



- empowering better lives -

# sustainability

social, environmental, economic

2024 - 25





## Foreword

“

The origins and founding of Manchester City in West Gorton in 1880 came about through a clear desire to change the lives of people for the better. A commitment to improve opportunities, to capture the imaginations of local people and to structure this through sport, participation and engagement.

This is no different in today's world where across our club, indeed across City Football Group, our community of fans, neighbourhoods, workforce, partners, players and scholars, with our investments and ownership, the assurance of opportunity, the pathways and ability to learn, to grow and succeed is as meaningful and as important as ever.

Through our social value commitment, our respect for a healthy and accessible environment and sustainable, economic growth, we will seek to play our part and where appropriate to lead the way in sustainability in football, sport, entertainment, events and hospitality.

Our success and continued growth, alongside our local and community responsibilities are not exclusive, indeed, they thrive in co-existence.

Sustainability at Manchester City is embedded in the work of everyone, it's a bedrock of our values and it drives efficiency, responsible change and development, it promotes our vision, innovation and opportunity and helps to plan responsibly for the risks.

From working groups, fan and community engagement, team working and structured ideation, we track, measure and report our progress, clear in our ambitions for positive social, environmental and economic effect, yet we continually review, adjusting our actions where we need to ensuring that there is a clear and always current game plan.

Our twenty-first sustainability report provides an insight into where we are today and our route map for future, sustainable development and operations, with engaged communities, so that through football, we empower better lives.

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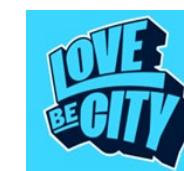


**Roel deVries**

Chief Operating Officer, City Football Group



Sustainability, in all its parts, is made actual because it's embedded in and delivered across the club's community of fans, workforce and partners. 'Big Day Out' in 2025 is an example of club employees working in community volunteering.



BeCity



# 21

The 2025 report is the twenty-first annual edition of the club reporting its social, environment and economic sustainability impacts.

As with each year, the report is retrospective of the previous season (2024-2025) with forward- looking targets included.

There is also an appendices and notes to the report which share the club's current series of policies as they relate across the wider sustainability agenda.

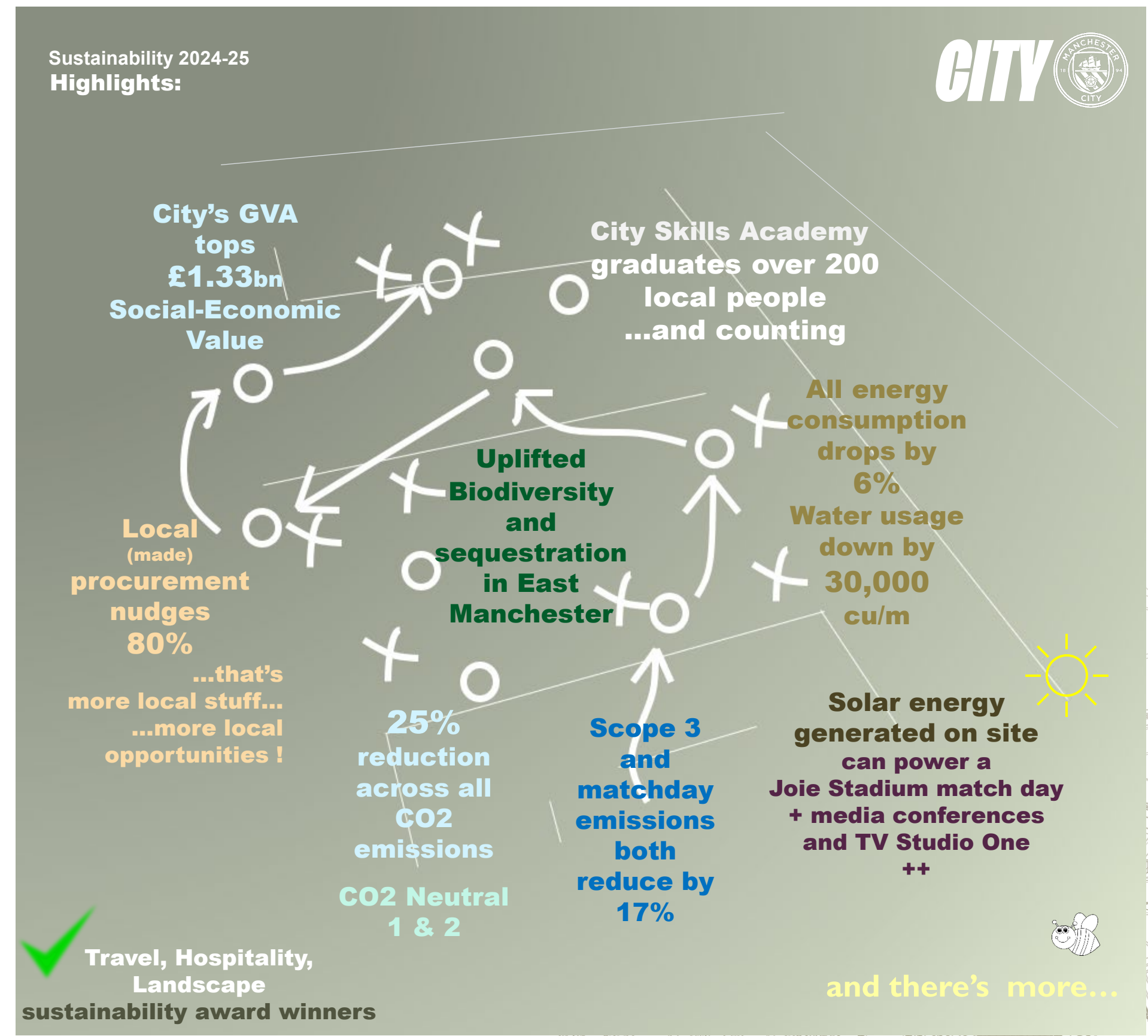
The sustainability report covers the club's social, environmental and economic programme and the role these aspects have on the lives of people across our community, focusing on the actual outcomes of the whole business operations, development and community outreach of the previous football season.

Available on the club's website, sustainability is reviewed and published annually in September.

Investment in football, education, hospitality, leisure and entertainment has been central to the club's progress and success, realising meaningful, sustainable local regeneration and commitments to the city and region's growth and prosperity.

The 2024-25 football season didn't let up in the club's work to ensure sustainable development and operations.

Building on continuous actions to reduce the negative impacts of carbon emissions, waste and consumption, to uplift and improve efficiency in operations and create meaningful community and social opportunities through development.





## Summary

The 2024-25 football season didn't let up in the club's work to ensure sustainable development and operations.

Building on social, community opportunities and with continuous actions to reduce the negative impacts of carbon emissions, waste and consumption, to uplift and improve efficiency in operations and create pathways through development, the club is able to report a positive year of results across its sustainability agenda.

