cling film.
 - Disposable foodservice products are recyclable or reusable. Introduction of Notpla packaging. Seaweed based lining instead of plastic.
 - Targeted planned reduction of single use plastic. For example, removal of sauce sachets – current reduction of 80%,
 - Reusable Cups in operation and Reusable Cup Bins implemented.
 - All groceries delivered in reusable crates.
 - Paperless Project – reducing our printed material
- Water fountains are available throughout general admission concourses
- The Club’s fully digital ticketing process eliminates the need for plastic Season Ticket/Membership cards or paper tickets
- The Club has implemented a reusable beer cup scheme at its stadium where cups are collected after matches, taken off site to be washed, and then returned for further use. The cup supplier is UK-based
- Plastic caps on the beer kegs are saved and returned to the supplier to be reused. Caps are taken to a cup production plant and recycled into brand new products, such as parts for the building trade or even new keg caps themselves, reducing the stadium’s draught dispense single-use waste plastic by over 100kg’s per season
- Stadium visitors are able to purchase a multi-use, reusable drawstring bag from one of our retail outlets at a cost of £1
- Eliminated use of plastic straws, stirrers, cutlery and all plastic disposable packaging that accompanies these items, wooden stirrers and cutlery, and paper straws used in their place.
- Heineken, the Club’s Official Beer Partner, no longer supply single use plastic to the stadium – beer is supplied in cans or glass/aluminium bottles.
- No single-use plastics used to serve food inside premium areas.
- Sandwich packaging in The M is fully compostable.
- Both the Nike shirts that players wear on the pitch and the replica jerseys for fans to buy are constructed with 100% recycled polyester fabric, which is made from recycled plastic bottles
- Fans are able to purchase from our range of Retro Hangers, which are eco-friendly and 100% plastic-free, made from a revolutionary FSC-certified cellulose-based material
- Single use plastic reduction measures page on the website
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/club-supports-green-football-weekend/>

- Social media (Whatsapp): <https://whatsapp.com/channel/0029Va1PAqZADTOICWUvTK0D/522>
- SPURSPLAY: <https://play.tottenhamhotspur.com/video/579121>

West Ham United

- Fully compostable Vegware cutlery has replaced plastic cutlery.
- Wooden stirrers have replaced plastic stirrers.
- London Stadium has nine free water fountains / refill stations located at various points around the concourse.
- 15 water points available throughout the stadium, further points overlaid and available on the island in multiple locations for summer events.
- Every member of staff is provided with a reusable water bottle to cut down on plastic waste.

Wolverhampton Wanderers

- One of the One Pack, One Planet commitments is focused on Waste – We will embrace a circular economy, minimising waste, and maximising reuse.
- Catering across Wolves is delivered by Levy UK, who have a well-established sustainability campaign, 'A recipe for change'.
- There are no plastic straws, cutlery, stirrers or sauce sachets within Molineux, and all cups on site are now either reusable or paper.

Waste Management

Arsenal

- Repurposing projects underway with up-cycling of old stadium banners. Some will be framed and sold to supporters. Currently working on additional uses of material.
- Food and grass goes to compost. This compost has been used in the creation of the garden at Emirates Stadium.
- New bins ordered to improve office and training ground waste management.
- Old plastic catering equipment has been used to create planters at Emirates Stadium.
- Arsenal have a specific page on waste and recycling related stories on their sustainability website page <https://www.arsenal.com/sustainability-waste-recycling>
- 100% of waste is diverted from landfill across all operations.
- Back of house hand waste sorting process on matchday. Responsible for recycling 40% of waste prior to leaving site.
- Separation bins across all sites and signage.
- Signed a long term partnership with Ball, the Aluminium packaging company to work on recycling initiatives.
- Donated food after home games to local charities.
- We recycle 40% of our general waste on-site, plus remove cardboard, food and grass through separate waste streams. The rest going into general waste which goes to a MERF where they extract another 30% of the waste.
- Old furniture has been donated to local sports and community club.
- Pallets are returned to the supplying company for re-use.

Aston Villa

- Have changed waste management company and now have zero to landfill contracts already in place with waste management company (Biffa), where all waste streams are recycled with waste converted into energy, recycled or recovered.
- Separate food, recycling and general waste bins now in all concourses for the public. Waste champions now positioned in each stand to monitor and support staff waste management in kiosks and hospitality areas. Recycling bins in all offices at stadium and training ground and now installed on all stadium concourses.
- NFC ticketing system rolled out across the whole stadium in 22/23, eliminating the need for fans to print e-tickets. All tickets can now be downloaded as e-tickets in e-wallets, reducing the use of paper.
- Promoting a 'paperless office' within HR and Payroll wherever possible, in order to reduce paper waste and need for recycling. Paperless menus now in corporate hospitality areas, and significant reduction in printed team sheets distributed in hospitality on match days.
- Match day hospitality staff uniforms made from recycled plastic and all paper napkins in hospitality areas replaced with linen. This is offset from washing and transport of dirty linen by reducing number of tablecloths used in hospitality areas by 50%. Hospitality areas now using digital ordering systems (as opposed to paper) and all hospitality areas now use digital menus on screens as opposed to printed. Paper team sheets no longer printed saving 000's sheets of paper at each home game.

- Hand dryer installation in stadium toilets removes need for paper towels. To date approximately 25% of stadium toilets now have no paper towels. New Brookvale Inner-City Academy building has all hand dryers and no paper towels.
- We have a new compactor on site. Compacting general waste removes the need for a bin collection every day, and subsequently bin collections have been reduced from daily to one collection per week.
- We have purchased two cardboard balers at the stadium allows us to recycle and compact on site and remove rubbish going to landfill.
- Our target moving forward is to have only general waste collected. Cardboard and plastic are baled and sold, food and grass clippings are put through digesters and turned into water.
- We have two bio-digestors, which to date are used for food only. Both of which have digested 8.5 tonnes of food from match days and events, reducing our food waste by 17 tonnes in the last 12 months.
- There is no food waste removed from training ground, it is all put through the bio digester and turned into water.
- 'Circular economy' initiative in place with used and unused kit and equipment at the end of the season, with tens of thousands of pounds of new and used kits donated locally and abroad.
- One waste collection at Villa Park stadium each week, compared to three collections per week in previous years.

Bournemouth

- Operate a general waste/mixed recycling plan where the recycled products are sorted by the waste management provider.
- All food waste is sent to local composting company and turned into landscaping products or energy. Hoping to use the landscaping products on the new training ground so it completes a full circle.
- We continue where possible to use compostable or biodegradable products across our catering to limit the impact we have on the environment. These include all coffee cups and printed packaging such as burger boxes.

Brentford

- We have a plan in place to reduce waste across all our sites and increase our recycling amounts. Sport Positive verified.
- A pillar of our strategy is to commit to promoting circular economy practices throughout all sites and to manage resources sustainably.
- A waste strategy was produced as part of the design for the building of the stadium and is in operation.
- This means that no waste is sent to landfill, and the general waste streams that cannot be automatically sent for recycling goes to an "Energy from Waste" facility where it is burned to produce electricity, meaning none of our waste goes to landfill.
- In terms of recycling, recyclable waste goes to a recovery facility in Mitcham where it is separated and sent for recycling.
- We use the "Too Good To Go" app where possible to redistribute food – both at our stadium sites and the training ground.

- Staff at our retail store have established recycling processes for a long time. As well as all of the above, we are further working with our waste management provider to improve our practices at all our sites.
- The Gtech Community Stadium hosts multiple different sporting events and we have specifically designed in communications and signage to be digital rather than physical, reducing wastage between events.
- We have implemented the use of QR codes on matchdays to reduce the need for paper – for example replacing team sheets in our hospitality lounges, and for wifi passwords throughout the stadium.
- We are paperless enabled – i.e. we encourage fans to use digital tickets rather than paper tickets. We use lanyards and wristbands in our hospitality areas and are in the process of systemically replacing them with recyclable and biodegradable alternatives.
- We are part of [Utilita's nationwide 'Football Rebooted' campaign](#) – their mission is to rehome at least one million pairs of quality football boots across the UK, to stop them ending up in landfill. The recent development of the Robert Rowan Performance Centre at the training ground was constructed using reusable, low-carbon construction materials (for example, the gym is a wooden, reusable, structure), and further plans for development at that site have been submitting for using the same materials.
- As part of the development we kept old turf, prevented it from going to landfill and repurposed it at the training ground. As part of the Wheatsheaf Park development, we reused materials as far as possible – we reused old equipment from the stadium (for example dressing rooms seats, goals and warm up nets) and we renovated old equipment and temporary structures including the previous club shop.
- We continue to minimise waste at the site as far as possible, for example using insulation wrapping from deliveries to keep mowing equipment warm.
- Our kit rollover was a categorical success, and [widely well received](#).
- This was driven by both financial savings for fans and to reduce waste. Therefore, the decision was made to take another rollover, whereby we now have [the 23/25 home kit](#).
- We are again unique in having a two-year home kit, which directly communicates to fans, and the wider world, a message on sustainability and waste reduction with a quote from our CEO explicitly mentioning our commitment to reducing waste.
- We have an organic range of retail products, and a range using [reworked old retail items](#) (and [here](#)) again addressing the issue of waste. We also [communicate on a matchday](#) specifically around waste and recycling.

Brighton and Hove Albion

- Waste management strategy in place with recycling bins provided in all areas of the stadium and training ground.
- Separate waste streams are provided for sanitary waste, clinical/PPE waste and sharps. Wood and pallets are recycled through Brighton Wood Store. Battery, lamp and print toner collection are in place with any money generated going to the Foundation. Currently piloting new arrangements of bins using single-stream segregation.
- The club operate a zero waste to landfill operation with the support of our waste provider. Recycle all old match and training kits via overseas charities;
<https://www.myjoyonline.com/tariq-lamptey-foundation-donates-football-kits-and-equipment-to-two-schools-in-asamankese/> <https://www.shropshirestar.com/news/local-hubs/shrewsbury/2023/05/01/nearly-6000-football-shirts-taken-to-kenya-as-county-appeal-makes-emotional-10-day-trip/>

- Green waste is disposed of at Brighton composting centre for recycling into fertile compost. The club's venue partner, Sodexo Live! has recently implemented a new scheme to divert food waste to a local regenerative farm, with vegetables grown on the farm being sent back to supply the catering operations. The grounds team are also investigating options for an on-site solution for processing food and green waste.
- The club have Implemented 100% digital ticketing and have reduced season ticket cards from over 24,000 to just 831 cards. We are no longer using physical printed ticket stock either for home tickets and all of these are sent as downloadable tickets to your phone. Allocations of digital away tickets have also increased. Amex Lounge guest passes at the stadium on match days now are [based on recycled material](#).
- New toilet paper dispensers have been installed that reduce the amount of paper used. Microfibre cloths are used by our stadium assistants when cleaning to reduce our reliance on paper products and the waste they generate.

Burnley

- The club has a waste management strategy where all recyclable or recoverable waste is removed by the waste handler.
- Work closely with waste collection providers to ensure the club's ambition to be a zero-waste organisation is embraced and worked towards.
- Annually less than 3% of waste goes to landfill.
- Unrecovered waste is incinerated and used to generate electricity.
- Burnley FC developed a partnership with a company that recycles IT equipment. Old IT equipment is either broken down into component parts and recycled or is refurbished for reuse.
- Burnley FC has also developed a partnership with a furniture recycling company, with the aim of ensuring that old/broken furniture is fully recycled, or refurbished for re-use, rather than it going to landfill.
- Plastics, cardboard and glass are separated at source and are then further processed at the recycling plant.
- Recycling bins are used at the stadium and training ground, but these aren't supporter/customer facing.
- Used cooking oil is recycled into biodiesel.
- Flyaway mowing is practiced on some of the training ground pitches, meaning that cut grass does not become waste to be disposed of.
- The club is in the process of ensuring that all new purchases/products are accompanied by a sustainable disposal strategy. If a sustainable disposable solution is not possible, strict criteria will be required to be met before purchase is authorised.
- The Clarets Store stock a range of 100% recycled merchandise including school bags, rucksacks, and sports bags.
- Burnley FC Ticket Office have removed competition branding from paper tickets meaning that they can be used for any league or cup game, reducing the amount of unused/waste tickets.

Chelsea

- Chelsea have a comprehensive waste streaming programme, which includes:
 - Chelsea FC's waste management strategy/system segregates recyclable waste across all club sites and operational areas, including catering and retail to achieve a 40% recycling rate (approximately) over the last year.
 - '40% increase in recycling since 2020' is communicate this with banners at the stadium.
 - 100% of waste is diverted from going directly to landfill.
 - Glass segregation for aggregate processing.
 - Food segregation from kitchens sent for anaerobic digestion.
 - Cardboard segregation sent to paper mills.
 - Plastic for reuse via an MRF.
 - Aluminium cans for use via an MRF.
 - Grass at Cobham Training Ground is sent to a local compost.
 - Non-recyclables sent to energy to Waste to generate electricity.
 - All other waste is sent for incineration with energy recovery.
- Cup donation stations with information about recycling throughout the stadium.
- Chelsea protects the Planet work at the Sheffield game.
- Women's clothing drive over 200 donations for Allbright and Smart Works charity.

Crystal Palace

- Our waste does not end up in landfill. At all sites waste is separated into general, dry mixed recycling, glass, and grass - enabling our waste management company to maximise recycling and sustainability opportunities. Total waste (2023): 558,145 kg p.a. of which 62.89% (i.e. 381,160 kg) of this was recycled. Non-recyclable waste goes to an energy recovery facility where waste is safely incinerated to recover electricity.
- Grass is sustainably recycled as fertiliser, compost or animal feed.
- At the Academy, food is also separated for collection: 5.8 tonnes of food waste has been collected over last 12 months. We are exploring rolling this out at all sites in 2024.
- To reduce food waste, on matchdays all hot food is sold at a 50% discount immediately after the final whistle (we also offer food destined for waste to staff). In 2023, we sold 5,047 products as part of this promotion across 24 games.
- In 2023, we donated 846kg of food (2,014 meals) to City Harvest – a food charity who redistribute food to those in need. This equates to 5,722 GHG emissions prevented.
- Biovate cleaning products used in kitchens and public bars, which use a 'combination of probiotic, enzyme and plant based ingredients to harness the power of nature for maximum cleaning performance with minimum impact on the planet'. Production based in the UK, with minimal carbon footprint, which is then offset against a local tree planting program <https://www.biovatehygienics.com/our-mission>
- Our matchday programme produced for men's first team matches (only) is made exclusively of FSC® certified paper. Our printers are very environmentally focused: <https://www.bishops.co.uk/this-is-us/environment>
- To reduce the printing of matchday programmes, all Gold, Junior Gold and International Members receive a digital programme emailed to them/hosted on the website as part of their package. The Club also sells one-off digital editions for £1.99, which are promoted on social channels before home games – helping us reduce paper requirements.
- Our Women's team programme is only available digitally.

- Premium hospitality menu cards are printed on recycled paper.
- Accounts Payable team in Finance department are paperless – i.e. this is a policy; suppliers must send electronic invoices not paper.
- Double-sided printing as default in staff office printers.

Everton

- 0% goes to landfill. All the waste streams are either recycled or used as fuel.
- 44% General, 15.4% DMR, 8.1% Grass, 16.3% Food and 16% Glass. (Last year's report covered a 10-month period from May 22 until Feb 23. The current report covers a 6 -month period from July 23 until December 23, to fall in line with our year ending 30 June 23. The next 6 monthly report will be available end of June 24. All of this is just to bring us in line with the companies year ending end of June.
- *At Goodison Park, Club and catering partner now uses smart technology to reduce food waste by up to 50%, by using a data-led approach to allow for operational and behavioural changes
- Waste management plan in place (SWMP) meaning all waste on site is recorded, including disposal method (this includes waste generated by outside contractors)
- Food recycling at all sites
- Food waste is collected and used for green energy using a process called anaerobic digestion
- The balance goes to general waste which is further separated at waste contractors' facility
- Club stationary has been redesigned so it can be used for multiple seasons without wastage
- At Goodison Park, all contaminated waste is collected and incinerated
- At USM Finch Farm (training ground), for any large tree pruning around site, they chip the branches themselves and use the chippings in the beds
- Use of organic fertilisers
- At Goodison Park, all plastic, paper, cardboard, wood and glass items are recycled with all plastics are separated at source
- Separates all waste at source within the stadium, dividing it into plastics, card and paper which is recycled
- All organic waste such as grass clippings and other plant material is recycled into natural compost. At USM Finch Farm, this is then collected by a local farmer
- Central waste and recycling points in the Royal Liver Building headquarters
- Central waste and recycling points are also being introduced across Finch Farm (training ground), in the canteen and Family Lounge areas
- Battery recycling collection points at all sites and have made staff aware this is available
- Printer ink cartridges are collected by ICT and sent off for reuse
- AV equipment and Skype is available at all sites to reduce unnecessary travel for meetings
- Old Kits and Uniforms collected and recycled or gifted to charities
- **With regards to existing work on the new stadium:**
- All existing site materials have been either recycled or reutilised as part of the construction process
- Heritage assets have been saved, cleaned and stored for reuse in the scheme
- The infilling of the dock was completed utilising boats to collect sand from the Irish Sea and pumping into Bramley-Moore Dock, rather than transport via road which was the most sustainable method of completing marine engineering process
- Construction partner for the new stadium, Laing O'Rourke, have utilised pioneering Design for Manufacture and Assembly (DfMA) methodologies by manufacturing elements of the

stadium offsite and transporting to the site in a finished form for install. This reduces wastage and the level of transport for raw materials

Fulham

- 0% of the Club's training ground waste goes to landfill and waste contractor has environmental policy.
- Central recycling, general waste, food waste and battery recycling implemented.
- Approximately 2,000 items of First Team and Academy kit are recycled to Foundation programme recipients each year.
- Over 2,000kg of CO2 emissions have been prevented through our City Harvest relationship, where surplus food is donated to those in need across London.
- Staff, fans and Foundation programme participants are able to donate unwanted household items and clothing via Anglo Doorstep Collection.
- Season ticket cards are rolled over to save on production, packaging and emissions for delivery.
- Transitioning to hand dryers across Craven Cottage and Motspur Park to reduce paper towel usage.

Liverpool

- The club achieved a 5% reduction in overall waste (tonnes) last season (making a total 30% reduction (tonnes) since 2019) and 100% diversion from landfill.
- Our waste management strategy now has a waste working group to support its implementation across all sites.
- Our LFC retail range has further reduced product and packaging waste this season, and our distribution centre achieved over 95% recycling rates.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club also issued a domestic energy letter to its Academy players and families to help them be do more around managing waste in their own lives.
- This includes details of steps that can be taken to reduce waste in their homes – all of which was provided to all Academy players and their families.
- The club's multi-year campaigning work with SC Johnson focused on waste management and reduction and was (and continues to be) delivered across all club channels and features players from across LFC Men's and LFC Women's First Teams, as well as former players.
- At the very top of this campaign stands a commitment by the club to reduce its waste by 10% on a YOY basis, and for fans to follow the "3 R's" – Reduce, Reuse, Recycle.
- This is managed internally but highlighted in communications on the clubs website and its channels, as well as alongside multiple platforms.
- On a truly global scale, the club launched the Waste Free Red campaign, which engaged with its 316 Official Liverpool Supporters Clubs around the world, using the passion and commitment to sustainability to work with supporters across the world to reduce their own waste.
- The eventual winners of the campaign were OLSC Myanmar, which demonstrates how far reaching and impactful the campaign and educational messages alongside these truly are.

Luton Town

- Our carrier bags are made from recyclable materials and are fully recyclable.
- All other packing from deliveries and stores are recycled alongside our partnership with Cawley's Waste management
- We use hand driers in all areas, rather than paper towels - to avoid waste.
- Our Retail team have a eco range which includes hoodies, tees and a polo this range has doubled in size since last season going from offering two lines to now five lines of clothing. This is all organic cotton and made in ethical factories.
- Our mailing bags used for fulfilment are fully compostable and we have now moved onto eco-friendly bubble wrap and padded envelopes.

Manchester City

- Between 2022-23, just under 70% of all our waste was recycled, reused or used as mixed waste.
- Since 2002 Manchester City has not sent any waste to landfill.
- This remains a key policy in the waste reduction drive and the Club's target to become a zero-waste organisation by 2025-26.
- Reducing waste at source is a priority whilst any that is generated is 1) upcycled 2) re-used 3) recycled and also re-purposed.
- Every effort is made to segregate waste and work with the Greater Manchester. Waste Authority to ensure appropriate salvage and waste streams are engaged on site.
- The Club has developed a 'unique' grass, food, paper and card composter which takes and churns all these items in one energy-efficient process into new and usable compost which is then used on CFA landscapes around 97%.
- The full-circle composting project has been trialled for two full seasons and proven very successful.
- Early trials are underway to ascertain the quality of food produce using this compost which can then come back to our Club operations from local growers.
- Additional (partner) initiatives include Re:jersey (Re-Fiber) with Puma, while Water Heroes with Xylem has seen our sustainable efforts support communities across the globe.
- See Game Plan pages 73 7 74 and pages 55 – 61 - policy on pages 130 – 133

Manchester United

- Manchester United has a zero waste to landfill policy as part of its Environmental Management System. In the last year, 415 tonnes of waste were recycled, the equivalent of 35 double decker buses.
- This is lower than last year as we've produced significantly less waste. 777 tonnes were converted to energy, giving enough power to support 273 homes.
- Over the last 10yrs, we have an average of 38% recovery / recycling rate.
- We manage 11 separate waste streams and operate a managed recycling programme with 20 tonnes of plastic bottles being recycled together with 43 tonnes of grass cuttings being composted and used in local parks.
- Food waste is sent to an anaerobic digestion facility and recycled to produce biogas which is ultimately used to generate renewable electricity for the grid.
- Food waste is kept to a minimum by menu engineering and good food management.

- Unused perishable food, which would otherwise go to waste, is donated to local homeless charities after matches wherever possible.
- Waste cooking oil from the stadium is collected and taken to a plant where it is turned into bio-diesel fuel for vehicles with 6.5 tonnes being sent for processing this year.

Newcastle United

- 100% landfill diversion with residual general waste sent to EfW.
- The club has an overall waste management procedure in place, separate collections are made for food, cardboard, grass, glass, metal, POP and mixed recyclables.
- In 2023 significant investment was made into waste management facilities on site, this included creating a new waste compound area with dedicated 'bays' for skips and additional signage.
- A brand new waste compactor was purchased for general waste and a telemetry kit installed to automatically report (via email to the waste contractor) when the compactor is 3/4 full and requires emptying. This will significantly reduce the number of journeys made to site as collections will be ad-hoc rather than scheduled. As well as the compactor a baler was purchased and cardboard on site is now baled and sent straight to the processor.
- This has been a great success with significant rebates achieved and awareness around the whole stadium that cardboard must be separated and baled. The in house Cleaning team have been extremely supportive and engaged on the new changes.
- We worked with Biffa to present a waste awareness session with Sodexo (catering partner) staff. Following this meeting changes have been made to the way food waste is collected and waste recycled. Overall awareness around recycling has increased significantly.
- Monthly waste reports are submitted by Biffa and data is reviewed each month to identify any improvements.
- Confidential paper waste is collected separately, shredded and recycled.
- Food waste bins are used and collections are composted.
- Recycling bins are present across all club sites and used by staff everyday, from players at the training ground, academy prospects and all office based staff at St. James' Park, the Training Ground and Academy.
- QR codes are used on match days to display match day competitions and menus on phones etc.
- Match day programmes are available digitally with an annual subscription. Paper programmes are still available.
- Digital tickets has been successfully implemented and significantly reduced the amount of paper purchased.
- Used coffee grounds upcycled for compost – free for customers to take away with guidance on what to use them for.

Nottingham Forest

- The club underwent a detailed waste management review and external audit to address its concerns around waste management. Subsequently a tender process for a new supplier was undertaken, and the club entered into a new supplier agreement in October 2023. This was approached with sustainability at the forefront.
- As part of the waste management approach, new recycling bins have been rolled out across club sites, including Food waste, general waste, green waste, mixed glass, and mixed

recycling. A quarter of waste during the first four months of the new contract was 25% mixed recycling (October 2023-January 2024).

- During the period October 2023-January 2024 100% of waste from all club sites was diverted from landfill, and the club is extremely proud of this achievement since last year. The breakdown of waste was: 2% AD, 5% Composting, 62% RDF waste to energy, and 31% recycled. It is envisaged that the club will continue to send no waste to landfill.
- The club has engaged with spectators to reduce waste in their own lives.
- This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
 - E.ON sponsorship renewal: <https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sheffield United

- 100% diversion of waste from landfill.
- Partnership with waste management firm now also segregates food.
- Partnership with waste management firm enables business to easily segregate general waste, dry mixed recycling (DMR) cardboard, paper and glass materials.
- All food waste is sent from site to a bio-recycling plant.
- All paper, plastic and metal waste is recycled.
- Through its partnership with S2S Group – a leading data destruction and electronic recycling business, S2S will provide the club with environmentally focused solutions for the club's IT recycling.
- Fans can now use their mobile phone to scan into the turnstiles at Bramall Lane, instead of using a paper ticket.

Tottenham Hotspur

- Zero waste to landfill across all sites
- After matches, Dry Mixed Recycling bins are taken to a nearby Material Recovery Facility in Edmonton where the waste is separated to produce quality, single-stream materials that are then baled and sent to the most sustainable companies for re-processing.
 - Waste streams include: dry mixed recycling, food, general waste, grain, grass, metal, wood
- On a monthly average, stadium waste management programme equates to 16 cars being taken off the road, 151 trees being planted and 27 typical UK homes powered – a total monthly average energy saving of 106,513 kWh
- Any food remaining from The M Café at the end of every day is distributed to vulnerable people locally, reducing food waste; a local resident who sits on Business Community Liaison Group collects leftover food and distributes them to families in need.

- Dry Mixed Recycling bins located throughout the stadium concourses, alongside General Waste bins, with fans instructed on how to correctly dispose of their waste.
- A full site waste-management plan has been developed for the Training Centre, which includes separation of waste streams including General Waste, Mixed Recycling, Glass, Cardboard, Biodegradable Food Waste, Hazardous Waste, Sharps, Pharmaceutical Waste and Sanitary Waste. The Recycling instructions for fans are also [on this page](#)
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-recycling/>
 - Social media: <https://x.com/SpursOfficial/status/1753019776203477232?s=20>
 - SPURSPLAY: <https://play.tottenhamhotspur.com/video/579122>
 - First News: <https://schools.firstnews.co.uk/takeover-challenge-2023/>

West Ham United

- At our WHU Foundation Beckton Community Hub we have introduced comprehensive recycling points (advised by WHU staff)
- Information taken from [website](#)
 - Stadium: “ We work closely with our landlords at London Stadium and benefit from a number of initiatives to reduce our footprint – importantly the London Stadium is a venue where zero waste goes to landfill.”
- Plastic, cardboard, wood, paper, glass, blue pallets, ink toner cartridges and aluminium are all recycled.
- We have an anaerobic digestion machine for food waste, and all other waste is sent for energy recovery.
- Ninety-nine percent of food waste is processed through the ORKA machine that turns food waste into water. This water is then used for other purposes throughout the stadium.

Wolverhampton Wanderers

- Wolves are now achieving zero waste to landfill, with 44% recycling and 56% waste recovery. Sport Positive verified.
- One of the One Pack, One Planet commitments is focused on Waste – We will embrace a circular economy, minimising waste, and maximising reuse.
- Wolves and Wolves Foundation have extended their partnership with international circular economy specialist Reconomy: <https://www.wolves.co.uk/news/sustainability/20230104-wolves-and-foundation-extend-reconomy-sustainability-partnership/>
- During the partnership, Reconomy has implemented various initiatives to increase the circularity of the business and improve the sustainability of matchdays at both Molineux and New Bucks Head – the home of the women’s first-team. This includes an ecommerce returns capability delivered by Reconomy brand ReBound and in June 2023, the partnership collaborated with Wolves to donate a brand-new girls’ football kit made from recycled plastic to a local Wolverhampton primary school.
- Kit across the club (retail, first team, academy) which is leftover or unsold stock is donated via Wolves Foundation, eg. to community projects, children’s parties, armed forces and overseas

Water Efficiency

Arsenal

- Extensive water efficiency report in progress. Not currently public
- Additional rainwater storage system design and feasibility in progress. Not currently public
- Full maintenance programme carried out in August 2023, in association with Thames Water to repair any leaking taps and toilets.
- Arsenal have a specific page on sustainability and water related stories on their sustainability website page: <https://www.arsenal.com/sustainability-water>
- All groundsman facilities across all sites have water recycling systems. installed to recycle water from wash-down areas. Removing grass cuttings and re-using water
- Taps with sensors used across property portfolio.
- Waterless urinals through-out stadium, plus new installs in offices
- A pitch water recycling system was installed at training ground to re-use irrigation water.

Aston Villa

- Food digester at training ground runs all water to the effluent plant, cleaning it and going back to ground on site.
- All concourses now have waterless urinals, reducing water usage (although no statistics currently available to measure by how much).
- Our new Inner-City Academy facility has a leak detection system integrated into the BMS allowing us to isolate any leak and minimise water loss.

Bournemouth

- To reduce water usage, taps on all our public and staff toilets have been replaced push taps limiting flow rate.
- Players showers in both the training area and stadium changing rooms are also push activated.

Brentford

- We have a water conservation plan for both matchday and non-matchday. Sport Positive verified.
- This plan is across all of our sites – the Gtech Community Stadium, Wheatsheaf Park, the Robert Rowan Performance Centre, our retail shop, and our staff offices – and assesses our current water demand, actions to maximise water use efficiency, and actions to reduce overall demand.

- Within the plan we assess the water draws at each site, the equipment used, the activity and need, the responsibilities of staff across each area/item and controls applicable. This is in line with the energy optimisation plan referenced above.
- Our most significant action included in this plan is a borehole which has been dug at our training ground.
- This borehole will reduce our demand from mains water supply and builds in water recycling into our pitch irrigation process. We have constructed an actuation tank from which the water is pumped into and stored. In addition, we have introduced new water pumps to make the irrigation system more efficient.
- At the Gtech Community Stadium we have waterless urinals installed, non-concussive taps (that automatically turn off), and low-flow fittings for WCs, sinks, and showers. In three of our stands our concessions are on solenoid switches, which are only activated on a sensor, reducing the possibility of water wastage while no one is present.
- We regularly update and replace our dishwashers to ensure they are top of the range specification in terms of water use and wastage.
- At Wickets Park we have installed a closed water system to clean equipment, whereby water is recycled in the system and only used for one purpose.
- We are exploring implementing this at our other sites. Across all our sites the pitch irrigation systems are scheduled in an efficient manner so as to reduce our water demand – for example taking into account sunrise times to avoid water evaporation.
- We communicate to our fans the benefits of using water efficiently, for example [on our matchday webpage](#) regarding using the water fountains and on [our sustainability webpage](#). We also have done so for Planet League via [our website](#), in our matchday programme, on [our social media](#) accounts, in email communications and on matchday in the Gtech Community Stadium.

Brighton and Hove Albion

- Water efficiency management strategy in place.
- Ground water recycling at Training Ground via pitch irrigation system.
- Continued to increase the number of water fountains on site in public concourses and staff areas at stadium for match days and at the training ground.
- Grounds team have recently upgraded their machine washdown bay at the training ground for a closed loop system that reduces water consumption used for cleaning vehicles by an estimated 90%.
- Percussion taps across both facilities reduce the amount of water used in toilets and washrooms. The urinals at the stadium are waterless and water supplies in kiosks and toilets are linked to the lighting to prevent unnecessary usage.
- [Working with a local water company](#) surveys of both the stadium and training ground were carried out to check for leaks and identify opportunities to install water saving devices.
- Bottled water purchase needs for technical teams via Life Water (100% recyclable and carbon neutral) where every bottle of water we use delivers 1000 litres of clean drinking water to a community in need. Drop4drop recently confirmed that [a new borehole, pump and tank have been installed in Tami Nadu, India](#), through the club's purchase of their water bottled water.

Burnley

- The club is making an effort to reduce water usage across all areas.
- A strategy of ensuring that the purchase of new equipment takes into account its efficiency in the use of water is in place.
- The stadium has undergone a programme of toilet cistern replacement in its concourse areas. New toilet cisterns now use between 3 and 6L on a dual flush system compared to the 11L single flush cistern they replace. One corporate area has also undergone a complete refurbishment with similar reduced capacity toilets installed and all cisterns replaced.
- Concourse urinals are now waterless with this programme now being extended to hospitality areas.
- Consumption reduction devices are fitted to all taps throughout the stadium and training ground.
- The club has an extraction licence for the River Calder from which 25m³ of water per day can be extracted, when flow levels are sufficient. Extracted water accounts for around 10% of total water usage on site, reducing consumption of treated water.
- Wastewater from the training ground is treated on site and discharged to the River Calder. No waste or surface water is sent to water treatment works.
- Rainfall is measured, and technology is being used to accurately predict the weather. By ensuring that pitches at the stadium and training ground are only watered when it hasn't rained, or when no rainfall is forecast the amount of irrigation water is reduced.
- A new wash off area for grounds machinery at the training ground has a water recycling mechanism which reduces the amount of clean water taken from the mains.
- The club is currently scoping the potential for a rainwater harvesting scheme at the stadium.

Chelsea

- The club doesn't have a formal water management policy or strategy in place but continues to research and implement projects to reduce water consumption.
- To reduce water usage, a management system has been introduced ranging from presence detection to foaming units.
- All urinals across both Cobham and Stamford Bridge are also operated via smart flush systems that ensure that water is used as and when required.
- Sensor taps installed throughout the estate.
- The club collects rainwater and uses this at Cobham training ground.

Crystal Palace

- We save around 8,250 litres of water per year through using Beer Saver line-cleaning technology in cellars in Selhurst Park's Main Stand and Red & Blue bars. It is not possible to roll out in other areas of the stadium.
- Purchased remote water readers to monitor and effectively manage our consumption. We have identified and repaired water leaks in our pipes using this system.
- Our Grounds team uses sophisticated pitch condition monitoring systems and pitch irrigation systems to optimise water use at all sites.
- Closed loop wash down bay installed at Academy for cleaning off machinery installed September 2023, which recycles used water with any contaminants being broken down by filters and microbial action. This means that only clean water returns to sewers. Plans to also

install one at the Training Ground in 2024, with 1m litres potential saving p.a. for Academy and Training Ground.

- Waterless urinals for Stadium toilets are being explored.
- Engaged with expert water consultants to assist with various efficiency initiatives. This includes scoping grey water recycling at Academy.

Everton

- Staff washing facilities have taps that turn themselves off in retail stores, there are no public toilets in retail stores
- Kit partner (hummel) uses ZEROH2O technology
- All urinals within Goodison Park are waterless and those in the corporate areas are controlled by proximity sensors
- At USM Finch Farm, the use of an Integrated Water Management (IWM) plan is trialling more economical ways of using water resources
- FUTURE-FACING: All GA toilets in the new stadium will have taps that turn themselves off.
- FUTURE-FACING: Rainwater harvesting (from the roof), will be a feature at the new Everton Stadium, which can be recycled for flushes in the toilets or watering the pitch.