### Across social and economic impacts:

- Continued growth and impact of the club and group GVA in Manchester by c11%, across Greater Manchester by plus c17% and to the UK economy by plus c6%
- The total GVA derived from Manchester City's operations, events and developments is £1.33bn. (within City of Manchester this is c£492.1m (37%) - in Greater Manchester/NW c£558.6m (42%) and to the UK c£279.3m (21%). Includes allowances deduction for 20% overseas drift (£333.2m) and where appropriate, discounts in attribution.
- Local (manufactured) procurement, notably in major construction project - North Stand/ED/Hotel – hit targets just under 80%.
- Further expansion and engagement of local people in Manchester City Skills Academy with 207 graduates of which 70% returned to work and 11% to further education.
- Some 400 hours of staff local, east Manchester community volunteering for improved place and environment.
- STEM learning sessions held for local schools at City Football Academy looking at the future of sport through technology and AI, through sustainable goals and community outreach.
- The club's 2025 summer jobs fair - **20 local employers and support organisations** from sectors including Events, Security, Hospitality, Facilities, Traffic & Transport, Social Care and Construction worked with some 600 local people who attended on the day.

### Environmentally:

- Manchester City's overall CO2 emissions for the year reduced by 25%.
  - With match-by-match showing a 17% reduction.
- The club's scope 1 & 2 emissions realise Carbon neutral
- Scope 3 emissions which - includes all travel - reduce in the year by 17%.
- Waste handling reduced overall in the year notwithstanding several major projects taking place.
- New ecology and biodiversity programmes at CFA uplift the sequestration of CO2 and improve wildlife habitat.
- Manchester City complete phase one of its energy-generation programme with roof top solar across CFA - generating c1MW.
- Water and energy consumption all reduced in the year.
- Match day fan travel – walking, cycling and the match day bus service all realise growth in the year, whilst business travel proved more sustainable overall.
- Love2Ride; You Smart Thing and various fan activations to promote fan engagement in sustainable travel trialled across the season.



For the 2024-25 report there is now first-year CFG-wide engagement in the process. In addition, adding City Football Group clubs in an annexe to this report – starting points for all with four clubs at CO2 Neutral and one realising Net Zero.



## Summary

Manchester City is proud to have received recognition awards in sustainability across different club operations in 2024-25 :

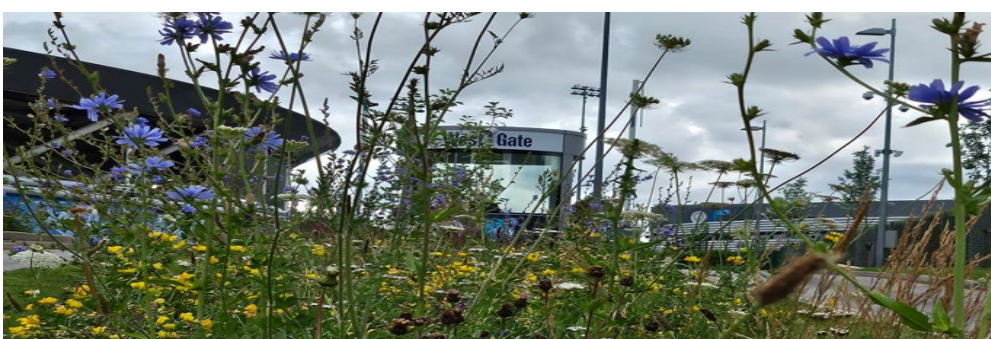
- Manchester City and Transport for Greater Manchester's Matchday Bus Network was been voted **Innovative Sustainable Travel Project of the Year** by Team Modeshift's National Sustainable Travel Awards 2024



- The **City Events** team who picked up both **Gold and Platinum** from Greengage:
  - Platinum Winner: Organisational Engagement & Cultural Change Initiative of the Year
  - Gold Runner-Up: Water, Waste, Resource & Recycling Project of the Year



- Manchester City's **Landscape Team** for Winning the Prestigious **BALI Principal Award in the Grounds Maintenance** – Private category at the 2024 BALI National Landscape Awards.





## Social & Economic Value

Manchester City's **social value** (community & neighbourhood) benefits include community outreach initiatives (City in the Community), neighbourhood engagement, supporting opportunities in learning and education, environmental uplift and place-making, encouraging participation, promoting fairness and reducing inequalities in opportunity, health and wellbeing and working for safe space and places.

In turn the club's **economic values** include the direct opportunities gained through a focus on local procurement, job creating and career pathways, training schemes and interventions that realise direct economic benefits for local people and businesses alongside the options and opportunities realised through wider area infrastructure development and investment.

**City's social and economic value** relates to the combined positive impacts made across the community in any given year and over extended, measured added values of five and ten years – creating and maintain a legacy that extends beyond purely financial gains to include improvements in wellbeing, community development, and environmental sustainability.

The work of the club across the region and specifically in the city and east Manchester has a wider economic impact and as such adds additional (indirect) values to city and regional economy through employment, procurement, visitor and disposable spend and provides a strong base line for Manchester City's **Gross Value Added (GVA)** contribution.

The GVA information contained in the club's 2025 sustainability report is a wholly quantitative assessment of its own operations and development, measured entirely outside of stadium operations.

The measurement used is based on the recorded and understood spend per head of all visitors, the cost to the club of local procurement and the values attributed to community participation, learning and education, outward volunteering and the economic impact of local employment, apprenticeships and training.

The measurements are made utilising the UK Government's Social Value Model adjusted for Greater Manchester as per the Greater Manchester Combined Authority.

Although the majority of values measured are directly from the work of the club, where third parties have engaged local procurement or local employment and opportunities wholly as a result of Manchester City FC contracts and awards to them, the club has included this within its reporting for the year.



**Etihad Stadium Tour** - Travellers' Choice 'Best of the Best' award by Tripadvisor, currently putting it among the top 1% of global experiences listed on the platform and one of the UK's top 10 visitor attractions.

Brand new to the tour for 2025 is an immersive virtual reality adventure, 'Beyond The Blue Moon'. Using cutting edge technology, the experience provides a fascinating insight into Manchester City's past, present and future in a whole new way.

**The club's stadium tours contributed significantly to Manchester and Greater Manchester visitor economy in the year to June 2025.**



## Construction of the North Stand extension, Entertainment District & Hotel

In many cases, the work we do for local procurement crosses boundaries of social, environmental and economic impacts. Working with **Sisk Construction**, the club has secured significant local procurement with major manufactured contributions including:

**Steel :** (primarily from Bury, Greater Manchester) Steel total is 5217t broken down as follows:

	UK	EU
Hollow Sections	4,287t	67t
Plate	855t	9t

Summary Of Delivered Material To Date		Material Category Summary			
		Rolled Sections	Hollow Sections	Plate	Plate/Box Girders
Weight (t)	5218	4354		864	
% by Weight UK/EU	99.3%	99.6%	99.3%	99.7%	98.3%
% by Weight Recycled content	26.4%	40.7%	18.2%	14.7%	21.2%
% by Weight BES 6001 certified	71.5%	99.5%	84.1%	15.1%	88.5%
% by Weight ISO 14001	83.3%	100.0%	99.0%	35.9%	100.0%
% by Weight with Specific EPD	92.4%	98.3%	99.0%	87.4%	86.6%
Average CO2/T	2.25	2.05	2.61	2.56	2.16

### Concrete :

Locally made concrete - Cast on site from Miles Platting

**Cast In-Situ (on site): 95.4%**

- Hotel: 10,075.08 m<sup>3</sup> Miles Platting, Manchester
- Commercial: 5,020.45 m<sup>3</sup> Miles Platting, Manchester
- North Stand: 7,392.85 m<sup>3</sup> Miles Platting, Salford & Stockport

In addition the hotel's **345 bathroom pods** were manufactured off-site and loaded-in to the new building saving significant waste in manufacture, in packaging and shipping. The pods, though not locally manufactured in the north west, are UK products made in Somerset. This method is listed as being 30% more sustainable than traditional build methods.