Fulham

- Remote water monitoring system installed across Craven Cottage and Motspur Park to drive water efficiency.
- Implementation of cisterns and sensors throughout the stadium and training ground as water-saving devices.
- All urinals at Craven Cottage and Motspur Park are being transitioned to waterless, with urinals in Hammersmith End and Putney End at Craven Cottage and external toilets at Motspur Park have been transitioned already.

Liverpool

- The Club has a comprehensive water management plan and is taking further steps to improve the resolution of water consumption reporting across LFC sites to assist with consumption reduction.
- The AXA Men's training centre and Men's academy are run from boreholes, reducing the consumption of mains water by up to 100% for non-potable water use.
- New technology has been added at the AXA and Academy pitches to inform grounds staff of daily pitch moisture and salinity levels to maximise efficiency in water and fertiliser use.
- All new developments have water efficient taps and facilities installed as part of the overall water management programme.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club also issued a domestic energy letter to its Academy players and families to help them be do more around water efficiency in their own lives.
- This includes details of steps that can be taken to reduce water usage in their homes – all of which was provided to all Academy players and their families.

Luton Town

- This being actively looked into, but is challenging due to space constraints.

Manchester City

- Manchester City is around 97% self-sufficient for water through two major rainwater harvesting projects – one at City Football Academy (CFA) and one at the Etihad Stadium, installed in 2021.
- All of the CFA buildings also have localised water attenuation and there is a potable water borehole making both drinking water and back up irrigation available across the site.
- To ensure continued progress the redesign of major water storage is underway to ensure greater, future efficiency.
- Reduced flow taps and shower heads (saving c40% flow) have been installed across Club properties with new programmes underway to manage water pumps and piping junctions and to quickly identify and rectify leaks.
- The Club is working with its partners to promote water solutions both in Manchester and globally as part of a major health and sustainability initiative, including both social and environmental impacts in Manchester and around the world.
- Through the [partnership to date](#), the Club and Xylem have already reached more than 1 billion people through water awareness, education and volunteerism initiatives that advance their shared mission to create a more sustainable world
- In this [next phase](#), the partnership aims to accelerate action on critical water challenges by driving a further 100 million people to participate in water-related initiatives in their communities.
- In 2023, the Club remodelled its rainwater treatment to improve efficiency and reduce waste further with its partner, Xylem.
- In February 2023, Club legend Joleon Lescott visited Cape Coast in Ghana with Cityzen's Giving and Xylem to support the building of two clean water towers in local communities. Each tower provides for the daily drinking needs of 1,800 people – <https://www.mancity.com/news/club/city-and-xylem-help-bring-clean-water-access-to-cape-coast-ghana-63811031>.
- WASH Pledge: We have committed to implementing access to safe water, sanitation and hygiene at the workplace at an appropriate level of standard for all.

Manchester United

- Water use across all our sites is monitored and reported to our Environmental Management Action Group. Any instances of high-water use are investigated as a priority.
- Several different activities and processes to reduce water consumption and wastage but no documented strategy at this time.
- The installation of automatic meter reading and automatic closure of valves across the stadium was completed in 22/23 to prevent unnecessary water use on the concourse during non-match days.
- The Carrington Training Centre has a water borehole to provide irrigation to training pitches. This has significantly reduced the demand from the mains water supply.
- Future initiatives under review include additional grey water processing for sanitary systems.

- Club commercial partners support our water minimisation programme through proactive installation of water saving devices, percussion taps and other measures. Similarly, our hygiene services partner, Ecolab, are committed to actions that reduce water usage when laundering textiles.
 - Commercial partnership with EcoLab (onsite coverage, Inside United inserts throughout season, social coverage)

<https://www.manutd.com/en/partners/global/ecolab>

<https://www.manutd.com/en/news/detail/man-utd-enters-innovative-partnership-with-ecolab>

Newcastle United

- Water efficiency strategy in place; external supplier uses software to monitor daily water consumption and alarms are activated for any abnormal flow rates. Following notification of an alarm the operations team work to identify any discrepancies.
- As a recent example a piece of equipment was not correctly attached and water was being wasted. We are now working with the consultants to compare match days to establish targets for reduction for next season. In addition we are investigating event usage to provide a clear understanding of what impact they have on water usage.
- Water recycling systems in place and water sourced from borehole at training grounds which is used for pitch irrigation at the academy and training ground, these sites are off grid for water irrigation requirements.
- In all stadium toilets the club have push compression taps (including office areas) they also have automatic urinal flushes.

Nottingham Forest

- The club has a water efficiency policy in place that is focussing on ways to reduce water waste across club sites. The water policy is published on the dedicated sustainability page on the club website.
- Rainwater harvesting is located at the stadium which provides a top up to pitch maintenance irrigation
- Groundwater reuse via a borehole which contributes approximately 5% to pitch maintenance irrigation
- The club has implemented the following in order to reduce its water use in the past 12 months:
 - Push taps installed in all stadium fan areas.
 - A meter installed on the pitch irrigation tank to monitor usage;
 - A considerable and long-standing leak was identified under the club's Main Stand (October 2023). This was isolated, and redirected in order to solve the issue and stop further wastage.
- The club has engaged with spectators to reduce water use or save water in their homes or lives. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>

- E.ON sponsorship renewal:
<https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>)
- This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section:
<https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sheffield United

- Waterless system at office level for male toilets, now extended to John Street concourse, another area of the ground. Water bore hole at Bramall Lane and training ground assists in the irrigation of the pitch.
- Waterless system at office level for male toilets.
- The academy operates a water bore hole that absorbs rain water and excess irrigation water and then re-feeds this in to the irrigation system, saving around 35% on water waste and usage.
- Is looking to install water fountains and bottle filling points around the stadium.

Tottenham Hotspur

- Water efficiency strategy in place across all club properties, always looking to expand water efficiency across all sites.
- Water consumption is minimised across the stadium with waterless urinals and low-flow fittings and fixtures.
- At the Training Centre, a sedum 'green roof' has been installed to significant portions of the main building and Player Accommodation Lodge to enable the capture and re-harvesting of rain water across the site.
- A comprehensive drainage and extraction system is in place including through the installation of an attenuation pond and two onsite bore holes that extract water with licences and agreement from the Environment Agency
- Excess water is diverted back to irrigation tanks for re-use.
- The club shares activities on its website and engages with fans, in ways such as:
 - Club website: <https://www.tottenhamhotspur.com/news/2024/january/supporting-green-football-weekend-water-use/>
 - Social media: <https://www.facebook.com/share/p/dH9D3Tgaykd4h7jZ/?mibextid=WC7FNe>
 - SPURSPLAY: <https://play.tottenhamhotspur.com/video/579124>
 - TNT Sports: Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food.

West Ham United

- At our WHU Foundation Beckton Community Hub we have undertaken water consumption evaluation to establish a benchmark and identify where excessive or wasted usage can be addressed

- The below info is from 2021 submission, reconfirmed by WHU staff.
 - 95% of the Stadiums urinals are waterless. Sinks have either sensor activated taps or percussion cap taps.
 - Majority of taps are fitted with water saving devices.

Wolverhampton Wanderers

- Wolves have been working with Hospitality Energy Savings (HES) across all sites to deliver a systemic energy and water management programme across the club (eg. installation and analysis of water AMR, urinal sensors, cistern water displacement bags)
- HES prepare an annual 'Energy & Water Performance Update' which outlines monthly performance, compares to previous years and outlines recent energy and water management activities, and there is extensive half-hourly submetering which is captured within a central data portal.
- Wolves have published an Environmental Policy signed by Jeff Shi, Wolves Chairman which includes the club's full environmental impact, including water:
<https://www.wolves.co.uk/media/ttmcjnfk/20230220-updated-environmental-policy.pdf>

Plant-Based/Low Carbon Food

Arsenal

- Plant based options are available in stadium (<https://www.arsenal.com/news/food-and-beverage-page>), at training facilities and staff kitchens/canteens.
- Food choices carried in matchday programme to promote awareness to supporters.
- Sustainable food sourcing for catering operation – Diamond Club restaurant has achieved 3 stars from the Sustainable Restaurant Association sustainable food sourcing operations.
- Arsenal Women's team player Jen Beattie advocates for plant based diet.
- Stadium chef's created specific British menu for Earth Day
- On Earth Day 2024, Arsenal have begun a trial of food emissions labelling on concourses: <https://www.arsenal.com/sustainability/celebrating-earth-day>
- Honey from bee colonies used for players in their daily food options/menu.
- Arsenal have a specific page on sustainability and food related stories on their sustainability website page: <https://www.arsenal.com/sustainability-food>

Aston Villa

- Vegan option on the concourses is curry potato and spinach pie.
- Meeting for Change' package rolled out across events/ external facility hires with commitment to 80% of produce being British grown; plant forward menus; zero waste; ethical sourcing practices.
- Klimato labelling now standard across all menus for both match day and non-match day.
- Vegan options in hospitality include: roasted tomato soup, saffron arancini, beetroot tartare, thai green mushroom curry, plant forward mushroom steak, chocolate delice
- Plant-based menus for staff and players currently sit at 5% plant based at training ground, with 10% available at staff canteen at Villa Park. Hospitality on match days is 30% plant-based food options, with 100% of deserts now vegan. For non-match day conferencing and events, 35% of food options are vegan.

Bournemouth

- We will continue to increase our plant-based/low-carbon food offerings across all our menus to help reduce greenhouse gases and reduce our carbon footprint.
- Vegan options available, vegan hot dog, vegan pies and vegan rolls in concourse
- Vegan options available in all hospitality suites on both matchdays and non-matchdays
- Players and staff are also given vegan options on a daily basis.

Brentford

- We offer low carbon food options at all our sites, and on matchdays in all our areas.
- In each area – both general admission and all sections of premium/hospitality there are vegan and low carbon options available.
- The vegan options in general admission areas include a 'Flamin' Nacho Burger', a Vegan Dog and a vegan jalfrezi as standard - other options available for pre-order that change match by match. In our hospitality areas our vegan options change each match.
- When we provide food for staff we include both vegan and low carbon options, along with specialty options taking into account allergens and gluten free etc.
- Players' food options include low carbon/vegan/vegetarian food for our players. The food provisioning for them is driven by our nutritionist who organises their diet and our catering team.
- We have an [Official Plant Based Food Partner, Naturli](#) – who are an innovative leader in the plant-based food industry.
- The partnership marks a significant step towards introducing fans to the world of plant-based food and cuisine.
- One notable highlight from Naturli's initial work with Brentford was the distribution of free ice creams at the Manchester City game at Gtech Community Stadium in May.
- Levy UK, our catering partner, have committed as a business to going zero carbon by 2027. They use local and seasonal produce wherever possible (for example, a minimum of 80% seasonal fruit and vegetables), and have delivered a 50% reduction in beef consumption through changes to their menu and highlight the low carbon options on the menu to fans.
- We also use "Too Good To Go" app to ensure our unsold surplus food is not wasted.
- At every matchday we communicate to our fans via menus the carbon emissions associated with each product. We also set this out on [our sustainability webpage](#).

Brighton and Hove Albion

- Vegan and vegetarian options are available in all catering areas, with local suppliers used as much as possible.
- Every lounge has a vegan/veggie option and full dietary menu in the restaurants, options include: Grilled aubergine, crushed new potato, smoked aubergine, chili & garlic kale and roasted pepper and basil arancini
- General admission concourse dietary options are all advertised via the digital signage above each respective outlet.
- Over 30% of food offered on a match day is vegan or vegetarian.
- Staff and players daily food options at the stadium and training ground provide for all dietary needs including vegan/plant based.
- The club's venue partner, Sodexo Live! working with The Devils Kitchen created a special edition plant-forward Shiitake mushroom burger for Green Football Weekend this year to further promote the club's meat-free offerings.
- The club's head chef provided a recipe for the [Green Football Weekend vegetarian recipe book](#).

Burnley

- Hospitality menus for the 23/24 season include plant based and vegetarian options.
- Waste is reduced by provide pre-portioned servings in some areas.
- Local providers are used where possible.
- Oat and soya milk options are available in the club's corporate areas on matchdays and non-matchdays.
- The club catering partner has a commitment to net zero by 2027.
- The club catering partner is imminently to launch a 'bio-hub' that will grow fruit and veg in the UK. Burnley FC will become the first club to be supplied by this hub.

Chelsea

- Plant-based (vegetarian and/or vegan) options are available to fans in all areas of the stadium at every game, including in hospitality areas
- Vegan options available at all bars and kiosks across the stadium in General admission areas as standard.
- Vegan meal currently is a Bhaji Burger: <https://www.chelseafc.com/en/concourse-refreshments>
- In addition to vegan options available in hospitality lounges that form part of the standard menu we also have an additional 3-course plant-based meal that is offered as an alternative in any lounge across all hospitality areas should any guest require additional options, meals include Asian quinoa salad, vegan keema pie, Spicy Nacho Bean Burger, Fib O' Beef Pie
- Carbon calculation (foodsteps) of food items on menus for scope 3 calculation
- Too Good To Go - Saving a Magic Bag and reducing food waste worldwide - every matchday catering team boxes up "magic bags" with a variety of food items that is then redistributed to staff/members of the public. Redistributing food instead of it going to waste. Food waste streams is tracked in two ways - food kitchen prep and wasted food. We get this breakdown so we can contribute to lessening our waste by redistributing as much of the wasted food as we can.
- Plant-based food options are available to staff and players across all sites.
- All Chelsea and Levy hospitality staff eat from the hospitality area where, as mentioned above there are extensive plant-based options.
- We work with the club nutritionist and generally 1/3 of the player's food is plant-based
- The Club have any sustainable sourcing policies in place for food and beverage.
- Procurement and use of MCS 1-3 or ASC-assured fish
- All poultry and egg procurement for Levy/CFC uses the most sustainable sourcing scheme. All beef pork and lamb are sourced from UK and Ireland.
- 90% seasonal and UK sourcing for all fruit and vegetables
- GFW plant-based food work with our foundation. Over 50 workshops rolled out - <https://twitter.com/CFCFoundation/status/1748374555985371610?s=20>
- Any left-over food is redistributed via the organisation/app 'Too Good to Go'.
- Labelling on hospitality food shows the carbon footprint of each option to educate and raise awareness of CO2 attached with each option.
- Levy menu's carbon labelling on hospitality food.

Crystal Palace

- Vegan and plant-based food options are offered to fans in the vast majority of the stadium and are always made available to players and staff.
- Of the 33 kiosks in public catering, there are 23 that serve hot food and wherever there is hot food there is a hot vegan option.
- We offer a wide range of products, including: vegan burger (all stands), vegan sausage roll (all stands), vegan Tuscan bean pie (all stands), vegan pizza (Arthur Wait stand, home supporters, only), Jamaican veggie patties (Main Stand), vegan curry loaded chips (Lower Holmesdale). We also offer British grown chips (of course!), and vegan sweets (Fruit Pastilles)
- We offer vegan beer to supporters – Carlsberg and San Miguel:
<https://www.carlsberg.com/en-gb/better-answers/is-carlsberg-vegan/>
<https://www.sanmiguel.com/uk/faq/>
- Hospitality always include plant-based vegan options.
- Milk. Non-dairy milk is offered as an alternative for supporters' hot drinks in all concourses and premium lounges. Plant-based milk also made available to staff.
- Vegetarian and vegan options are offered to all staff / players at Academy / Training ground at their canteens.
- Local food suppliers are favoured wherever possible.
- At the stadium, pies are locally sourced (30 miles), including a vegan pie offered. Meat pies all British meat.
- Chips are now also from UK, rather than Europe – reducing food miles.
- Beef burgers locally produced at a Croydon-based butcher.
- We have switched our cooking oil to High Oleic Sunflower oil; a European crop, highly sustainable, with minimal herbicide usage, and is bee friendly.
- To reduce food waste, on matchdays all hot food is sold at a 50% discount immediately after the final whistle (we also offer food destined for waste to staff). In 2023, we sold 5,047 products as part of this promotion across 24 games.
- In 2023, we donated 846kg of food (2,014 meals) to City Harvest – a food charity who redistribute food to those in need. This equates to 5,722 GHG emissions prevented.
- Coffee machines throughout the business use ground beans rather than individual aluminium capsules. We are in the process of trialling a new coffee supplier who have sustainability at their core.
- At the Academy, food is also separated for collection: 5.8 tonnes of food waste has been collected over last 12 months. We are exploring rolling this out at all sites in 2024.
- A major focus of our Green Football Weekend matchday, with significant fan-facing promotion of vegetarian / vegan food options and enhanced signage
- Significant signage added on concourses menus to drive awareness and sales of vegan products.
- Vegetarian / vegan options plugged across site and email to ticket holders:
[//https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/">https://crystalpalacenews.co.uk/t/10Y7-8IZP4-263FDA46ACBA078EO7YIPU9C787B9F1DDE49B7/cr.aspx //](https://crystalpalacenews.co.uk/t/10Y7-8IZP4-263FDA46ACBA078EO7YIPU9C787B9F1DDE49B7/cr.aspx)
<https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>
- Video feature with two first team players eating premium hospitality vegan dish
https://www.cpfc.co.uk/palace-tv/video/players-try-vegan-beef---palace-for-the-planet/2024-01-29/?id=0_ouj6rk7x
- Media guests were encouraged to eat a vegan meal with signage and pre-match comms
- Matchday programme feature (p39-42): <https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>

- Two players selected the favourite recipes for Green Football Weekend veggie cookbook.

Everton

- Catering partner Sodexo offers sustainably sourced vegan food options in the stadium lounges, for all staff and at functions if requested.
- Plant-based food is available to fans in the Fanzone
- Club provides sustainably sourced vegan foods and low carbon options (including plant-based, upon request) for players.
- Options across these areas include ultimate vegan sandwich, stuffed mushrooms, breakfasts with Quorn sausages, nachos.
- Staff can access vegan options across all sites.
- Everton Free School and Everton in the Community offer sustainably produced and vegan options
- All our fruit and veg is locally sourced, from Reynolds Caterers.