- 111 apprentices employed
- 1541 hours of volunteering
- No landfill – 15,577 tonnes of waste reused or recycled
- New employment opportunities for 'hard to reach' groups total 104
- 83 work experience placements
- 70% of the whole workforce are local people
- 1879 students reached through school and community work
- 117 education and work experience placements
- Educational site visits undertaken with 54 educational site tours completed

The total of Sisk's social value in the year to June 2025 is **£100.7m.**



“ Identifying and creating new facilities and infrastructure is undertaken with the recognition that well-designed, well-built, best value and good programme goes *hand-in-hand* with sustainable development and operations for our fans, workforce and community.

Consultation, collaboration and respect for our city and for social, environmental and economic uplift remain priorities”



Ed Dalton, Director of Infrastructure



Apprentices with Sisk, working on Manchester City's north stand



Locally manufactured Steel at the heart of Manchester City's new North Stand, Entertainment District & Hotel project (Sisk)



## Construction of the Manchester City Women's Centre

A former (HSBC) bank building and associated land at the north-eastern corner of City Football Academy is being repurposed and developed to create an important, stunning and unique world-leading women's training facility.

### Architectural

- Adaptive Reuse of the existing bank building is the main one. Adaptive reuse involves repurposing existing buildings for new. It's a sustainable practice that contrasts with demolition and new construction, offering benefits like urban regeneration, and reduced waste.

### Repurposing:

- Instead of demolishing a building, adaptive reuse involves finding a new purpose for it, in this case, converting an old bank building into a gymnasium.

### Preservation:

- Adaptive reuse prioritises retaining the original structure of the building.

### Sustainability:

- By avoiding demolition and new construction, adaptive reuse reduces construction waste and the environmental impact associated with new building projects.

### Urban Regeneration:

- Adaptive reuse can revitalise older neighbourhoods and contribute to the character of a city.

### Economic Benefits:

- Adaptive reuse can be more cost-effective than new construction.

### MEP

- Heating from energy efficient air source heat pumps
- Highly efficient LED lighting
- 6 Electric Vehicle charging points.
- PV expected to generate circa 75kw of renewable energy
- Added PV options linked to wider CFA solar array

### Landscaping

- To further enhance the biodiversity of the site new areas of wildflower meadow grassland are proposed on the top of the newly formed earthworks, to the rear of the new building to replace the existing ecological area that was removed due to the development and on the open space adjacent to Ashton New Road. A mix of EM2 Standard General-Purpose Meadow Mixture and EM3 Special General-Purpose Meadow Mixture are proposed that provide vital habitats, food sources, breeding grounds for a diverse range of wildlife from bees and butterflies to birds and small mammals.

- Beaumaris Maxi Bat Boxes and Vivara Pro Woodstone House Sparrow Nest Boxes.
- On the top of the newly formed earthworks a species-rich native hedge consisting of Hawthorn (*Crataegus monogyna*), Hazel (*Corylus avellana*), Holly (*Ilex aquifolium*), Blackthorn (*Prunus spinosa*) and Guelder Rose (*Viburnum opulus*) will be planted that offers numerous benefits, including supporting a wide variety of wildlife, providing food and shelter, enhancing biodiversity, and creating a visually appealing and natural boundary.
- New ornamental planting is proposed to the front of the new building that provides nectar sources for insects and berries/fruits for invertebrates and birds.
- A mix of native and non-native trees species are proposed throughout the development that offer suitable foraging and habitat opportunities for various native local wildlife.



The new City Women's Centre helps create a gateway to City Football Academy and the Etihad Campus, further enhancing our neighbourhood, uplifting biodiversity and ecology and creating a facility with strong sustainability credentials



## Procurement

In the year to May 2025, local procurement was at c78% with goods and produce made, grown, manufactured locally making up the majority of this at around 87%.

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

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

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

In January 2025, Manchester City and CFG clubs and operations began the process to developing its materiality assessments in response to CSRD/DDD regulations, the building of which is now in progress to be included from the 2026 sustainability report and in preparation for emerging CBAM regs.

Over 70% of goods, materials and produce is north-west sourced with some 80% or more of this made, grown or produced by local people in our supply chain adding over £300m value to the local economy.

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



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



## Local employment

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

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

The 2024-25 workforce at Manchester City is predominantly made of Manchester residents with 21% living within key east, central and south of city centre wards; 10% across the wider City of Manchester and c68% live in other parts of Greater Manchester. Around 1% live outside of the GM area and 5% (not in the total) are based in London.



- 21% of the Club's employees live within the immediate postcode catchment
- 10% of Manchester City's employees live within the City of Manchester
- 68% live within other Greater Manchester boroughs (postcodes)
- 1% travel from outside Greater Manchester

158 (c5%) employees live outside of the city region, some of whom are based in CFG London Office.

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

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

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

Local wards

Postcode	Count
M1	15
M2	1
M3	31
M4	40
M8	3
M11	14
M12	7
M13	1
M35	13
M40	3
M43	26
M14	14
M15	20
<b>Total</b>	<b>188</b>

City of Manchester

Postcode	Count
M9	5
M19	6
M23	2
M16	8
M20	37
M21	13
M22	12
<b>Total</b>	<b>83</b>