Fulham

- Vegan and vegetarian food options available across all sites.
- Craven Cottage food options include halloumi baguette, macaroni and cheese (including vegan version), vegan hot dog, margherita pizza, cheese and onion pasty and mushroom burger.
- The Club and Foundation actively promoted #TransfertoVeg initiative as part of Green Football Weekend campaign, to show how small lifestyle differences can add up to a big difference for the environment and particularly highlight how eating more vegetable-based meals can significantly reduce our carbon footprints and other greenhouse gas emissions:
 - Social Media content: <https://x.com/FulhamFC/status/1747982183044653311?s=20>
<https://x.com/FulhamFC/status/1749450597445890152?s=20>
<https://x.com/FulhamFC/status/1750864636591649075?s=20>
 - Fulham FC Website Launch: [https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend-/](https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend/)
 - Matchday programme spread for Everton (H) on 30th January (

Liverpool

- The club continues to champion plant-based food and did so in 2023 with the help of our 22/23 partner, Quorn.
- Although the partnership has ended, the club continues to offer plant based foods for fans and staff, in concourses and hospitality and players at all levels.
- Vegetarian or vegan alternative food offerings across LFC sites led to a 86,500kg reduction in CO2e emissions last season.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), through the club's partnership with Quorn Foods, supporters were actively encouraged to reduce their meat consumption by trying Quorn products, with a number of campaigns delivered across club channels highlighting this, as well as activations at Anfield on matchdays (e.g. free Quorn pies)

- The club's work for Green Football Weekend 2024 focused on food and saw the club team up with Arsenal FC to highlight the importance of food donations and sustainability, including how fans can get involved in this topic.

Luton Town

- Vegan sausage roll, vegan hotdog and fruit are currently available from kiosk
- Hospitality vegan menus are available in all lounges and will change on a match by match basis;
- Crispy Panko Tofu; Vegan Wellington; Roasted Harissa Cauliflower Steak; Squash, Cauliflower, Chickpea and Spinach Tagine
- 25% of the desserts are vegan; Vegan Ice Cream, Vegan Brownie, Apple Crumble with Plant Based Cream
- We also serve Vegan options to supporters as well as serving those to the Media teams

Manchester City

- Every food concession inside and outside of the stadium and all hospitality suites and staff and player refectories offer vegan menu options with universal offers for vegetarian food and beverages. These products are actively promoted on a matchday.
- There are also several wholly-plant-based concessions available for fans on match days.
- One in seven GA food sales during the 2022-23 season was vegan.
- Sustainably sourced coffee is also a key feature across the entirety of our operations.
- In staff, player and academy refectories, there are vegan options at all times and regular promotions of meat and dairy free days, menus and options to try at home.
- Local produce supply remains a priority and the Club continues to evolve all its menus into principally seasonal products. Meat and dairy-free days have been introduced with the sharing of menus and home cooking ideas.
- Staff catering has also been part of the 'wonky produce' programme to ensure that food is sourced from sustainable suppliers – further reducing waste within the food supply chain.
- The Club is working with a direct prison and ex-offender programme to train and create opportunities in food provision and sales with home-grown produce creating positive future pathways. This is just one example of sustainability in action that actively crosses environmental, social and economic sustainability.

Manchester United

- All our 28 Hospitality Restaurants / Lounges have a Vegan (choice) Menu available and is promoted through team interaction.
- Hospitality vegan menus include: Butternut Squash & Chickpea Wellington, Crispy Kale, Glazed Baby Carrot & Beetroot Arancini, Sweet Pea Puree, Grated Truffle Parmesan, Glazed Baby Lancashire Carrots
- Education: The carbon footprint of each dish is printed on the menu at Red Café.
- Red café vegan options include: Mediterranean couscous salad, side salad, chunky chips and sweet potato fries
- At present, there are several plant-based options at every concession / kiosk (75). At present, plant based (Vegan) products available at each kiosk are Rollover Vegan Hotdog / Cauliflower & Spinach Pie

- We are currently in the design phase for a refit to the first wave of concessions / kiosks, which will start before the end of this season. We will then be able to expand the range of plant-based food available to fans attending our home matches.
- We offer a bespoke service to all non-match-day events. This is communicated in person to the event organiser and plant-based events are offered for each booking.
- Plant based options are available daily in the staff restaurant. Chef can offer a bespoke menu for individuals and cater for intolerances and preferences. We have plant-based days in the staff restaurant, most recently on 23rd February 2024.

Newcastle United

- There are Vegan options at the Stadium, as well as Training Ground and Academy every day.
- Vegan options available in all stands and all levels of the concourse – 43 out the 47 kiosks have a vegan option including, Vegan Cornish Roll, Meatless Hero Burger, chips.
- More than 70% of food suppliers are local and they include;
 - Warren Butterworth – Meat Newcastle, the beef is sourced from farms within 100 miles of the stadium.
 - Taylor Foods – North Shields, sea food is from the North Sea via North Shields
 - Rington Teas and Coffee - Newcastle
 - Peace of Pie – Jesmond
 - MI Dicksons – Pies are sourced from South Shields
 - Beckleberry's – Desserts are sourced from Blaydon 5 miles from the Stadium.
 - DeliFresh – Fruit and veg from Cramlington.
 - Geordie Baker – Bread direct from Newcastle
 - Potatoes are from Rothbury.
 - All of dairy is local with two of our main cheeses from Ripon.
- Staff are given free lunches and Mondays are meat free. On all other days vegetarian options are available
- The catering partner held a cookery school event for the Academy players which involved the importance of nutrition, food safety and cookery skills.
- We have identified an area at the Training ground to establish a kitchen garden, following consultation with the Chef and nutritionist a list of key produce has been identified. A consultant has been approached to develop a 'blue print' with either raised beds or greenhouse used to grow the produce. The on-site grounds maintenance team will be responsible for maintaining the garden.
- As part of a recent fan survey the following question was asked - 'Thinking specifically about food outlets, which of the options listed below would you be interested in purchasing if options were to be made available within the stadium? 6% of respondents picked vegan/vegetarian/plant based.

Nottingham Forest

- Plant-based food is available across club sites: at the ground during a matchday.

- Vegan roll is available in 19 retail kiosks across all stands, these are available to hospitality guests on request. Show that this is available and other options.
- Furthermore, the club's catering partner, Levy, who also service all hospitality areas at the stadium, have committed to hitting climate net zero by 2027, and the club is actively working closely to help achieve this which includes: the use of free-range eggs, use of British seasonal fruit and vegetables, 50% reduction in beef consumption, UK sourced fish stocks, and plant forward menu approach.
- Catering at the Training Ground is in-house, and foods are locally sourced, with plant-based food options available for players and staff daily. <https://www.arecipeforchange-levy.co.uk/ourstrategy#food-strategy> Further to this:
 - Our Coffee, Hot Chocolate, Sugar and Bananas are Fair-Trade certified.
 - Any leftover food from our matchdays is donated back into the community via OLIO.
 - We have no plastic straws, single use cups, cutlery, stirrers or sauce sachets within the venue.
 - We operate our packs on a digital paperless format.
 - Our cooking oil is recycled.
 - We only source MSC 1 – 3 or ASC assured fish supporting sustainable fishing practices.
 - Our menus are seasonal utilising in season produce.
 - We prioritise fruit and vegetables from the UK.
 - Our red meat is sourced from UK&I.
- The club has undertaken work with its brewer Molson Coors, exploring the 'journey of the pint'. Carling is brewed locally to the club in Burton-upon-Trent and is made using 100% renewable electricity.
- The club has engaged with spectators. This has been done via:
 - Club sustainability page: <https://www.nottinghamforest.co.uk/club-information/sustainability>
 - Fan zone launch page news: <https://www.nottinghamforest.co.uk/news/2023/december/01/forest-goes-green-with-carbon-zero-fan-zone/>
 - E.ON sponsorship renewal: <https://www.nottinghamforest.co.uk/news/2023/july/03/forest-strengthens-partnership-with-e-on-uk/>
 - This has now also been included in the club's matchday guide to supporters under the 'Sustainability' section: <https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>

Sheffield United

- Menus use a minimum of 80% British seasonal fruit and veg. If it comes via plane, the club will not use it.
- 25% of menus are currently vegan or vegetarian.
- All fish used is Marine Conservation Society (MCS) grades 1-3.
- The academy strives to use local food providers through contracts with Bidfood and a number of smaller local providers.
- Sheffield United conferences and events highlight 'planet-forward food labelling' (via Levy UK + Ireland) <https://www.sufconferenceandevents.co.uk/food-drink/our-approach/>

Tottenham Hotspur

- Plant based food options are available at the Stadium, training facilities and all club properties where food is served – to see sample menus: <https://www.tottenhamhotspur.com/the-stadium/attending-matches/food-and-drink/>
- All menus across the matchday food outlets, as well as The M on non-match days, include vegetarian and vegan options.
- Fans are made aware of the plant-based food options on offer on matchdays via the official app and match attendees' emails – with vegan options such as crispy oyster mushroom burger and vegan plaice and chips advertised.
- All food produced, where possible, is locally and sustainably sourced.
- We work closely with our purchasing team to use as many local suppliers as possible and the majority of our suppliers sit within a 60-mile radius of the stadium. A few examples are as follows:
 - Wicks Manor are based in Maldon, Essex, supplying our pork products.
 - The Bread Factory based in Hendon using wild farmed flour in our bread products which is fully sustainable and allows the farmers to return land back for wilding.
 - Taywells ice cream based in Kent pride themselves on using locally grown fruits and their speciality of cob nut ice cream.
 - Direct Seafoods from South London only supplying fish with the MSC rating of 1-3 and working closely with day boats offering us choice on the freshest catches.
 - We are trialling some new beef farms at present that are carbon neutral and are producing a high-quality beef for us use at the stadium - we have increased our salt aging process from 28days to 35days to improve the flavour of the beef.
 - Within the stadium itself we produce all of our pies and sausage rolls served to our fans with some of the products mentioned above
 - 90% of our pastries within the Stadium are produced in our in-house pastry department allowing us to flex with ingredients seasonally to produce the freshest desserts, of which 80% are non-dairy or plant based.
- A Kitchen Garden at the Training Centre grows organic fruit and veg served in the players' restaurant.
- F&B contracts will be managed by Catering Partner, Levy Restaurant (part of Compass Group), via their procurement company (Foodbuy) who will all be audited via a vendor assurance team, to ensure compliance with overall targets and traceability.
- The introduction of a "Net Zero Pipeline" is designed to do this, by encouraging our buyers to surface potential carbon reduction initiatives, in direct partnership with their suppliers.
- It is being led by Levy's team of sustainability sourcing specialists in close partnership with financial and supply chain analysts. This means recognising the environmental and commercial impact implicit within a wider set of indicators, including carbon, biodiversity, and water.
- Every proposed product will go through a newly established carbon approval committee prior to being listed and all suppliers have to have Science Based Targets for carbon (SBT)s within 12 months of contract start.
- Please see the below key commitments which form part of this and are specific and in place at Tottenham Hotspur
 - Food
 - Ban on Air Freight transport for all fruit and vegetables.
 - All meat protein UK assured.
 - Sustainable Fish and Seafood (MSC rating of 1-3)

- All Eggs are free range.
 - 80% of all desserts are plant-based.
- The club shares activities on its website and engages with fans, in ways such as:
 - Bloom Magazine: <https://www.everand.com/article/669706653/Shoots-And-Scores>
 - Club website: <https://www.tottenhamhotspur.com/news/2024/february/supporting-green-football-weekend-low-carbon-food/>
 - Social media: <https://www.linkedin.com/feed/update/urn:li:activity:7158805656525815808>
 - SPURSPLAY: <https://play.tottenhamhotspur.com/video/579123>
 - Premier League TV: Club spokespeople appeared live to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
 - TNT Sports: Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food – <https://www.youtube.com/watch?v=knJI7uara6c>

West Ham United

- Vegan option available throughout hospitality and concessions at the Stadium
- Vegan Pie, Wicks Manor Vegan [options](#)
- Vegan and vegetarian options available for all players and staff if they should require it. The menus change on a daily basis and can be tailored according to dietary requests.

Wolverhampton Wanderers

- Catering across Wolves is delivered by Levy UK, who have a well-established sustainability campaign, 'A recipe for change', highlights at Wolves include:
 - Our Coffee, Hot Chocolate, Sugar and Bananas are Fair-Trade certified.
 - Any leftover food from our matchdays is donated back into the community via OLIO.
 - We have no plastic straws, cutlery, stirrers or sauce sachets within the venue.
 - Our cooking oil is recycled.
 - We only source MSC 1 – 3 or ASC assured fish supporting sustainable fishing practices.
 - Our menus are seasonal utilising in season produce.
 - We prioritise fruit and vegetables from the UK.
 - Our red meat is sourced from UK&I.
- A wide range of plant-based menu options are available at Molineux, including Keema pie (ve), Chorizo sausage roll (ve), Bombay Potato Pie (ve), Vegan Hotdog (ve) and Nachos (ve) from various locations around the venue.
- 20% discount on plant-based food option was offered on the One Pack, One Planet launch fixture (3rd February 2023) and focus fixture (1st February 2024).
- Example hospitality plant-based menu option: Butternut Squash and Lentil Wellington, Bubble and Squeak Potato Terrine, Baby Vegetables, Rich Tomato Sauce
- Klimato carbon labelling is now used across menus to communicate the carbon impact of food.

- Produce grown in the Wolves Foundation's Head4Health allotment used in the Chairman's Suite on a matchday in August and was again used across matchday hospitality menus on 1st February 2024.

Biodiversity

Arsenal

- 2 Bee colonies introduced at Training Centre.
- Academy to participate in work at farm as part of Strong Young Gunners programme. (No date advised)
- Old pallets turned into “bug hotels” and distributed to local estates. Pallets also donated to the local communities to create their own bug hotels.
- Youth Academy players involved in bio-diversity project at regenerative farm.
- Arsenal have a specific page on biodiversity related stories on their sustainability website page: <https://www.arsenal.com/sustainability-biodiversity>
- Wildflowers planted around training ground, as part of ongoing project with more planned.
- The Arsenal forest is being planted in Bore, Kenya. It is being managed by Carbon Link. We are currently in the process of planting 12.5 acres of trees, using local workforce – [Arsenal sponsors tree planting project in remote village of Magarini subcounty, Kilifi – YouTube](#).

Aston Villa

- The Brookvale Inner City Academy (BVICA) had a full Ecological Enhancement Strategy which set out the principles by which the development ensured a net gain for biodiversity, in compliance with the National Planning Policy Framework and local planning policy.
- The development was completed in September 2023. The strategy included:
- A net increase in the number of mature standard trees across the Site
- Creation of a flood alleviation area adjacent to the River Tame, with introduction of tree species suitable for the establishment of wet woodland and with wetland meadow planting.
- Enhancement of retained habitats through understorey planting beneath hedges and trees, and creation of a mosaic of habitats, particularly on the western part of the development.
- Planting trees across the Site especially within hardstanding areas
- Creation of new opportunities for reptiles, amphibians, small mammals and invertebrates, through: co Creation / retention of wildlife corridors around the Site.
- Creation and maintenance of log piles (hibernacula).
- Retained and enhanced opportunities for bats and birds, through creation of the habitats as set out within the landscaping scheme, through careful management of the habitats, and through installation and maintenance of bird and bat boxes.
- Control of invasive non-native plant species to ensure the native planting is retained and the net benefits delivered are not lost over time.
- All hardcore from the Brookvale development site was crushed on site and re-purposed, ensuring no concrete was removed from site during the building process.
- Biodiversity continues to be implemented at the club's training ground including tree and grass planting, felled trees, low level lighting woodland walkways (to minimise impact on bats) and pond construction.
- Foundation continues to maintain a mile-long stretch of canal towpath from British Waterways, which is utilised by disability participants and those on our mental health programmes.
- We will now be putting grass cuttings into our food digestors at both the training ground and stadium, reducing waste collections of grass cuttings across our sites.

Bournemouth

- We will develop a biodiversity management plan for our new training ground, and engage our local community in positive action to support nature.

Brentford

- Biodiversity is a key pillar in our sustainability strategy, which sets out our commitment to supporting the regeneration of natural habitats and a healthy living environment across all our sites, which is available on the club's [sustainability webpage](#). The website states:
 - 'Ecological enhancements have been implemented within the site boundary of the stadium, which contribute towards the wider development's increase in ecological value.'
- At the Gtech Community Stadium we increased the ecological value of the new stadium site, including external planting around the stadium and drove a net gain in biodiversity according to habitat type, area and species numbers when comparing the post-development and pre-development states. We are further exploring ways in which we can enhance nature at the site.
- At our training ground we have added twenty trees while retaining the existing scrub, hedgerows, and trees. We recently submitted a planning application to develop the site, which included extensive plans to enhance biodiversity on site.
- We will meet our regulatory requirements however we also have invested in new landscaping and trees on the site to create a more welcoming, attractive environment and to reduce the visibility and noise of our activities as much as possible. For the academy, we are providing further landscaping, planting and ecological improvements to respect the area's status as a Site of Importance for Nature Conservation (SINC) and minimise disturbances to local residents. Where we are adding new fencing, this will include planting, greenery and trees as much as possible.
- As we have such a strong link to nature, with our nickname as The Bees, we communicate to our fans on this point. Last year with our membership packs we shared seed bombs to our premium members, giving information on the benefits of nature and giving the opportunity for fans, who number in the tens of thousands, to enhance nature themselves by spreading seeds.
- We have also worked with the charity Bees for Development who help to alleviate poverty through beekeeping – addressing both social and environmental issues. We [have communicated to our fans](#) on this regularly, and have offered Bees for development products in retail store. In addition via our communications on Planet League we have communicated to fans on the benefits of nature on [our website](#), in our matchday programme, on [our social media](#) accounts, in email communications and on matchday in the Gtech Community Stadium.