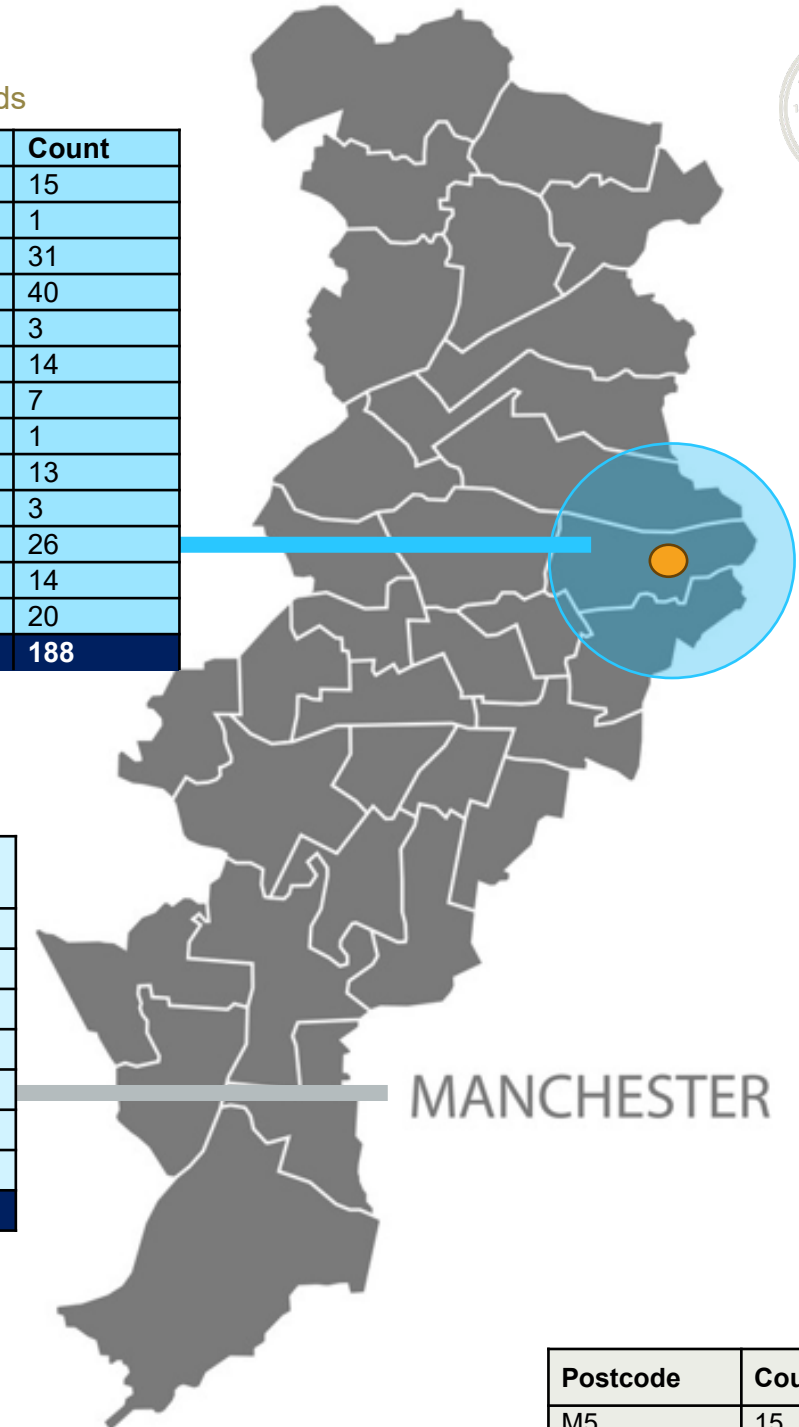
Greater Manchester

WA	70
OL	79
SK	167
BL	55
WN	14
<b>Total</b>	<b>385</b>

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

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

Postcode	Count
M5	15
M6	9
M7	2
M24	11
M25	10
M26	4
M27	6
M28	13
M29	5
M30	8
M32	8
M33	24
M34	23
M41	13
M44	2
M45	11
M46	4
M50	8
<b>Total</b>	<b>176</b>





## Foundations & Pathways for Communities

### Adult Learning:

- In line with the commitment to maximise local jobs and training opportunities, Manchester City supported **over 200 unemployed local residents** through the delivery of a series of targeted adult learning programmes across key sectors including Hospitality (Food & Beverage), Event Stewarding, and Event Playmakers.
- These programmes were designed to upskill local unemployed residents, providing sector-specific skills and a guaranteed interview for available roles, providing direct pathways to employment within the Etihad Campus and beyond.
- In 24/25 Academic Year, almost 50% of participants on average successfully secured roles at Etihad Campus, with some individual programmes achieving exceptional success rates of 70-80%, demonstrating continuous improvement in positive outcomes being delivered across these programmes since their initial inception in 2023/24.
- A robust destination tracking framework is in place to monitor learner outcomes, whether through direct employment with Manchester City, securing roles elsewhere, or progressing to further education.

### Community Engagement: Jobs Fair & Outreach

- Following the success of our inaugural event in 2023/24, the **Etihad Stadium Summer Jobs Fair** returned for a second year, bringing together **20 local employers and support organisations** from sectors including Events, Security, Hospitality, Facilities, Traffic & Transport, Social Care and Construction.
- Over 1500 registrations were made for this year's event with 600 people attending on the day.
- The Jobs Fair served as a dynamic platform for connecting jobseekers with real opportunities, showcasing a wide range of career paths, and reinforcing the club's commitment to boosting local employment. Outcomes and postcode-based locality analysis will be used to inform our future community engagement strategy

“ Building on strong foundations from 2023/24, Manchester City has further embedded its commitment to creating meaningful employment and skills opportunities for local communities throughout the 2024/25 season.

Working in partnership with local stakeholders, training providers, and employers, we have taken significant steps forward in delivering tangible social value and supporting the city's economic development.



Carolyn Macnab, Chief People Officer, City Football Group

Working with employer organisations across the city, the club has shared access to jobs and careers pages for local people seeking work in different industries:

[Link](#)

[Marketplace Open Vacancies](#)

### City Ambassadors

- A growing network of **40 internal Manchester City Business Ambassadors** from diverse career paths and specialisms has been established to actively engage with students, sharing personal career journeys and insights to demystify opportunities in the sports and entertainment industries
- Through co-design with teachers and careers advisors, our offer is tailored to the needs of each school and student group, ensuring relevance and impact. The programme supports students in understanding the breadth of roles available with Manchester City now and in the future and aims to equip them with the tools to access them.

### Inspiring Futures: Schools Engagement Programme

- In early 2025, we launched a dedicated **Schools Engagement Programme** in collaboration with local secondary schools in East Manchester. Recognising that students who have engagement with employers during their school years are significantly more likely to transition successfully into employment or education, this initiative is designed to inspire and inform the next generation of local talent
- Our future programme of activities include **Schools Roadshows, Workplace Safaris, and Careers Workshops** targeting Years 9, 10, and 11



Adult Learning – A Graduation Ceremony at City Football Academy in 2025



## 2025 GVA Summary

Overall, the total GVA in the year to June 2025 from the football club's direct activities is **£738.4m and from match and events days fans and visitors : £322.5m**

Including major projects this increases by **£541.7m** and with legacy GVA from CFA at **£12.6m**, waterfall at **£5.01m** - taking into account all attributions & annual discounting and the work undertaken by City in the Community (CITC) at **£47.5m** - the total is **£1.66bn** – reduced by 20% allowance for overseas/corporate drift (£333m) = **£1.33bn**.  
- Total rounded down -

### Amongst the 2025 GVA headlines:

- The City's **visitor economy** realised benefits of some **£322.5m**
- **Workforce and contracted social value: £624.7m**
- **Capital projects in the year to date: £541.7m** – (inclusive of Sisk (£100.7m) and Turner (£2m) construction contracts)
- **Waterfall and natural capital: £5.3m**
- **Contracted local social value: £16m**
- **CFA Legacy: £12.6m**

### Within the above

- Procurement of locally made goods and services realised: c£35.2m local value.
- The club has a non-playing, full time workforce of 1050 of which 54% live locally and 43% across Greater Manchester – the overall impact of employment of c£82.9m of which £22.3m accrues to UK exchequer and c£59.6m benefits local spend.
- Match and event days additional employment of some 1800 personnel creating c240 FTE roles with a value of c£5.7m
- Contractor engaged staff create FTE of 260 throughout the year with a local GVA of £6.1m and UK of c£2m
- Apprenticeships c£597k to Manchester and c£2m to UK exchequer
- Skills development and training initiatives created some £53m of which c£37.1 to Manchester and c£15.9m to exchequer
- Legacy of onward GVA (allowing for attributions and discount) was £12.6m and supported sport, arts, cultural lease of £5.01m.
- Ongoing commitments, outward volunteering and investments achieved c£4m.

Over £1bn was generated for the city, regional and UK economy from Man City match days, employment, procurement, infrastructure investment and social outreach commitments.