Brighton and Hove Albion

- Training ground development has engendered the planting of an extra circa. 1,000 trees/bushes on site as part of the landscaping programme.
- Installed bird nesting boxes on the stadium roof.

- The grounds team have undertaken landscape enhancements in several areas of the training ground, which have both improved the overall appearance of these areas as well as introducing a number of plant species that will benefit the biodiversity of the site.
- A recent initiative offered members the option to plant five trees in Ecuador (instead of receiving their membership pack) which has resulted in the planting of over 4,000 trees (with another 11,820 on the way) in a mountainous area of Ecuador which has been heavily deforested. The project aims to promote the biodiversity of the area (in particular endangered birds species) and provide employment opportunities for local communities.

Burnley

- The training ground is habitat to a number of protected species, snipes, bats, voles, newts and various flora.
- Regular surveys are undertaken to ensure that the activities of the club are not having a detrimental effect on these species.
- Landscaping work is planned to ensure that species of plant and tree are used that are supportive to the habitat. Recent work has introduced bee and pollinator friendly species.
- In 2023 pitch treatments were changed to organic products
- Ground staff have undergone hedgehog awareness sessions and mowers are labelled with warning signs.
- East Lancashire Beekeepers society have assisted with information about providing new habitats and food sources for bees and other pollinators in non-playing areas of the training ground and also Burnley FC in the Community sites. This is work in progress, led by ground staff at the club's training ground.
- Planters on the stadium footprint have been specifically requested to be planted with pollinator friendly species.
- Non-Lethal bird control methods (hawks) are used within the stadium to reduce nuisance birds and avoid unintended impacts on non-target protected populations.
- At Burnley FC in the Community's, Whitehouse Outdoor Centre, military veterans have designed, built and delivered a variety of eco-projects on the 22 acre site, this includes pond renovations, and habitat building such as the 'Bingham Palace' project.
- Aligning with the club mascots Bertie and Bella Bee a 'Bee Bomb' is included in the Junior Clarets gift for the 2022/23 season.

Chelsea

- The Club maintains natural areas at the Cobham training facility, including trees, shrubs and a lake, to support nature and local ecosystems.
- The club actively and visibly advocates for biodiversity improvement.
- A formal policy relating to biodiversity is planned for the 2024-2025 season.

Crystal Palace

- 111 trees have been planted at our Academy, with more to come.
- 'Compensation ditches' (large areas created for holding potential flood water) at our Academy has created a vibrant environment for wildlife – growing reed beds and increasing the biodiversity on the site.

Everton

- The Canal and River Trust – EitC staff and participants regularly take part in clean-ups of the canal paths and waterways and continue to maintain Bedford Place, reusing waste such as plastic bottles and car tyres to create repurposed features for its adopted space.
- Laurel Woods – A group of EitC participants volunteer to develop spaces within Laurel Woods; a 16-acre woodland in South Sefton for community groups to visit and take part in outdoor education sessions, which also features seating areas and shelters made from fallen trees.
- The Brickyard Garden at the People's Place – Delivered in partnership with Feeding Liverpool, the award-winning show garden was relocated from the RHS Flower Show at Tatton Park and now has a permanent residence at The People's Place to help strengthen biodiversity, promote wellbeing and connect local residents and EitC participants with the joy of growing good food.
- Staff to take part in a joint volunteer day with the canal and river trust staff, looking to clean the water ways near Bramley-Moore Dock and how we can enhance this in line with the new stadium.
- At USM Finch Farm, the grounds staff maintain the pond in such a way to encourage wildlife.
- Plans are being developed to promote further Biodiversity at USM Finch Farm with potential initiatives such as the creation of Woodland habitats, installation of Bird and Bat boxes and developing the pond area to encourage more wildlife.
- One of the planning conditions attached to the new stadium construction was a scheme for biodiversity offset to the local planning authority before dock infill works commenced. Planning documents pertaining to the new stadium are publicly available on the Liverpool City Council website: <https://lar.liverpool.gov.uk/planning/index.html?fa=getApplication&id=162728>

Fulham

- The Club is supporting the restoration and ongoing maintenance of Bishops Park to mitigate temporary impacts of Riverside Stand construction
- At Motspur Park, 120 laurels were planted during Autumn of 2023 to help encourage the retention of biodiversity across the site. Plans for certain areas at Motspur Park to be designated to support nature and local ecosystems.
- An ecological survey has been conducted at a secondary site adjacent to Motspur Park to ensure safe processes are in place to protect the environment.
- Other initiatives have included supporting local litter picks in March 2023 with the WI
- Sensory garden maintained at the Foundation's office site.

Liverpool

- The club has a comprehensive biodiversity management plan and continues to champion novel ways to contribute to biodiversity across sites and in the community.
- Grounds teams are continuing to undertake biodiversity projects across our sites.
- After World Earth Day 2022, fans donated points via the MyLFC awards scheme to provide planters, vegetable plants, fruit trees and education sessions, delivered by the LFC

Foundation to 2 local schools to highlight 'farm to fork' and biodiversity. Our allotment sites (Tuebrook/Anfield and the Men's Academy) continue to go from strength to strength.

- In 2023 we logged over 200 hours by local community groups through the foundation and veterans groups in addition to over 800 hours by LFC staff, CSR partners and local gardeners.
- In addition to the publication of the The Red Way 21-22 Report, support of Green Football Weekend 2023, Global Goals Week 2023 and the dedicated The Red Way fixtures (delivered to a minimum audience of 164m people), the club has continually promoted its commitment to biodiversity through highlighting its allotment (which has been featured on The One Show), supporting events such as the Premier League's Protect The Planet and more.
- All activity is highlighted across club channels and demonstrates to supporters the impact and real world importance of such interventions.

Luton Town

- This being actively looked into, but is challenging due to space constraints.

Manchester City

- Biodiversity and ecology are high priority features of Game Plan, and we continue to identify new ways to incorporate biodiversity across our campus, building on the success of CFA green corridors and wildlife habitats.
- See Policies and Procedure Appendices on 'Biodiversity and Ecology' for full detail in Game Plan, and search 'biodiversity' in Game Plan for integrated approach to ecology: Game Plan pages 77-83 and policy pages 134-135.
- Since 2018, over six acres of all-new wildflower meadow and wild grasses have been established, new tree planting and orchards across CFA and the development of a series of bug hotels and beetle banks – new wetlands have taken shape and created an all-new project 'Mancgroves'.
- Mancgroves realises new, safe wetland (bogs, ponds, swales) and hayfields in the city, working with fans, staff, schools and communities to create and maintain high (CO2) absorption spaces and places, supporting our city's ecology and achieving significant net biodiversity gain year on year.
- In 2023 a number of local schools and community groups engaged with Mancgroves which will introduce all-new ecology community spaces by mid-2024.
- see Game Plan pages 77 – 83 and 134-135

Manchester United

- Manchester United co-operates with local conservation groups to support biodiversity in the wetland nature reserve adjacent to its Carrington training centre.
- In the last year we have built a number of hedgehog houses around the site, created a corridor of white and red wildflowers down the lane on approach to the centre, installed a number of bird houses and installed a number of bug hotels.
- We'll shortly be installing a centrepiece bug hotel, compost boxes and additional water butts.

- We also work closely with an organisation, Trees4Travel, who restore ecosystems and biodiversity through the planting of trees and provision of employment in developing countries.
- The Club has a litter management programme, including the provision of two street sweeping machines to protect the environment around Old Trafford.

Newcastle United

- The Training Ground, Academy and Community areas are all adjacent to each other and sit within a 90-acre site. The sites are divided into different areas. First Team, Academy and Community area and wildlife area. This forms part of a wildlife corridor which runs through all the sites. During construction, all footpaths were reinstated and maintained by the Club. On the site we have seasonal wetland areas and a series of ponds.
- The wildlife area is totally enclosed and maintained by Newcastle United Football Club. Within this area we have a lake which is filled from a sports field drainage system and a lake planted with reed beds to remove nitrates from the water.
- Within the area wildlife is abundant with several different species. Newcastle United Football Club maintain the wildlife corridor throughout the area. All areas are cut in September with wild meadow being bailed to remove all grass.
- There is no maintenance carried out between March - September to leave the area and encourage increased biodiversity activity. All works carried out in these areas are worked around bird nesting periods.
- In August 2023 we agreed a proposal from Arup consultants to carry out a biodiversity baseline exercise and produce a Biodiversity Action Plan.
- As part of the Club's volunteering policy two litter pick events have been held in partnership with the City Council and Biffa waste management. The events were both very well received and made a significant difference to the local residents.
- We are working with the North East Community Forest Partnership and have provided funding to plant a local orchard. Members of the team volunteered to help plant the trees, but unfortunately the event was cancelled due to bad weather.
- A living moss wall has been installed in a new office space to improve air quality and wellbeing. Plants have also been introduced to the office space.

Nottingham Forest

- The club has developed a biodiversity policy for club sites. This policy is published on the dedicated sustainability page on the club website:
<https://www.nottinghamforest.co.uk/club-information/sustainability>
- We will be introducing measures to increase biodiversity at both the City Ground and Training Academy. The landlocked nature of the City Ground limits opportunities to tree planting within the car park. We have already introduced a number of native trees as part of the Fan Zone.
- We have greater opportunities at the Training Academy. Here we are proposing to plant native species hedgerows around the perimeter of the site, introduce wildflower areas to the parts of the academy that are not playing areas and use trees in the car park to create additional opportunities for wildlife. We are planning to work with The Canals and Rivers Trust, Nottinghamshire Wildlife Trust and The Conservation Volunteers to help manage biodiversity across our sites.

- Our sustainable procurement guidance also seeks to protect biodiversity indirectly. We require paper and packaging to be FSC certified. FSC certification requires biodiversity protection as part of its accreditation. We have specified Red Tractor standards for UK produced food, which has measures to ensure Red Tractor assured farms are protecting wildlife and water courses. We have also included requirements for fish to be Marine Stewardship Council certified, and other products to be Fair Trade accredited.

Sheffield United

- No information provided.

Tottenham Hotspur

- A detailed Ecological Management Plan is in place at all sites to monitor and manage ecological activity, information on which can be found here: <https://www.tottenhamhotspur.com/the-stadium/passionate-about-our-planet/?scs=quicklink>
- The Club has planted hundreds of new and semi-mature trees and tens of thousands of new plants, hedges and flowers across the site, as well as a Wildflower Meadow, to establish the ecological habitat. This attracts all sorts of wildlife including red kites, various species of birds, bats.
- In our conservation area, we have also created two additional wildlife ponds, 25 bug hotels and multiple bat houses.
- The attenuation pond has also been enhanced to not only fulfil its practical application, but the creation of a natural wetland and intermittent wetland habitat with additional ponds and wildlife - we even keep great crested newts – a protected species – in our wildlife pond.
- Further ecological measures at our Player Accommodation Lodge include:
- Additional terrestrial habitats created to promote biodiversity.
- Aquatic habitat created for protected species of Great Crested Newts
- Considerate lighting to reduce light pollution to promote existing bat species proliferation
- Barn and Farmhouse built to house bats.
- Local well used for maintenance and irrigation of the grounds Green roof designed to propagate local fauna, birds and wildlife.
- Preservation of several trees of high importance
- Wildlife corridor created – an exclusion zone for guests.
- 75 additional species of plant have been added to the site's ecology.
- The club shares activities on its website and engages with fans, in ways such as:
 - Premier League TV: Club spokespeople appeared live to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
 - Club website: <https://www.tottenhamhotspur.com/news/2024/february/supporting-green-football-weekend-biodiversity/>
 - Social media: <https://www.linkedin.com/feed/update/urn:li:activity:7158784332961075200>
 - SPURSPRAY: <https://play.tottenhamhotspur.com/video/579119>

West Ham United

- West Ham do not own the stadium, LLDC own the Stadium which sits in Queen Elizabeth Olympic Park. The Park was awarded the [Green Flag Award](#) for the tenth year in a row in 2023
- Promoting biodiversity and conservation in urban spaces has been a key part of the transformation of Queen Elizabeth Olympic Park and its surrounding neighbourhoods into a smart, sustainable district. You can read more about the biodiversity in the Park [here](#)

Wolverhampton Wanderers

- One of the One Pack, One Planet commitments is focused on Nature – We will protect our natural environment and support a wilder future.
- Wolves marked World Wildlife Day in 2023, as has been done for several years, by removing the iconic wolf from the club's crest for one day, part of a WWF 'World Without Nature' campaign to highlight the dramatic loss of biodiversity globally:
<https://www.wolves.co.uk/news/sustainability/20230303-wolves-back-world-wildlife-day-again/>
- Throughout 2023, the Wolves ground staff at Compton Park have been carrying out several initiatives to improve biodiversity and encourage wildlife back to the training ground:
<https://www.wolves.co.uk/news/sustainability/20230920-one-pack-one-planet-sustainability-improvements-at-compton-park/>
- [Efforts include](#) installing bird boxes, wild flowerbeds, a bug hotel, log piles, stopping mowing certain areas, not using weedkillers on the training pitches and using more natural sugars and seaweed extract to help with soil life and to increase the microbial activity naturally, which in turn grows stronger grass.
- These improvements were featured on the club's official Wolves Express podcast including an interview with head of ground Wayne Lumbar: <https://spotify.link/f7cWeVKwfDb>
- Wolves also shared a video feature across socials in which Dan Bentley, Wolves goalkeeper and One Pack One Planet Ambassador, joined Wayne Lumbar to find out more about the wildlife improvements and plant a bulb of his own.
- Wolves launched a partnership with Birmingham and Black Country Wildlife Trust on Earth Day 2023, which will see the club work together with Wolves Foundation on opportunities that support the trust's campaigns, community engagement and other charitable work in support of a thriving local natural environment.
- The training ground redevelopment in 2014 included planting 1000s of trees, the creation of a wetland pond and maintaining value of existing perimeter habitat, hedgerows and mature trees. It now has a 1-2m wide habitat corridor made up of trees, hawthorne hedgerows and grass areas which is broadly left unmanaged for nature, and abuts the Smestow Valley Local Nature Reserve

Education

Arsenal

- Youth Academy (Boys and Girls) received specific sustainability training in November 2023 <https://www.arsenal.com/sustainability/lifelong-learners> They have visited the Felix Project to learn how food can be redistributed.
- Strong Young Gunners educational programme focussing on climate change. <https://www.arsenal.com/sustainability/lifelong-learners>
<https://www.arsenal.com/sustainability/football-for-future>
- Youth Academy Leadership Group – Climate Change workshop in January 2024 – Hale End Youth Academy - 2 boys from each age group across the Youth Academy (U8 to U16)
- Arsenal have a specific page on education related stories on their sustainability website page <https://www.arsenal.com/sustainability-education>
- Arsenal launched a sustainability module for community department to deliver to local schools.
- Matchday programme and website with regular sustainability stories and tips.

Aston Villa

- There is no formal training given to staff or players, but there is an environmental sustainability presentation delivered at the new staff induction across the club.
- The Foundation has delivered a number of social action-led environmental sustainability programmes in local Birmingham schools.
- We use the vehicle of sustainability as the driving force for change and the 6 pillars of social action are intertwined within learning around our selected key sustainability topics of: Energy, Travel, Water, Waste and Food. At the end of the six-week classroom programme, children look back on the 5 topics and decided which one they felt was the biggest issue for their school. During weeks 8 and 9, each group put together a 'Dragons Den' style pitch, where they identified a problem and then found ways to solve it.
- By the end of the 23/24 season, the Foundation will have delivered 17 environmentally focused social action projects, reaching over 300 pupils.

Bournemouth

- Recently hosted students to partake in Green Football Weekend <https://www.afcb.co.uk/news/community/the-grange-school-partake-in-green-football-weekend/>

Brentford

- The topic of sustainability and our sustainability strategy is included in our induction training presented to all new staff. We previously worked with some external consultants to deliver a training session for all staff, have signed up staff to training sessions specific to carbon reporting and conducted an additional internal training session on sustainability in general and one specifically to office staff on recycling.
- As part of the engagement pillar of our sustainability strategy, we engage with all staff on sustainability and have a programme in place to increase understanding and awareness across the club beginning in April 2024. This includes employees and players in our men's and women's first team, our B team and our academy, and also extends to our partners. Sustainability focussed sessions with the academy, u18s and the women's teams are booked in for April 2024, with men's team to follow.
- We have a sustainability working group with representatives from departments across the club (both off-field and on field) who are nominated sustainability champions.
- They support the delivery of sustainability-related work and also for learning on sustainability – both for themselves and in terms of rolling out the training programme more widely, for example by ensuring the content of the training is relevant to their team.
- We also work with our cleaning staff, casual matchday staff and have had sessions with our partners and commercial sponsors on sustainability, why it's important and what we are doing about it. We have a fan working group on sustainability which we use to discuss priorities for the club, and to raise awareness on relevant topics between the fans and the club. We also have sustainability on the agenda for our wider Fan Advisory Board, specifically raising awareness on the issue and the club's activities.

Brighton and Hove Albion

- The club is developing sustainability training for all staff and have started to develop a staff sustainability network.
- The club has worked with Football For Future to deliver a sustainability training workshop for the boy's academy team and will be running a similar workshop in 2024.
- The BHAFC Foundation have run their '[Protect the Planet](#)' initiative for the second year in the row, bringing together students from local schools to work in groups to develop a solution to an environmental problem whilst developing skills and employability through a series of workshops. The students received a tour of the stadium to view some of the sustainability measures already in place and were given a presentation from the club's sustainability manager to give an overview of the club's work in this area.

Burnley

- Burnley FC and Burnley FC in the Community worked together in 2023 to support young people from the community in the delivery of the Premier League Inspires Challenge. This year the Challenge asks young people to investigate and present opportunities for their football club to operate in a more sustainable manner.
- Two members of Burnley FC staff and two members of Burnley FC in the Community Staff have participated in a L1 Introduction to Sustainability qualification with Lancashire Adult Learning.
- Burnley FC in the Community has a wide range of environmental activities at Whitehough which will be used as part of the 'protect the planet' challenge. As part of this challenge, young people will be asked on the Community's programmes to learn about its bug hotel 'Bugingham Palace' which was built by participants on its Veterans Programme, and the

positive impact of insects on the environment and our need to protect them and provide safe spaces for them. As part of this programme, the young people will be encouraged to create their own Buckingham Palace at home and share pictures with Whitehough to be displayed in the classroom. This will form part of a competition with the winning participants able to attend an event at Whitehough later in the year celebrating their positive impact on the environment.

- Burnley FC in the Community delivers ongoing environmental and sustainability education in around 30 primary schools via the PL Inspires programme.

Chelsea

- PL Inspires - Through 2023, Chelsea Foundations PL Inspires programme delivered social action projects to 208 young people defined as hard-to-reach, with all of the projects relating to environmental sustainability and protecting the planet. The format consisted of workshops, sessions led by young people, and a final event showcasing work that was held at Stamford Bridge. Stats include:
 - 208 young people engaged in an average of over 8 hours worth of social action relating to sustainability.
 - 6 schools engaged.
 - 116 of these young people were defined as disabled.
 - Our winning schools represented the club at the National PL Inspires Challenge Final, and still have their eco-garden functioning at their school.
- Junior Edge of the Box Club - 45 participants aged between 14 & 16 participated in a 10-hour programme where participants had to develop a business idea designed to improve the Sports Positive League Ranking for Chelsea FC. The business ideas developed have focused on improving waste management, recycling on matchdays and biodiversity. Participants created their business ideas during workshops and then presented them to a panel of judges, including our ESG Manager.
- Edge of the Box Club - 80 local entrepreneurs have participated in Chelsea Foundations Edge of the Box Club relaunch events, delivered during the last Global Entrepreneurship Week (11th – 17th November 2023). Sessions delivered (both online and in person) allowed participants to understand the role of sustainability in business. Participants had also the opportunity to engage in a special challenge: presented in collaboration with our ESG Manager, they had to create a presentation to demonstrate how they would implement new sustainable solutions as part of their business.
- University Challenges - 600 university students have developed presentations after being given a problem statement relating to environmental sustainability. The problem statement was:
 - With growing pressures on industries to address risks to their business from climate change, what initiatives can Chelsea FC undertake to address climate change and mitigate its effects on the club's operations?

Participants received a talk from the club's ESG Manager, and then hints and tips from Foundation staff. Students presented their ideas, and the winners were allowed to potentially develop their ideas with the Foundation and ESG Manager.

- Green Football Weekend 2024 - Over 3,000 students (across 31 local schools - primary and secondary) have participated in Chelsea Foundations Green Football Weekend 2024 activations. We have delivered over 50 sessions, introducing participants to the campaign, exploring the campaign's main topic, and also allowing them to understand the role of football in tackling climate change. We were delighted to welcome the Secretary of State for Sport, Stuart Andrew, and his team from DCMS to observe one of our pioneering Green

Football Weekend Workshops, delivered at one of our local primary schools. We were delighted to finish 3rd in Green Football Weekend 2023, having delivered several assemblies and social action projects on the topic.

- Primary School Activities - We have delivered 14 Social Action Projects across the year relating to sustainability in our network of primary schools on the PL Primary Stars programme. These consisted of a minimum of 6 sessions, across a minimum of 6 weeks to enable and empower pupils to address identified environmental issues. Stats include:
 - Combined 112 hours of social action.
 - 126 workshops delivered.
 - 60% of participants feeling inspired and engaged.
 - 67% of participants developing skills and knowledge
- Staff/player training - All staff as part of their induction process go through a dedicated sustainability onboarding module covering topics from the UN Sustainable Development Goals. During the last 6 months, our ESG manager has met with two of the Women's Team players to talk to them about sustainability issues within football.

Crystal Palace

- All full-time staff were encouraged to take a 48 minute online video training course entitled 'Environmental Awareness', delivered by our online development supplier iHasco
- As of January 2024, 33.51% of full-time staff have completed the training. This training is a mandatory requirement for all new starters as part of their induction process.
- The vast majority of the initiatives detailed in this document are promoted to staff / supporters / visitors via our website, publications and social media channels.
- Staff training on Environmental Awareness was launched in Q4 2023 with more than a third completing it to date. It is mandatory for all new starters.
- Our Under 16s playing squad took part in a 'Football for Future' sustainability workshop on 31 January 2024 (communicated to supporters via website & matchday programme feature mid-Feb), with a view to rolling out the training across all squad.

Everton

- ES Committee – EitC have set up a sustainability committee that will create action plans, measure the impact of activities, set targets and drive initiatives across the Charity's delivery of programmes and community.
- Each staff member can allocate one day per year to Everton in the Community, to work on schemes that are based around sustainability and environmental issues, often on community schemes that benefit those in need of support or help.
- We have created three forest schools in our partner Primary Schools to provide outdoor learning environments for the pupils, with 1 more left to complete. A lot of the materials used to build the schools have been taken from builders who would have put the materials in a skip, therefore we have repurposed a lot of waste. The U23 team and staff have all given up their time to help this project happen.
- Forest Schools – In June 2023, 200 local schoolchildren from Holy Trinity Catholic Primary School planted trees on their school site to expand their outdoor education space – allowing them to enjoy new experiences and learn additional skills whilst supporting the development of a lifelong relationship with nature.

- PL Inspires Challenge – Five EitC PL Inspires participants brought a sustainable learning space to their school after creating a winning social action project to tackle climate change as part of a PL Inspires Challenge. The space, which was completed by Colas Ltd using only sustainable materials, whilst raised beds were built to grow fruit and vegetables which will be harvested and donated to local foodbanks. A large bug hotel for wildlife and insects was constructed as well as a fire pit with stools made from tree trunks to provide group seating area and a pergola. The students also donated homegrown fruit and vegetables from their school garden to EitC's Blue Base Pantry.
- The Blue Base Pantry – The pantry has sustainability at the heart of its delivery – it's a weekly member-centred scheme which provides local residents and EitC participants with a wide range of high-quality food in exchange for a small subscription fee. EitC receives surplus goods and food from a number of external partnered organisations to be redistributed at the pantry in order to simultaneously reduce food wastage and tackle food insecurity within the Liverpool 4 community. Since February 2023, 11,281kgs of surplus food has been saved from landfill, along with 1,237.3kgs of toiletry products and 2,237kgs of additional mixed donations. Staff regularly donate food (using boxes which are located across all sites) to the Blue Base Pantry and volunteer their time on Thursday mornings to support in the running of this.
- Protect the Planet Challenge – Four EitC Premier League Inspires participants joined more than 120 young people representing clubs from across the football pyramid in a bid to empower young people to take positive action around climate change.
- Four EitC representatives exhibited their 'Recycle and Reuse herb garden' project at the event and spoke about how keen they are to ensure their school has regular cleanups and puts recycled materials to waste.
- Everton F.C. surplus kit – EitC linked in with the Club to gain access to kit from previous seasons; this was redistributed to participants, families and external partners. Over the summer and in the build-up to Christmas last year, EitC saved three shipping containers worth of training kit from going to landfill.
- Club participated in Green Football Weekend (2-5 February, 2024) and issued a comprehensive story on club channels to help educate supporters and highlight sustainability measures being taken. (Link: <https://www.evertonfc.com/news/3873316/everton-embraces-green-football-weekend>)

Fulham

- Hosted sustainability and environmental awareness workshops for Academy players (U14s, U17s and U18s) on 25th January 2024, in partnership with 'Football For Future'. The sessions were geared towards helping the players understand the fundamentals of climate change and its relationship with football, as well as developing an understanding of the practical ways the football industry can be more sustainable.
- The Foundation's 2023-24 Social Action Challenge, which engages primary, secondary and community groups, is focused on helping young people create and implement ideas to protect the planet.
 - Website news stories:
 - <https://www.fulhamfc.com/news/2023/september/25/launching-the-2023-24-social-action-challenge/>
 - <https://www.fulhamfc.com/news/2024/january/21/social-action-challenge-finalists-announced/>
- Segment on sustainability and environmental awareness integrated into the Club's induction sessions for all new employees across the Club and Foundation (Sport Positive verified)

Liverpool

- The Red Way training has been a mandatory training module for all staff (including new starters) across the club this year.
- Training has also been delivered to the academy and U21's teams in the first half of this season (2023/24), with senior Men's and Women's teams post-New Year (2023/24)
- The sessions focused on an introduction to The Red Way, sustainability, UN SDGs, why sustainability is important to LFC and its players, and importantly, player responsibilities and their role in supporting The Red Way and tackling the climate crisis.
- The training was delivered by the club's Director of Impact.

Luton Town

- We work closely with our Trust to deliver education around sustainability.
- Link to the latest session during Green Football Weekend.
<https://www.lutontown.co.uk/news/2024/february/community-latest-13-02/>

Manchester City

- In 2022 Manchester City launched a new education and training programme for all staff and new starters. This sustainability CPD course works across the whole workforce and in the year will embrace players, scholars and staff.
- The promotion of the programme was undertaken by the Club's U-15 academy players who were keen to ensure this remains priority topic.
- Its initial roll out continued through 2023, with departmental and functional workshops and will have a new update in 2024.
- It is a universal learning programme that extends across all staff and during 2023-4 will further extend to players, scholars and permanent contractors.
- There is a significant focus in the programme on climate change and actions and around environmental impact, actions and sustainability.
- In the Club's Supporter Charter, shared with all season ticket holders and match-by-match buyers (circa 80,000 people), there is a dedicated section highlighting the Club's sustainable efforts.
- Manchester City also engages residents through its neighbours' meetings and with the wider community, schools and colleges through the Club's charitable foundation, City in the Community.
- City in the Community also published its own unique and first sustainability reports at the end of 2022 sharing its priorities, reach and commitments to the Club's agenda and road to net zero 2030.
- As a pioneer member of the Manchester Climate Change Agency, Manchester City works with and collaborates with other city organisations to share information, promote good networking and to be active in knowledge exchange.
- Half-time team talk with Pep and Xylem around water challenges:
<https://www.youtube.com/watch?v=pIA2tEQUFDQ>

Manchester United

- “Reds Go Green” is Manchester United’s colleague engagement and education programme. In 2023, there were regular updates on sustainability initiatives at the club circulated via the weekly staff newsletter.
- Initiatives were also promoted on the staff intranet with the creation of a “Reds Go Green” page offering hints and tips around sustainable behaviour at home and at work.
- Educating staff on sustainability was also a feature this year with “explainer” articles on topics such as climate change and carbon. The club also launched a “swap and sell” feature for colleagues to promote reuse and recycling of items.
- Under “Reds Go Green” we also trialled car sharing with a specific focus on the staff Christmas Party. Alongside internal communications activity, surveys and analysis were done on colleague travel, (including both permanent and casual populations) calculating the impact of their journey to work.
- We engage young people through our education programmes at partner schools. For example, at Eccles Sixth Form College, our commitment to fostering sustainable practices is seamlessly integrated into our curriculum, particularly within the BTEC programme.
- Under the module of Commercialisation in Sport, students gain a comprehensive understanding of the need for sustainable commercialisation in sports development, exploring its impact through real-world sporting examples.
- In November, we proudly unveiled our inaugural cohort of Manchester United Foundation Eco Reds, a group of passionate and committed students came from Partner High Schools, Primaries, and SEN Schools.
- This ground-breaking event attracted a remarkable 41 schools, marking a significant milestone in our collective mission to combat climate change and foster a legacy of environmentally conscious young people. Also, in a continued commitment to fostering environmental awareness and sustainability, our Partner Schools, spanning Primary, Secondary, and Special Educational Needs (SEN) institutions, are gearing up for this year's Green Football Weekend, scheduled to take place from Friday, February 2nd to Monday, February 5th, 2024.

Newcastle United

- As part of the winning PL Inspires team, we supported their journey and final project submission.
- Ecology consultant at Arup attended the Foundation to deliver a session tailored to ecology and bug hotels. This training explained to the team how different materials could be used to attract species and this was incorporated into the design of the bug hotel. At the end of the training session, first team player Sean Longstaff visited to offer the team his support and help paint some bird boxes - black and white, of course!
- Ecology consultant also advised the team on the best location for the bug hotel and they worked together to position the bug hotel at the training ground wildlife corridor. During the visit to the training ground the students met with the Head Groundsman to understand the role and discuss how the area is maintained by the team.
- Sustainability is now included in the staff induction presentation, this provides an excellent opportunity to engage with colleagues and outline how sustainability impacts the sport sector and what we can all do to reduce our impact
- Academy staff received a presentation on Sustainability on their return from summer break.

- We hosted a BASIS Carbon literacy course at the stadium and 3 colleagues from NUFC and 3 from the Foundation attended the course.

Nottingham Forest

- The club worked with EON to encourage the club's professional players to discuss what they are doing to support the environment and provided them with insights into how they can change their habits <https://www.eonenergy.com/nffc-partnership.html>.
- With the help of club partner E.ON, the club has also published fun videos with its various professional players which encourage our fans to take action, as well as providing education on various topics. <https://www.facebook.com/watch/?v=230732739576582>
<https://www.facebook.com/watch/?v=627832225474782>
https://www.tiktok.com/@e.on_uk/video/7337689417114488097
https://www.tiktok.com/@e.on_uk/video/7336222291660901664
https://www.tiktok.com/@e.on_uk/video/7335482136985636129

Sheffield United

- No information from the club around education programme or training in one or more category of staff, players, fan groups or young people at any time
- Sheffield United Foundation have embarked on a first-of-its-kind Environmental Sustainability Education project into secondary schools within Sheffield called 'Nature Based Blades': <https://sufc-community.com/news/foundation-announce-pl-pfa-nature-based-blades-project/>

Tottenham Hotspur

- All first team men's and women's players, as well as all Academy players have received training on climate change and sustainability extending to climate change, GHG emissions and net zero fundamentals, Tottenham's impact as a club and what the club is doing to decarbonise, and how players can help. The last training took place in March 2023, with a plan to do this in September every year from this year onwards to ensure we capture new signings.
- A presentation on sustainability is delivered to all new Club employees as part of the staff induction.
- As part of the Premier League Inspires programme, the Tottenham Hotspur Foundation is delivering a challenge in participating schools, with students split into groups to come up with ideas to protect the planet, which they will put into a proposal to present to key people at the Club. The team that comes up with the winning proposal will represent the Club at the national Inspires Challenge celebration:
<https://www.tottenhamhotspur.com/news/2023/july/students-present-ideas-to-protect-the-planet-at-tottenham-hotspur-stadium/>
- The Club was used as a best-practice case study in this year's First News 'Green Takeover Challenge'. A short video on the Club's sustainable practices was distributed as part of an assembly back to around 16,000 schools throughout the country:
<https://schools.firstnews.co.uk/takeover-challenge-2023/>
- The Club held an upcycling workshop, in partnership with Nike, with local school children at the stadium for Earth Day 2023:
<https://x.com/SpursOfficial/status/1649699690634702849?s=20>

- Wildflower seeds were distributed to all Junior Members as part of their 2023/24 Welcome Packs
- The Club's energy consultant, Inspired Energy, has delivered a net zero workshop with the Club's Senior Leadership Team in January 2023
- Staff are briefed in all pre-match meetings and Sustainability Working Group, representative of all departments, that meets regularly.
- First Team players and Ambassadors received detailed briefings and educational sessions on the Club's sustainability work ahead of undertaken media commitments, including presentations and tours of Club facilities.

West Ham United

- West Ham Foundation staff received climate-focused educational [workshop](#)
- Green Hammers initiative launched to encourage positive behaviour changes within Foundation staff.
- Continue to engage with Planet League – <https://planetleague.co.uk/> – through embedding into our schools programmes.
- Environmental social action projects included within PL Inspires project.

Wolverhampton Wanderers

- In late 2023, Wolves Foundation staff took part in an environmental training day with Final Third.
- In April 2022, over 30 senior staff from all club departments participated in an environmental training workshop, delivered in-person by Football For Future, which covered the fundamentals of climate change and the interrelationship between football, sustainability and the natural environment:
<https://www.wolves.co.uk/news/sustainability/20220601-wolves-staff-learning-from-football-for-future/>
- New starters complete an energy efficiency e-learning module.
- An 'Introduction to Sustainability' e-learning module has been made available and widely completed by club staff.

Communication and Engagement

Arsenal

- Publicised sustainability information available on the Arsenal website:
<https://www.arsenal.com/news/sustainability>
<https://www.arsenal.com/sustainability>
- First Premier League club to become signatory to UN Sports for Climate Action Framework (16th November 2020).
- Actively engaged with fans to encourage positive environmental actions through Arsenal Green Tariff with Octopus Energy: <https://octopus.energy/arsenal/>
- Arsenal players speaking publicly about climate change: [Alexei Rojas - Eden Project Reclaim 2024](#)
- Fan foodbank donations collection at matchdays: <https://www.arsenal.com/news/food-donated-community-after-postponed-games>
- Football Boot and trainer collection and distribution to local schools as part of programme with Islington Council around Earth Day <https://www.arsenal.com/sustainability/earth-day-boots-collection>
- Strong Young Gunners educational programme focussing on climate change.
<https://www.arsenal.com/sustainability/lifelong-learners>
<https://www.arsenal.com/sustainability/football-for-future>
- Sustainability pages within matchday programme highlighting club actions and championing fans who have made sustainable changes.