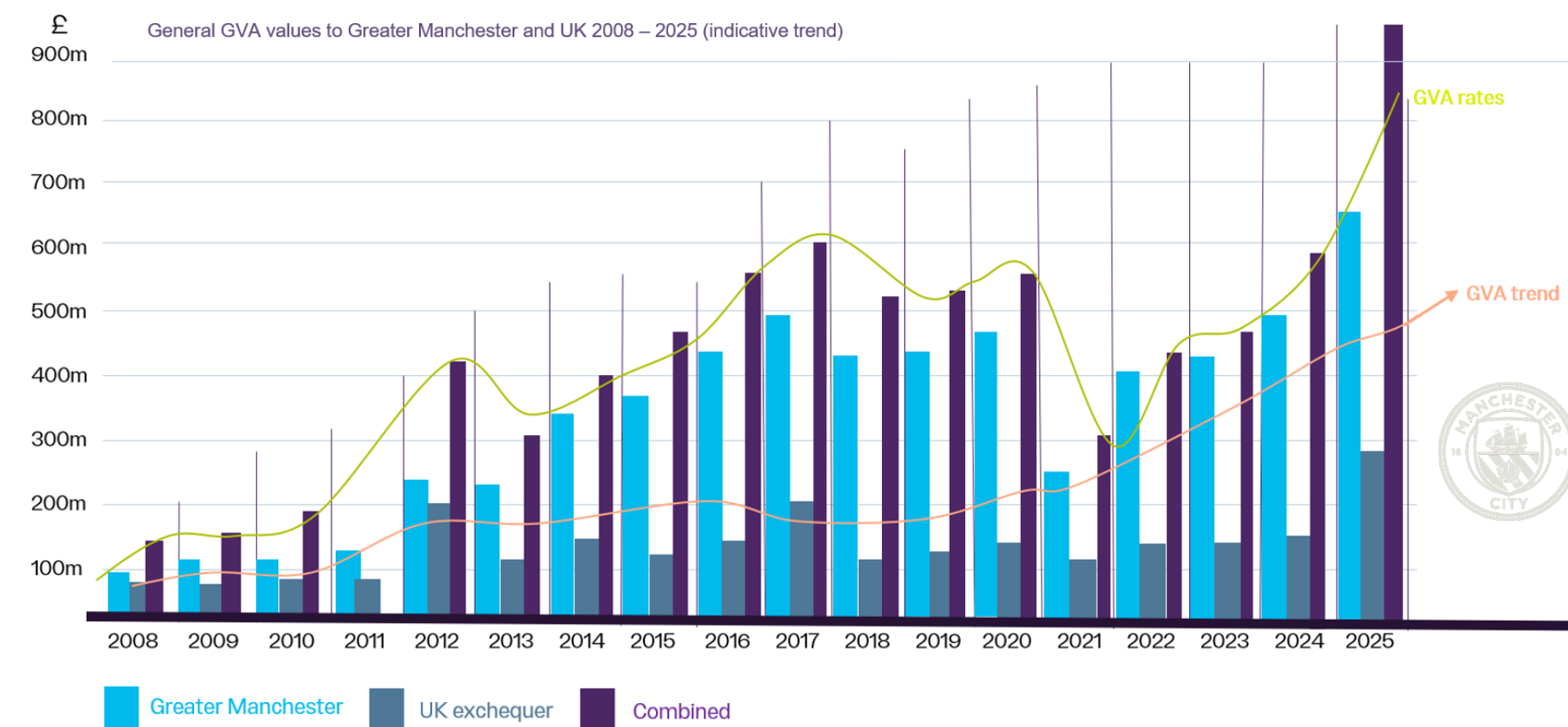
The multiplier effect of City's sustainable economy and actions, the support of fans and visitors has supported growth across the region and in total – around 11,000 jobs have been supported – equivalent to c3,600 FTE positions

## CITY IN THE COMMUNITY

CITC Outcome	Value Quantified	Social Value
Improved physical wellbeing	Increased Physical Activity (HE1.1)	£21,413,000
Improved mental health and wellbeing	Improved Mental Health (HE2)	£6,810,500
Improved mental health and wellbeing	Service Provision for Mental Health (HE2.1)	£1,218,900
Improved skills and knowledge	Qualifications (level 2, 3 and degree)	£3,100,200
Feel inspired and engaged	Engaging in Youth Activities (WWD4)	£1,292,100
	Total Social Value	£33,834,700

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

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Assumptions made of GVA for the club include Greater Manchester average salary wage projections only, whereas the reality would return a higher rate. In addition, the nighttime, leisure and hotel economy is understated by around 30% largely as a result of low levels of survey. Hotel bed nights take account of major corporate businesses with deduction of 30% into respective corporate pots.

Future GVA reports as part of the wider social values process will focus on higher levels of actuals.

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

The club has measured its GVA since 2008 with a focus on its operations, employment, local procurement, match day impacts and infrastructure development. The process has been consistent over the period with highlights being the investment in City Football Academy (2014), the expansion of the south stand in 2016 and projects that include Tunnel Club and the current north stand, hotel and entertainment destination (2026). There was a recognised reduction in 2021 as a result of the covid crisis.



## Manchester City Sustainability Policy : Environmental commitment



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

As a result, we strive to plan, develop and operate our facilities, contracts, events, supplies and services in an increasingly sustainable manner – taking into account the key pillars of social, environmental and economic consideration.

To help with this, we have identified the following priority areas to guide our future decision-making:

- Energy and Water
- Transport and travel
- Waste Reduction
- Consumables and Food
- Impactful Biodiversity
- Materials
- Local, active participation
- Measurement and Reporting

To monitor and progress our ongoing sustainability work, as well as detail our targets, we will continue to publish our Game Plan Report on an annual basis.

This report has been published for twenty consecutive years and continues to align with all UK, EU and related legislation. In doing so, it demonstrates our commitment to authentic measurement, reporting and analysis, something which underpins our sustainable agenda.

Through Game Plan, we outline our commitments to:

- Reduce and eradicate waste across all our operations, events, and infrastructure developments
- Identify and implement increasingly sustainable travel options
- Prioritise local seasonal food produce
- Continuously review our CO2 emissions impact and the actions we will take to reduce them.
- Develop a clear and appropriate local materiality assessment across the value chain by 2026/27.
- Continue building and managing a meaningful energy and water efficiency programme.
- Measure, record and report all emissions across scopes 1-3 and through embodied (including retrospective) carbon.
- Manage all consumption with the greatest efficiency and with total and full regard to the planet and climate change, not least in line with the Manchester Climate Change Agency and regional commitments of the GMCA (Greater Manchester Combined Authority).
- Measure, report and act upon the club's published Environmental Risks and Opportunities review.
- Incorporate an active and sequestration-measured biodiversity and ecology plan in line with local and regional strategies.
- To manage and continually review the club's credible Net Zero 2030 programme.

- Provide the Governance and support through leadership teams and to embed all of the club's sustainability across every club role and in planning.
- To share our work, policy, outcome and planning with key stakeholders – fans, community and staff.

Our approach to sustainability also recognises the value and importance of creating and supporting local communities. Therefore, through Game Plan, the Club commits to:

- Implement clear targets and action plans that create employment and development opportunities for local people both with the club and through our suppliers, manufacturers and external employers.
- Create accessible pathways to work and career opportunities, learning and education for individuals and a clear, collective development process for the club.
- Build meaningful, sustainable procurement opportunities that empower local manufacture and origins, fair practices and policies within an overarching best value framework.
- Working with all suppliers and contractors to promote a positive social values programme across the whole supply chain.
- Meet with the local community to share and discuss ideas, as well as listen to the practical support the area needs.
- Contribute positively and actively in local regeneration.
- Recognise that the health, safety and wellbeing of everyone across our communities is a priority and build scope for change into all club planning, development, operations and events.
- To lead from the front and ensure that the club's actions and opportunities are shared respectfully and appropriately.
- Commit to leadership governance of the wider sustainability agenda in line with our own expectations and relevant UK, EU and global legislation or directives as may evolve.

In addition to completing the club's own report as appropriate to our city and region, Manchester City is pleased to submit its annual details to the UEFA Carbon Calculator - UEFA's calculator tool has been developed using a football-focused methodology to measure, manage, and disclose greenhouse gas emissions.

*"The tool has been designed to highlight emissions in football-specific domains. This includes the areas of mobility, facilities, purchased goods and services, as well as logistics, all within the context of our sport...."*

*...Based on the greenhouse gas protocol, validated by a third party, and piloted by several football organisations in its development phase, the calculator has been designed to support all endeavours to manage and reduce carbon emissions in a simplified and cost-effective way.*

*This investment in a collective approach will improve consistency, provide clarity of reported information and support efforts toward comparability over time".*





## 2024-25 CO2 Emissions - Environmental Impact

The year to end May 2025 realised significant reductions in CO2 emissions, in part with fewer home games but principally as a result of changing practices across the club's operations – reducing waste, improving energy efficiency for example – but in addition through the participation of the club's fans in different travel options – including match day buses, car sharing and the use of public transport, cycling, walk-to-the match promotions and joint activations.



Manchester City's First Team's travel by train rose by 7% last season

In parallel, the club's grounds and landscape teams created a wide range of new wildflower and wild grass meadows, planted additional trees and an orchard with uplifted care and expansion of the wetland. This work increased the club's on-site sequestration.

### Retail & merchandise

In previous Game Plan reports, retail and merchandise have been excluded as they are measured and counted by the club's valued partner **PUMA** (and by their trading arm – Stichd).

Working with Stichd, the club has identified the overall environmental impact of all merchandise sold through Manchester City's outlets and from the online service, which is managed from the Netherlands. As such this is included for the first time in the club's own 2024-25 emissions.

Both Puma and Stichd have robust and accessible sustainability reports.



Studio one – powered by Jinko Neo Tiger Panels

At City Football Academy, since March 2025, the club, working with **Jinko** and with Clearvolt, the phase 1 solar array generated enough energy to:

- Match day at the Joie Stadium
- Pre-match day press conferences
- City's TV Studio One
- The club's FM maintenance and grounds workshops
- ...and around 15% of all daily operations

The club procures only 100% renewable electricity (PPA) – currently gas is used, though the Club is reducing its use of gas over time.

More than 80% of the club's water is recycled through a series of rainwater attenuation systems and new rain gardens developed in 2024-25 reduce water flow and waste

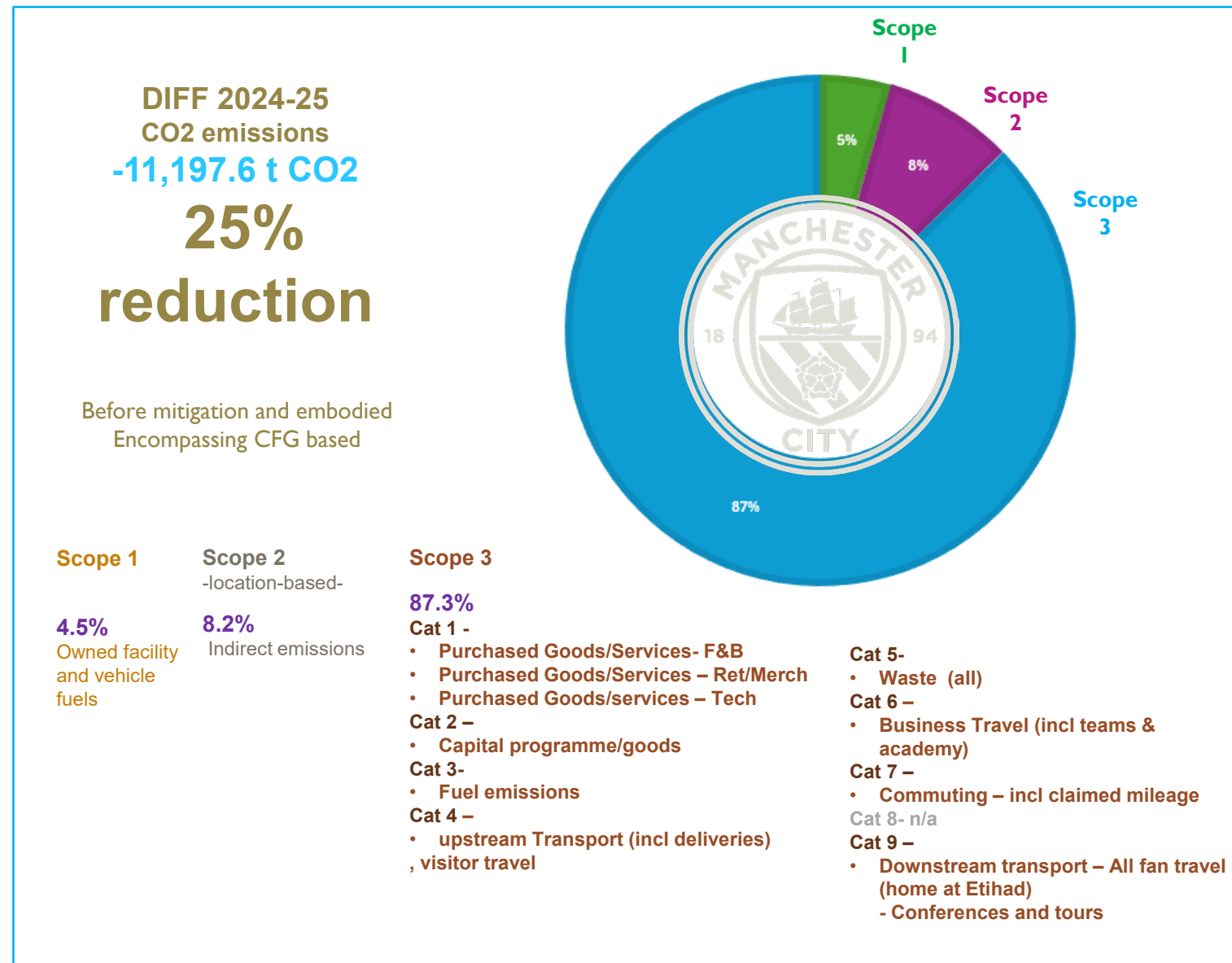
All waste is managed through a reduction process as priority, the recycled stream with all compostable waste treated on site ensuring efficiency, targeted measurement and as in the current year, waste reduction.

In promotion of best practice, options and opportunities, both the club and City in the Community have dedicated STEM ambassadors.