Aston Villa

- Internal environmental working group established, with quarterly cross-departmental meetings taking place to drive environmental practices and ideas. Aston Villa Represented on Premier League sustainability working group.
- The Club's annual fan consultation survey on environmental sustainability matters last took place in February 2023 (next due in February 2024). The Results were not shared publicly.
- Aston Villa Women are supporting the Green Football Weekend campaign, with a web article published on 30 January 2024 (<https://www.avfc.co.uk/news/2024/january/30/villa-women-to-support-green-football-weekend/>)
- Internal environmental working group established, with quarterly cross-departmental meetings taking place to share environmental practices and ideas.
- Environmental Sustainability section will be incorporated on the club website. This has been delayed. Original club rebrand was completed in July 2023, but new CEO is re-opening the re-branding and crest exercise with new club identity identified later this season.
- Claret, Blue and Green branding being incorporated into full club re-brand and design, so estimated completion is by end of 2023/24 season.

Bournemouth

- No sustainability page on the website

- Recently hosted students to partake in Green Football Weekend
<https://www.afcb.co.uk/news/community/the-grange-school-partake-in-green-football-weekend/>

Brentford

- We have a dedicated webpage on sustainability on our website that we update regularly. This sets out our strategy and how we are progressing - <https://www.brentfordfc.com/en/sustainability>
- Engagement is a key pillar in our sustainability strategy. We know that we can't achieve our sustainability goals alone and we are actively working with our fans, partners, suppliers, community and the council on sustainability.
- Internally we have our staff working group, with representatives from the whole club, and we have our training programme that includes all staff.
- Externally we have a fan sustainability working group, with representatives from our official fan supports groups and special interest groups such as the Sustaina-Bees.
- We meet regularly to discuss the implementation of our strategy and how to best engage with and interact with our fans on sustainability.
- We have conducted a fan survey on sustainability as part Green Football Weekend 2024, using it as an opportunity to understand our fans' views on sustainability so that we can work together to achieve our goals.
- We ask our fans about environmental sustainability in our mid and end of season survey each year.
- We regularly update our fans on sustainability. We encouraged fans to [join fan-led cycles to away London matches](#), one of which a club director attended. We have encouraged fans to try plant based food [with our official plant-based food partner Naturli](#) and we communicated to fans when we had our [Sustainability Workshop with our partners](#).

Brighton and Hove Albion

- The club has recently updated its [sustainability web pages](#) to provide a better overview of our achievements and objectives so far.
- Sustainability is being included as a key part of the club's communication strategy for 2024 and various key events are being targeted over the next year to communicate sustainability messages and engage fans in positive behavioural change.
- In the past 6 months this has included communications to fans around; [Sodexo food waste initiative](#), [Southern Water audits at the stadium](#), and [updates on the membership tree-planting initiative](#).
- Sustainability has been raised at the Fan Advisory Board to discuss how best to engage fans in this work and understand fans priorities regarding sustainability issues.
- The club's sustainability manager is part of the European Club's Association (ECA) sustainability working group and contributes to the dialogue around European football and sustainability.

Burnley

- A page has been built on the Burnley FC website which illustrates the Sustainability Policy, the club's action plan, and celebrates the work that has and is taking place. <https://www.burnleyfootballclub.com/more/club/more-sustainable-operations>
- A supporters group 'Sustainable Clarets' has recently been established. The club will engage with the group in respect of informing them of the club's work and progress, and where appropriate, also to utilise the knowledge and expertise of individuals in informing the club's decisions and priorities.
- Matchday information for supporters always includes information on sustainable travel methods.
- Burnley FC took part in the Green Football Weekend. Participation included asking supporters to consider how they travelled to the fixture, the running of a Pledgeball Fixture, and interviews with club staff and Sustainable Clarets which featured on the BBC and Sky.
- Burnley FC in the Community are part of Planet Super League as part of their schools programme (winning the competition in Summer 2021). This project encourages and engages with the club's fans and the wider community to make positive behaviour change in their own lives and homes. On request, the club supports Burnley FC in the Community in the next round of the Planet Super League competition via the club's media channels.
- Burnley FC in the Community has been nominated for the Red Rose Awards for their work in the areas of Environmental, Social and Governance Initiatives.
- The 'Keep the Clarets Warm' initiative, set up in response to the rising costs of energy, recycles clothing to ensure that members of the community are able to access warm clothing over the winter.
- All staff email footers contain a 'Think before you Print' message.
- Supporters completed a survey on sustainability as the club aims to be more environmentally conscious. The survey covered various topics including fans attitudes towards climate change, the connection between football and sustainability and perceptions around the club's sustainability pledges.
- Teamed up with environmental charity Pledgeball in an ongoing effort to be more environmentally friendly and to encourage matchday supporters to change their behaviours.
- Supported WWF's 2023 #WorldWithoutNature campaign by removing the nature elements from the club's crest for the day.

Chelsea

- The sustainability policy is located on the club's main website (bottom of the page) <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
- The club engages with fans on sustainability topics regularly.
- The club has posted regularly about topics relating to the environment such as;
 - The implementation of the Sustainability working group - https://www.linkedin.com/posts/chelsea-football-club_wearechelsea-playyourpart-activity-7108105441242427395-868k/?utm_source=share&utm_medium=member_desktop
 - The club's Sustainability policy - <https://www.chelseafc.com/en/chelsea-football-club-sustainability-policy>
 - Green Football weekend - <https://www.chelseafc.com/en/news/article/score-goals-for-chelsea-in-green-football-cup>
 - How to take public transport to matches - <https://www.chelseafc.com/en/getting-to-stamford-bridge>
- Fairly regular stories about food and drink at matches, with reusable/recyclable cups plus pre-ordering and 'surplus food rescue' to reduce food and plastic waste.

- ESG has been included in the club's Fan Forum meetings and a Sustainability brief was delivered to the club's Fan Advisory Board in June 2023 - https://assets.ctfassets.net/d4h4t9hbh431/2pOsaA445Vf0awPx9QKYZC/bf85e2bdb73acd49fed33402165ec835/Fans_Forum_meeting_minutes_-_27-09-23.pdf
- The foundation and Chelsea events pages have also been posted recently (last 6 months) about sustainability-related efforts. Ranging from Green Football Weekend to the Protect the Planet Challenge –
 - PTP: [//https://twitter.com/CFCFoundation/status/1748374555985371610?s=20">https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet //](https://www.chelseafc.com/en/news/article/chelsea-foundation-participants-take-steps-towards-protecting-the-planet)
<https://twitter.com/CFCFoundation/status/1748374555985371610?s=20>
 - GFW: https://www.instagram.com/p/C2SatjktJRT/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
- Chelsea FC communicates around renewable energy partnership, with the likes of:
 - Chelsea announces Brook Green partnership and the backing of renewable energy. (<https://events.chelseafc.com/chelsea-goes-green-for-energy/>)
 - Women's team Skoda partnership shows "Team players and staff will also have access to Škoda's acclaimed range of all-electric Enyaq SUV and Coupé models at the training ground in Cobham". (<https://www.chelseafc.com/en/news/article/chelsea-women-drive-into-2024-with-skoda>)
 - Electric vehicle charging points available around our sites with information about how to use them communicated to fans/visitors.

Crystal Palace

- Palace for the Planet webpage off main site navigation: <https://www.cpfc.co.uk/information/environmental-statement/>
- The vast majority of the initiatives detailed this document are promoted to supporters / visitors via our website, publications (e.g. matchday programme) and social media channels. Several examples have been included in this document.
- We dedicated one men's and one women's matchday promotion towards our 'Palace for the Planet' green initiatives – encouraging more fans to eat a vege / vegan meal. For this match, we are promoting our vegan food options, paper beer cup trial and various other initiatives. Were it not for yet another train strike, this also would have been promoted significantly (as it always is as BAU): https://issuu.com/crystalpalacefc/docs/11_palace_v_sheffield_united_2324_programme?fr=xPf81NTU
- We always encourage travel by sustainable modes; example matchday email which clearly signposts that there were no known train issues, and that we encourage supporters to travel by train
- All staff email promoted sustainable commuting, encouraged bringing drinks vessels to work to reduce single use cups / bottles, and also informed them of our bike racks / shower availability
- Via our Foundation, we deliver 'Protect the Planet' in schools. Protect the Planet is the PL's sustainability programme. We have delivered four cohorts this season and envisage this will rise to 6 over the season. They are working on a social action project in collaboration with Brighton & Hove Albion FC planned for April. This includes litter picking and art creation (with Norwood Junk Action). They are also putting plans together with recycling company Are You Mad, to see how we can work together.

- We have supported two eagle sanctuaries in the last 12 months, in USA (two events, <https://www.cpfc.co.uk/news/club/pictures-crystal-palace-premier-league-mornings-live/> & <https://www.cpfc.co.uk/news/pre-season/us-updates-the-latest-from-palaces-2023-pre-season-tour/>) and Mexico (<https://www.cpfc.co.uk/news/club/gallery-maya-the-eagle-represents-palace-in-mexico-fan-event/>). We also supported WWF's World Wildlife Day: <https://www.cpfc.co.uk/news/announcement/crystal-palace-world-wildlife-day-campaign/>
- We supported Green Football Weekend in January 2024 - our men's fixture v Sheff Utd on 30 January (as well as the preceding Women's fixture) - with several high profile comms initiatives surrounding it, and a focus on food. Further detail:
- Our partners/suppliers supported the efforts: Carlsberg provided paper beer cups as part of a trial, Redefine Meat provided special vegan meal options in premium hospitality and concourses.
- Significant signage added on concourses menus to drive awareness and sales of vegan products.
- Vegetarian / vegan options plugged across site and email to ticket holders: <https://www.cpfc.co.uk/news/club/palace-for-the-planet-and-how-you-can-help/>
- Palace for the Planet branding on our highest performing football assets: <https://x.com/CPFC/status/1752406382756929555?s=20>)
- Video feature with two first team players eating premium hospitality vegan dish https://www.cpfc.co.uk/palace-tv/video/players-try-vegan-beef---palace-for-the-planet/2024-01-29/?id=0_ouj6rk7x
- Media guests were encouraged to eat a vegan meal with signage and pre-match comms.
- Matchday programme feature (p39-42)
- Two players selected the favourite recipes for Green Football Weekend veggie cookbook. Regrettably the match coincided with yet another train strike which hampered our efforts of encouraging even more train travel.

Everton

- Everton for Change page on main club website navigation: <https://www.evertonfc.com/evertonforchange>
- Engaged fans with Green Football Weekend in February 2024 – Club and issued a comprehensive story on club channels to help educate supporters and highlight sustainability measures being taken. (Link: <https://www.evertonfc.com/news/3873316/everton-embraces-green-football-weekend>)
- Communicated relevant stories recently such as award winning sustainable garden at the People's Place, support of World Environment day and more.
- Articles highlighting how the Club's new stadium will be the most sustainable in the country (launched with following story) <https://www.liverpoolecho.co.uk/sport/football/football-news/everton-new-stadium-22147151>

Fulham

- Sustainability page on the main Club website, outlining Fulham's progress across key pillars of sustainability: <https://www.fulhamfc.com/more/sustainability/>
- From Autumn 2023, the Club has been a member of the British Association for Sustainable Sport (BASIS), the sustainability hub for sport in the UK. BASIS aims to drive growth in understanding, expertise and commitment to sustainability in sport, helping members to shape and work towards their sustainability objectives.

- Fulham FC and Fulham FC Foundation participate in the annual Green Football Weekend / Green Football Cup to highlight how small lifestyle changes can add up to a big difference for the environment – the focus for this year’s campaign has been around the benefits of consuming more vegetable-based meals (see Food category for full campaign materials)
- The Club work in close collaboration with our Club Partners and fanbase groups to engage our fans around issues of sustainability:
 - EV content in partnership with Gridserve:
 - <https://www.fulhamfc.com/news/2023/july/26/fulham-partners-with-gridserve/>
 - <https://www.gridserve.com/partners/fulhamfc/>
 - <https://www.gridserve.com/2023/11/22/fulham-fc-players-soccer-ev-challenge/>
 - https://www.instagram.com/reel/C2SPkwlsAU/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
 - https://www.instagram.com/reel/Cz8Rnuds8SG/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
 - https://www.instagram.com/reel/Cz6FBqTmi99/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
 - https://x.com/GRIDSERVE_HQ/status/1748339641110172083?s=2
 - <https://youtu.be/MIV7ohbuUc8?si=eWIRUCIHIFHqHf8->
 - <https://www.gridserve.com/2023/11/22/gridserve-car-leasing-and-fulham-fc-reveal-their-electric-car-starting-11/>
 - Four-page sustainability spread in Everton (H) matchday programme.
 - Other examples of Sustainability-related engagement:
 - <https://www.fulhamfc.com/news/2023/december/10/fulham-joins-british-association-for-sustainable-sport/>
 - <https://www.fulhamfc.com/news/2024/january/18/get-involved-in-green-football-weekend-/>
 - <https://x.com/FulhamFC/status/1747982183044653311?s=20>
 - <https://x.com/FulhamFC/status/1749450597445890152?s=20>
 - <https://x.com/FulhamFC/status/1750864636591649075?s=20>
 - <https://www.fulhamfc.com/news/2023/february/22/south-fulham-clean-air-neighbourhood-project/>
 - Fulham Lillies: <https://x.com/FulhamLillies/status/1748403597530833306?s=20>
<https://x.com/FulhamLillies/status/1748405362527437153?s=20>

Liverpool

- The Club’s sustainability policy/efforts are continuously reviewed, refreshed, and available on the club’s main website within the main menu: <https://www.liverpoolfc.com/theredway>
- This season, the Club has started to use the MyLFC app and rewards scheme to engage fans with Red Way initiatives, for which they earn points which can be used to enter exclusive competitions or get discounts on LFC merchandise.
- For World Earth Day, fans were able to donate their points to fund a 'farm to fork' food and biodiversity project which provided planters, vegetable plants, fruit trees and supported sessions to two local schools, delivered by the LFC Foundation.
- The club actively engages fans towards positive behavioural change that reduces environmental impact in their own lives. The club’s Red Neighbours programme has integrated sustainability into its work with local schools, as well as community groups.

Luton Town

- Shared news of Green Football Weekend:
<https://www.lutontown.co.uk/news/2024/february/community-latest-13-02/>

Manchester City

- There is a [dedicated sustainability page](#) on the Club's website which features the Game Plan report, as well as highlighting some of the work taking place across the Club.
- Sustainability forms a key part of the Club's narrative with content shared across all of its platforms.
- This includes content with first team players, which are shared on our social media channels, helping to educate a global audience while encourage better behaviours.
- In addition to this, we share our Supporter Charter with all season ticket members and match-by-match buyers before attending matches to highlight the Club's sustainable efforts.
- We also encourage they take sustainable travel, with the options available including the 'walk to the match' activity.
- The Club also took part in the Green Weekend (2023) campaign and signed up for Planet League's competition which encouraged supporters to take more sustainable actions.
- Away from our fans, the programme is regularly shared with representatives through the communities and neighbourhoods of East Manchester and more widely through the Manchester Climate Change Agency which carries various case studies.
- Launch of a new matchday bus network directly introduced to create a sustainable and reliable mode of transport for fans across Greater Manchester.

Manchester United

- The Club's Environmental Policy is on the main club website and can be found online [here](#)
- MUFC share stories on sustainability via the website and our social channels, example here is offsetting for carbon emissions generated by Tour 2023 travel: [Manchester United to offset carbon emissions during tour 2023](#)
- We have been working with Travel For Greater Manchester and our fan advisory bodies to push more sustainable travel via pushing TFGM information to promote fans taking lower carbon travel modes to matches, the information page can be viewed [here](#).
- The club's partners are aligned in their focus on sustainability. Manchester United continue to develop their existing partnerships with EcoLab <https://www.manutd.com/en/partners/global/ecolab> and Renewable Energy Group, a US biofuel producer, "with a shared mission to tackle climate change and create a cleaner world" <https://www.manutd.com/en/Partners/Global/Renewable-Energy-Group>
- A staff environment and engagement programme is included within the Red Go Green initiative. During 2022, climate crisis and energy conservation newsletters were provided by the Club's intranet. This included practical briefings and tips on saving energy at home and the workplace.
- Foundation won Planet League Green Football Cup à fans won over 17500 'green goals' à saving 10,000kg of CO2/168 trees planted (energy-saving actions/commitments)
<https://www.mufoundation.org/en/News/2023/02/Manchester-United-Foundation-wins-Planet-League-Green-Football-Cup>

Newcastle United

- The Club have a dedicated web site page for Sustainability and this will be used to update and engage fans, information on the website includes the Magpie mover and litter picks.
<https://www.nufc.co.uk/club/sustainability/>
- Regular newsletters are used to communicate with fans, this form of communication is used to promote the Magpie Mover
<https://service.nufc.co.uk/u/archive/MklAMlpLB3GBR1clMfBQrA>
- An article introducing the new Sustainability Manager role appeared in the matchday programme, outlining the role and engaging with fans on the topic of Sustainability.
- Staff have demonstrated their awareness to Sustainability, as an example for Christmas Jumper day we encouraged people to reuse old jumpers and ran a 'swap shop'. Jumpers not used have been donated to Save the Children. We also had a prize for the best 'upcycled' Christmas jumper.
- During last season we engaged extensively with the fan group 'Wor Flags' who carry our match day flag displays.
- As part of the display process, we incorporated that the flags must be made out of recyclable material and recycled
- We now have an agreed procedure with the Stewarding team to collect flags and additional storage has been arranged. The group have fully engaged with us and realised the cost savings.
- As part of Green Football Weekend they carried out their own display to raise the issue of late night/mid-week fixtures that have been changed due to TV requirements and highlighted the difficulties of travelling on public transport to these matches. This example demonstrates how well we engage with our fans.