Continuing the biodiversity programme, Manchester City supported over 500 species in healthy habitat over the year.



## Manchester City's CO2 emissions 2024-25



CO2 net zero *requires* the inclusion of all scopes



In CO2 neutral, it can be shown that the club's direct operations – scopes 1 & 2 – are **CO2 neutral**. (even if we include retro/embodied).

It's an encouraging milestone.



FUNCTION	OVERALL %	SCOPE 1 - t	SCOPE 2 - t	SCOPE 3 - t	TOTALS - t	Prev Year Diff %
First Team Travel	4.4%			1,355.4	1,355.4	-6%
Women's Team Travel	1.4%			422.5	422.5	+8%
Academy Travel	0.4%			103.1	103.1	+7%
Business Travel – MCFC	3.8%			939.9	939.9	-34%
Team coach & handling	4.4%			1,355.5	1,355.5	+2%
Hotel bed nights (all)	3%			602	602	+4%
Owned vehicles	0.1%	374.5			374.5	-11%
Other fuels	<0.1%		212		212	-7%
Workforce commuting	3.5%			1,068	1,068	+5%
Other travel (eg school)	0.1%			280	280	0
Match day travel – fans	12.5%	18	18.6	2,715.1	2,751.7	-14%
Other day events/tours	0.1%	13.2	4	357.7	374.9	-6%
General Fac. Operations	3%	828			828	-16%
Gas consumption	4.2%		1,331		1,331	-8%
Water - distribution	<0.1%		3		3	0
Digital	0.1%		5		5	-1%
Construction &c	2.4%			238	238	-3%
Waste	2.2%			29	29	-1%
Retail & merchandise	46%	142	41	13,624	13,807	0
HVAC refrigerants	<0.1%	0.3			0.3	0
Misc plus 10%	3.5%	35	80	2,497.3	2,612.3	0
<b>Total CO2 1</b>		<b>1,411</b>	<b>1,694.6</b>	<b>25,587.5</b>	<b>28,693.1</b>	
Embodied (+retro) 30%					8,607.8	
<b>Total CO2 2</b>					<b>37,301</b>	
Sequestration (minus)					3,723	
<b>Total 2025 CO2 t:</b>					<b>33,578</b>	
2023-24 total					44,775.6	
<b>2024-25 t. diff</b>					<b>- 11,197.6</b>	

A change from 2023 - 24 is to drop as follows:  
CFG direct (below the line) in scope 3 emissions from Manchester is:

<b>Business Travel – CFG (5.7%)</b>	1,533.6	1,533.6	+3%
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## 2024-25 CO2 Emissions – match-by-match



Bahia in Manchester and the festivities that took place around the Etihad Stadium starting the 2024-25 season

### NET ZERO

Manchester City has committed to working for credible CO2 Net Zero by 2030.

This process continues alongside the emerging and changing legislation and focus.

In 2026, the club will establish a new baseline year for measurement with the opening of new facilities across the Etihad Campus which will create significant new footfall, operations, employment and changes to emissions and mitigation.

Reducing CO2 emissions across all scopes remains a key area of work, the process of measurement and reporting, aligned fully to GHG Protocol will continue.

Focusing on meaningful change and opportunities, the impact that the club has across all its communities ensures the club will work openly for practical solutions-led options for future reporting and targets. This helps ensure that nothing is missed, no one is left behind and that the priorities of our various communities, their wellbeing and opportunities drive a meaningful and positive agenda into the next decade.

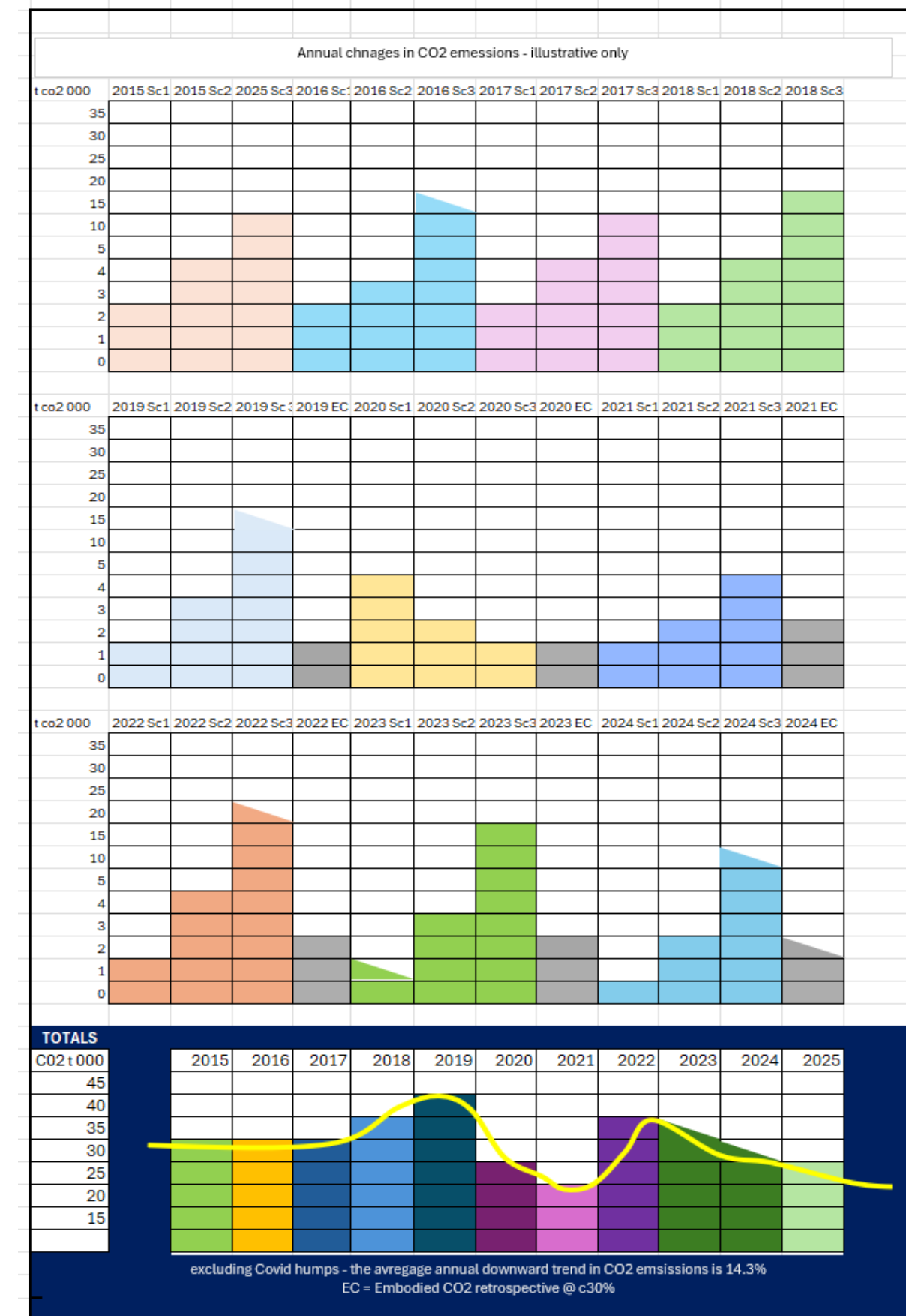
Alongside the overall, annual reduction in CO2 emissions, evidence of match days, with attendances stable or growing, recognise changes in travel habits, greater efficiency in energy, waste and production.