Nottingham Forest

- The club has created a new Sustainability web page on its main site during the previous 12 months: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- This page will be used to: display the club's sustainability policies, give fans information on the club's sustainability partnership with E.ON and the initiatives that have been undertaken, details on our sustainable fanzone, share information on how fans can make a difference at the stadium and in their own lives, our catering commitment, and shares the club's Scope 1, Scope 2, and Scope 3.
- Both the men's and women's team programme now includes a sustainability section on the front inside cover. Sport Positive verified; match day section includes:
- Sustainability At Forest And At Home
 - We encourage supporters to reduce use of single use plastic around the stadium and at home.
 - Please reduce, reuse and recycle at the City Ground / Grange Park and at home!
 - Find ways to reduce water use or save water at the City Ground or at home, hand sanitiser stations are positioned around the stadium.
 - By making positive changes at the City Ground and in our daily lives, we can all make positive changes together that will reduce our impact on the environment.
- The matchday guide has a sustainability section to engage with fans and encourage positive action:

- February 2024 vs West Ham:
<https://www.nottinghamforest.co.uk/news/2024/february/16/matchday-guide-west-ham/>
- January 2024 vs Arsenal:
<https://www.nottinghamforest.co.uk/news/2024/january/30/matchday-guide--arsenal/>
- With the help of club partner E.ON, the club has also published fun videos with its various professional players which encourage our fans to take action, as well as providing education on various topics. <https://www.facebook.com/watch/?v=230732739576582>
<https://www.facebook.com/watch/?v=627832225474782>
https://www.tiktok.com/@e.on_uk/video/7337689417114488097
https://www.tiktok.com/@e.on_uk/video/7336222291660901664
https://www.tiktok.com/@e.on_uk/video/7335482136985636129

Sheffield United

- Safeguarding staff have released an eBook on the benefits of recycling and being energy efficient.
- The academy has a green team that promotes in-house development and advice on efficiency.

Tottenham Hotspur

- The Club has published a link to its [Sustainability Policy](#) on the homepage of its Official Website
- To Care is To Do [page](#) on the website showing environmental sustainability initiatives
- Plastic reduction measures [page](#) on the website
- Wildflower seeds were distributed to all Junior Members as part of their 2023/24 Welcome Packs
- All announcements related to sustainability and environmental measures are communicated via Club channels, including the official website, social media platforms and match day programmes.
- Working with AstroPay, the Club is incentivising fans to travel green to matches by offering cashback on TFL travel: <https://www.tottenhamhotspur.com/news/2023/november/travel-green-to-matches-and-get-money-back-with-astropay/>
- Premier League Inspires students were invited to Tottenham Hotspur Stadium to present their sustainability ideas to Club Ambassador, Ledley King:
<https://www.tottenhamhotspur.com/news/2023/july/students-present-ideas-to-protect-the-planet-at-tottenham-hotspur-stadium/>
- The Club was used as a best-practice case study in this year's First News 'Green Takeover Challenge'. A short video on the Club's sustainable practices was distributed as part of an assembly back to around 16,000 schools throughout the country:
<https://schools.firstnews.co.uk/takeover-challenge-2023/>
- The Club held an upcycling workshop, in partnership with Nike, with local school children at the stadium for Earth Day 2023:
<https://x.com/SpursOfficial/status/1649699690634702849?s=20>
- Club announced it had finished top of the 2022 Sport Positive League table, with images from player sustainability training in May 2023:

<https://www.tottenhamhotspur.com/news/2023/may/tottenham-hotspur-announced-as-premier-league-s-greenest-club-for-fourth-year-running/>

- Club spokesperson attended Sport Positive Annual Summit and spoke on a panel session about the role football can play in addressing climate change.
- Renewable energy visuals promoted on digital signage throughout the stadium every matchday.
- Bloom Magazine published a piece on the Club's kitchen garden: <https://www.everand.com/article/669706653/Shoots-And-Scores>
- Club spokespeople appeared live on Premier League TV to speak about the benefits of protecting nature and increasing biodiversity, and low carbon food: <https://we.tl/t-xTg3ZDpwjG>
- Guglielmo Vicario gave Peter Crouch a tour of the Club's training ground, discussing sustainability measures as part of TNT Sport's 'Green Football Weekend' coverage, including the importance of water re-use and low carbon food.
- A feature on 90min.com with ex-footballers Joe Cole and Carlton Cole speaking about the sustainable measures in place across the Club: <https://we.tl/t-xSgmBjYHXP>
- Online series ran across Club channels ahead of Green Football Weekend 2024, including a [series of website articles](#), social infographics, videos and a [double-page spread in the matchday programme](#) for our home game vs Brentford

West Ham United

- There is an environmental [page](#) on main club website.
- Involved in Green Football Weekend, with information shared on WHFC website and on Sky News: <https://www.whufc.com/news/west-ham-womens-stars-back-green-football-weekend>
<https://www.skysports.com/watch/video/sports/12801827/west-ham-women-share-green-football-weekend-message>
- The Club have committed to campaigns to support work in this area. For [Green Football Weekend 2024](#), men's first-team players Michail Antonio and Vladimír Coufal visited Cleves Primary School alongside reigning Great British Bake Off Champion and Hammers fan Matty Edgell for a special cooking competition ahead of Green Football Weekend. YouTube star JaackMaate was host, and the two players competed against each other to bake the best vegetarian cake, with Matty and some young pupils judging the winner. The content is scheduled to appear across West Ham channels and on Sky Sports on Green Football Weekend, which will take place on the footballing weekend of 2-5 February 2024. The theme this year is food, encouraging people to try a veggie meal – with a message around health, sports nutrition, recovery etc., and the co-benefit of sustainability.
- Further activations are scheduled around Global Recycling Day (18 March) where old player shirts will be recycled to make new player wash bags – while a litter-picking activation is scheduled to take place across East London on Earth Day (April 22) with West Ham player, staff and fan involvement.

Wolverhampton Wanderers

- Wolves have a sustainability page on the website that includes commitments, policy and reports: <https://www.wolves.co.uk/club/sustainability/>

- There is a dedicated sustainability news page on the main Wolves website which demonstrated the consistent and active engagement with fans:
<https://www.wolves.co.uk/news/sustainability/>
- In January 2024, Wolves published an annual environmental sustainability report, highlighting key achievements the club have made over the past 12 months and reinforcing the club's ongoing commitment to environmental sustainability:
https://wolves.useplaymaker.com/media/rqkpsorz/opop_deck-2.pdf
- Wolves established a dedicated Fan Focus Group on environmental sustainability in June 2023
- In January 2024, Wolves launched a dedicated Fan Travel Survey to get an updated view on how fans are travelling to matches and understand how we might be able to influence greener travel. This was sent out to all those who have attended a recent match, and participating was incentivised by offering a match worn shirt as a prize.
- Wolves launched 'One Pack, One Planet' an environmental sustainability programme on Green Football Weekend 2023, with activations both online and at Molineux for the fixture against Liverpool including a 20% discount on vegan food, wearing green armbands, One Pack, One Planet branding around the stadium screens to engage fans
- Earlier in 2022, Wolves engaged more than 1,000 fans through a fan value survey on environmental sustainability, the results of which were published in an [article online](#)
- The Wolves Foundation have partnered with Planet League, encouraging young fans to take green lifestyle actions.

Sustainable Procurement

Arsenal

- Specific sustainable renovation document issued for refurbishments.
- Working with EcoVardis to measure suppliers and potential suppliers against sustainable criteria (Sport Positive viewed dashboard)
- LED installation contractor tender process included waste management and sustainability questions.
- LED lighting project subject to additional waste management measures to ensure maximum recycling rates.
- Sustainability guidelines established within procurement process and form part of tender process (Sport Positive verified).
- Sustainability team integral to selection process of new suppliers – ESG Director and Environmental Sustainability Manager work closely with Procurement Manager and Partnership Development team to advise on best practice and included in the vetting process for potential suppliers and partners.
- Contractor agreements in place to ensure sustainability sits as a priority in KPI's.

Aston Villa

- We don't yet have a full sustainable sourcing policy, but we have acted to reduce our impact by adding an environmental assessment of suppliers into our decision-making process at the tender stage. We do have a Supplier Code of Conduct covering ethics, labour rights and modern slavery.

Bournemouth

- We utilise local suppliers where possible, to limit the carbon footprint the vehicles create, particularly when it comes to F & B and consumables.
- Retail continues to stock and expand a range of sustainable products made from such items such as bamboo.

Brentford

- Our procurement process seeks to ensure our suppliers can supply the goods and services we require but are also aligned to our values both on environmental sustainability and on social topics like Modern Slavery.
- We have sought sustainability related information from our most material retail suppliers, including their key environmental impacts, carbon emissions information and how we can work together to drive better outcomes.
- When procuring goods and services Brentford FC asks:
 - What are your main sustainability impact areas, and have you taken any actions to improve them? (i.e. do you have a sustainability strategy?)

- What actions or activities do you have planned regarding sustainability topics in the future (e.g. carbon emissions reduction, use of recycled materials, reduction in packaging etc.) and how have you considered working with partners like Brentford FC on these?
- Do you calculate carbon emissions data, and would you be willing to share it?
- We conducted a partner's workshop on sustainability in November 2023 that included some of our key suppliers, to showcase our priorities, understand their sustainability related work and establish how we can work together in the future.
- We will continue to develop both our procurement and risk assessment processes – in terms of understanding our current supplier base and any future changes to our supplier base.

Brighton and Hove Albion

- The club has recently developed a 'Supplier Code of Conduct' (Sport Positive verified) which sets out the expectations the club have regarding the supply of goods and services, and this was sent to all current suppliers for their agreement.
- This includes requirements that suppliers are expected to meet around compliance, human rights, social responsibility, the environment, waste and carbon reduction and resource conservation.
- The club are now starting a process to collect information from existing suppliers to better understand their performance against these criteria.

Burnley

- No information provided by the club.

Chelsea

- The club has now implemented a sustainable procurement questionnaire/policy within our supply chain management system.
- This covers Environment, GHG emissions, Social and Governance related reporting to ensure we can drive change and transparency within our procurement operations.
- The club also assess and monitor issues within our supply chain such as corruption, modern-day slavery, human and labour rights, living wages, EDI and child labour.
- The club has taken steps to reduce the environmental impacts of goods purchased, including:
 - Energy – green energy for both gas and electricity through Brook Green.
 - All lighting was replaced with LEDs.
 - Reusable plastic cups on the concourse.
 - Reduction of plastic waste around the site including plastic cups and plastic waste.
 - Focus on waste segregation with our waste partner.
 - Our catering and cleaning partner, Levy, has multiple initiatives running to reduce their impact on the environment (e.g. bio-cleaning products, locally sourced food and wines, reducing dairy in their offering at our sites).

Crystal Palace

- The following policy & processes are communicated via training & communication to all relevant staff who appoint suppliers (essentially 'Heads Of' departments, and those that are managed via our dedicated Procurement Manager; we do not have an Employee Handbook per se).
 - Sustainable and Ethical Procurement
 - The Club is committed to working with all current and prospective suppliers to reduce the carbon emissions from our supply chain and promote ethical and economic sustainability.
 - The tendering process for goods and services always includes environmental and sustainability factors alongside financial and quality evaluation factors, wherever practical.
 - The Club's Sustainability Working Group has a regular meeting agenda item to discuss new suppliers and contracts and how they conform with our sustainability commitments.
 - Local food suppliers are favoured wherever possible.
 - Renewable energy and zero waste to landfill suppliers are always prioritised.
 - Within our standard purchasing terms and conditions are sections requiring ethical employment practices from suppliers. Our Terms of Business state:
 - 6.1.7 The Supplier shall implement due diligence procedures for its own suppliers, subcontractors and other participants in its supply chains, to ensure that there is no slavery or human trafficking in its supply chains.
 - 6.1.8 The Supplier shall, as a condition of this Agreement: (a) maintain its accreditation as a Living Wage Employer; or (b) where the Supplier has never been a Living Wage Employer, pay all of its Employees not less than the Living Wage.
 - Our player and supporter replica kits are made by Macron using Eco-Fabric fabric which is a 100% polyester sourced from recycled plastic and certified Global Recycled Standard by ICEA.
 - Crystal Palace Football Club is proud to be a London Living Wage Employer. <https://www.cpfc.co.uk/news/club/crystal-palace-fc-accredited-as-a-living-wage-employer/>

Everton

- A third-party supplier handbook outlines the club's procurement policy, which includes service provisions, fair/living wages, ethical matters, human rights, social responsibility (diversity) and environmental responsibility and sustainability. This related to all procurement activities, not just New Stadium Sport Positive verified.
- All kits are produced using the same Eco 8 process as previous Everton hummel kits. Each jersey is made from eight bottles, and uses minimal water in the dying process, further supporting the Club's continued commitment to its Everton for Change environmental campaign.
- All our fruit and veg is locally sourced.
- As of now, with two stadiums to service, we have many existing agreements in place and there is a concerted effort to reduce waste, lower single use plastics, etc, as outlined above.

Fulham

- Sustainability clause integrated into the Club's procurement terms to ensure environmental impacts of the provision of goods and services to the Club are minimised (Sport Positive confirmed)
- The Club's home, away and third kits are made by Adidas using 100% recycled materials.

Liverpool

- LFC has a sustainable procurement policy and specific ESG supplier manual for LFC Retail Products, which includes environmental, corruption, modern-day slavery, human trafficking, child labour and more.
- LFC is an accredited partner of the Real Living Wage Foundation (since 2018).
- ED&I procurement impact assessments, actions, and updates for the Premier League are completed with the HR/ED&I manager on a periodic basis.

Luton Town

- The club are developing a Code of conduct to better source and procure products.

Manchester City

- Sustainable Procurement policy is fully covered in Game Plan (Pages 128-129)
In addition, the club's Procurement Process and Policy has a clear and upfront statement and requirements for sustainability (attached document – Procurement).
- For over a decade, there has been a clear and open practice to promote and engage in local procurement with new projects targeting 85 %.
- Club contractors and suppliers also target and produce data to show local engagement, employment, training and opportunity in a range of roles and skills. This is included in Game Plan.
- The Club's procurement policy and process seeks to establish clear geographical goals and the assessment of suppliers and contractors having in place appropriate sustainability strategies, equality standards and an open and clear supply chain of their own.

Manchester United

- Under the Club's [Sustainable Procurement Policy](#), all major suppliers are asked to complete a range of declarations covering issues such as environmental performance, modern slavery, human trafficking, staff welfare and food safety, before orders are placed with them
- Audits are conducted on a sampling basis to ensure that the declarations are being adhered to and action is taken where the right standards are not being met. We place particular emphasis on suppliers' use of single use plastics to support the club's efforts to reduce SUP usage in our supply chain. We also ask for a declaration that suppliers have an environmental policy in place.

Newcastle United

- IT consider the energy performance of any equipment bought.
- The Club have plans to establish a dedicated Procurement team and Sustainability principles will be core of future procurement policies.
- As part of the contractor induction process, we have included requirements around environmental management, waste, drainage and sustainability. All contractors must complete the induction before being allowed to work on site.
- We have a new kit manufacturer and going forward the NUFC Global range (match wear and training wear) will be made from 100% recycled materials.

Nottingham Forest

- The procurement policy is detailed on the club's sustainability page on the website: <https://www.nottinghamforest.co.uk/club-information/sustainability>
- We have hired a dedicated procurement manager who is responsible for all of the club's procurement. This is helping us set standards with all of our suppliers to ensure our requirements can be met.
- We have developed responsible sourcing standards that are included as part of our tenders for everything from catering to merchandise. This includes a range of standards to be achieved by different products we procure, for example FSC for packaging and paper, Fairtrade and Red Tractor for food and Cruelty Free for cleaning products and toiletries and BES6001 for construction materials.
- We require our suppliers to provide us with evidence of policies and procedures to prevent modern slavery, human trafficking and child labour. We are investigating adopting SEDEX as a requirement for certain parts of our supply chain to gain increased transparency on workers' rights and environmental performance around the world. Our procurement manager has extensive experience of working with SEDEX in previous roles within the textile industry.
- A procurement policy has been produced and is published on the club's sustainability page on the website.

Sheffield United

- No information shared.

Tottenham Hotspur

- The club has an ethical policy in place (from August 2020) that applies to suppliers, contractors and partners; conditions include environmental, labour, working conditions, child labour, living wages, anti-discrimination, working hours, prohibition of inhumane treatment among others (Sport Positive verified)
- The Club's supply chain is being assessed to ensure that each organisation which provides a service to the Club shares the same vision for achieving our ESG aspirations.
- A Sustainable Policy for supply chain, updated in February 2024, includes requires its contractors, suppliers and other business/commercial partners to act and operate in a

manner that is consistent with policy that includes environmental sustainability; Diversity, Equity & Inclusion; and support for charities and good causes.

- Functionality is currently in place using a Governance, Risk and Compliance platform to send various assessments based on the nature of the engagement to suppliers during the on-boarding process.
 - The same functionality can be used to create, distribute, assess and revisit ESG assessments at the point of on-boarding.
 - Additionally, a retrospective assessment process is planned to run the same process across the supply chain.

West Ham United

- The West Ham United Operations Department is responsible for overall facilities management of all activities relating to the business including policing, security, catering, utilities, cleaning, coach and air travel through sustainable practices.
- The operations department ensure compliance with the company's delegated authority and procurement policy designed to control expenditure and ensure best value is obtained for more purchases and goods and services whilst protecting the environment and bringing wider societal benefits.
- Roles within this department collectively ensure the vital delivery of safety and crowd management. This can include the organisation of stewards and the use of technology such as closed circuit television.
- The department also manages all equipment including leasing contracts for cars, photocopiers, laundry and other facilities related functions. The department ensures the effective running of the club to ultimately ensure the effective delivery of the event that all other functions spend the week working towards - a safe and successful matchday experience and therefore the role is at the heart of any football club.

Wolverhampton Wanderers

- A 'Supplier Delivery Manual' is in place which sets out packaging requirements for retail suppliers, including references to the use of recycled and recyclable materials. One supplier has introduced 100% recycled CPE poly bags in packaging.



Premier League Clubs Environmental Sustainability Report