This is thanks to fans and workforce commitments.

MATCH DAY 24-25	CO2 (tonne)	diff (prev yr)
Energy	25.1	-5
Fan Travel (City fans)	196	-39
Fan travel (visiting fans)	10.5	-8
Team Travel (all/immediate)	3.5	0
Staff & contractor travel	4	0
Waste handling	0.6	0
Broadcast	0.5	-0.5
Police	0.3	-0.1
Horses	0.1	0
Food (concessions)	1.8	-0.5
Retail	2.3	-0.2
Digital assets	1	3
Misc materials and services	3	0
Fan zones and entertainment	1	0
Post match (direct)	2	0
<b>T: tCO2</b>	<b>251.7</b>	<b>-50.3</b>
<b>reduction %</b>		<b>17%</b>

Typical daylight match – sample shared City v Newcastle United – 15 Feb 2025 (KO - 15:00)  
At 15:20 the air temperature was 5 degrees and the general weather conditions cloudy and overcast with some light, misty rain – sunset was at 17.19 hrs.  
52,432 match day attendance and c1870 match day workforce.

**-17%**





## Water

The Club, in partnership with official water technology partner Xylem, is committed to advancing water sustainability through two key objectives:

1. Reducing potable water consumption
2. Minimising storm and foul water discharge into the public system

The Club's journey towards more sustainable water practices began in 2014 with the installation of a rainwater attenuation system and the creation of a deep borehole at the City Football Academy (CFA) for potable water abstraction. With a storage capacity of 12,000 cubic metres (approximately 12.1 million litres), this system helps collect, reuse, and recycle up to 140,000 cubic metres of water each year significantly reducing reliance on potable water supplies.

Since 2018, Manchester City has worked closely with Xylem to further enhance water stewardship. In 2025, this collaboration advanced even further through the integration of cutting-edge digital water technologies to support sustainable pitch irrigation, water recycling and leak detection.

### Key Initiatives and Achievements

#### Pitch Irrigation at the CFA

The collaboration with Xylem has delivered notable sustainability outcomes, enabling a transition from 80% to 100% self-sufficiency in water supply for pitch irrigation when fully operational i.e. a reduced reliance on mains water supply.

#### 30,000 cu/m Water Reduction:

Between June 2024 and June 2025, the Club reduced potable water consumption by approximately 30,000 cubic metres despite experiencing one of the driest spring seasons on record in the region.

#### Pilot of Xylem Vue:

A pilot implementation of Xylem Vue at the CFA introduced an integrated software and analytics platform that uses connected sensors and smart meters to track and analyse water movement in real time. Designed to optimise irrigation and reduce dependence on public water sources, the system delivers a unified, site-wide view of water data, enabling advanced trend analysis and predictive insights. This enables trend analysis and predictive insights, empowering informed decisions.

#### Enhanced Monitoring and Analytics:

As part of the Xylem Vue integration, the Club upgraded its infrastructure by installing flow and level sensors, enhancing existing water meters, and deployed a digital monitoring solution. This live data provides a complete view of the Club's irrigation system enabling smarter water use, improved operational efficiency, and better protection of local water supplies.

Manchester City recognises that water is fundamental to life, and its responsible management is essential. The Club is committed to reducing water waste across all operations, continually refining its practices in collaboration with Xylem and other stakeholders on the Etihad Campus. Water usage and risks are monitored and evaluated as part of the Club's Environmental Risks & Opportunities Register, which is appended to this report.

### Community and Awareness Campaigns

In partnership with Xylem, Manchester City launched the **Play Smart** campaign, encouraging fans to make smarter water choices in their daily lives. As part of the campaign, supporters were invited to take a short quiz to receive a personalised "water score", an informal assessment of their water usage habits alongside tips to improve them.

The **Water Champions Project**, delivered by City Football Foundation in collaboration with Xylem, brought global water awareness to life. The initiative supported ten community-led water improvement projects in communities struggling with water challenges, ranging from accessibility, to quality and pollution. Each project culminating in educational festivals held on World Water Day, that expand knowledge of safe WASH practices and support respective water conservation efforts. More than 9,000 people benefited directly from the programme.





## Energy

Energy use across the club includes the day-to-day operational uses of electricity, gas and other fuels.

Match day requirements step up across all energy needs to ensure above all the safety and wellbeing of everyone within our properties and grounds, whilst providing the resources needed to host our games and to entertain before, during and after the match itself.

The success of the club's teams and academy place added demands on energy and resources and it's imperative that the supply is resilient, reliable and efficient.

In the year to June 2025, new HV cabling, added capacity and new opportunities in on-site energy generation have been completed.

New projects under construction include the Etihad Stadium north stand expansion, entertainment district and hotel. The new Manchester City Women's football centre is also under construction. Energy demands for these new projects are fully embraced and in all cases have taken on the key objective of all-electric facilities for the future.

Upgraded and refurbishments of many other spaces include the move away from gas to electricity.

In April 2025, the club realised the full generation of energy for phase one of its solar panels project with over 800,000kWh generated in April and May '25. This has been achieved with the club's partner – **Jinko Solar**.

**In the first three months of solar generation, CFA roof tops created equivalent energy to:**

- **Power a Joie Stadium match day – or night**
- **Ensure that our Studio One TV facility is wholly self-sufficient - over a year.**
- **Provides enough energy annually to keep the central laundry and FM Workshops fully powered**
- **Supplies the lighting for the CFA indoor pitch**
- **Supports daily HQ energy needs of around 15%**

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

Other fuels primarily include diesel for essential backup generators.

- **Electricity** - Electricity consumption in 2024-25 increased from 13.3m kWh to 14.81m kWh
- **Gas** - The consumption of gas in 2024-25 reduced by 160,000 kWh
- **Diesel fuels** reduced by circa 350 litres.
- The impact of reduced gas and diesel contributed 1335t CO2 a **reduction of 182t CO2** in the year.
- **HVAC refrigerant emissions** (R410A; R-32; R-407C) remained stable at (annualised) 0.3t CO2



Manchester City contractor and advisor to renewable energy project(s)



Jinko solar Tiger Neo Modules atop the Joie Stadium at City Football Academy



## Travel overview

Every year, Manchester City works with its fans, community and workforce to understand the needs, challenges and opportunities to ensure that travel and transportation to and from matches is the best it can be – efficient, reliable, accessible, affordable.

Working to ensure practical fan solution, respect for people living in our community and neighbourhood, the working needs of the city and opportunities to improve environmental performance, reduce pollution and congestion are all considered and there remains continual match day travel and transport learning and development process.

It's never easy.

Manchester City fans in the year to June 2025 have made huge effort in working for improve accessibility and responded to the external issues of local street parking restrictions, introduced in 2024.

New off-site parking, added bus services and match day specials, more car sharing, walking and cycling have all been notable uplifts.

Introducing activations along walking routes, on buses and pre and post-match have all supported change, which includes the opportunity to demonstrate personal health benefits, whilst feedback from fans using the match day special (bus service) include positive social wellbeing outcomes.

Working with both Transport for Greater Manchester (TfGM) and You Smart Thing, trails of live traffic information and movement activations proved successful and will be developed in the season ahead.

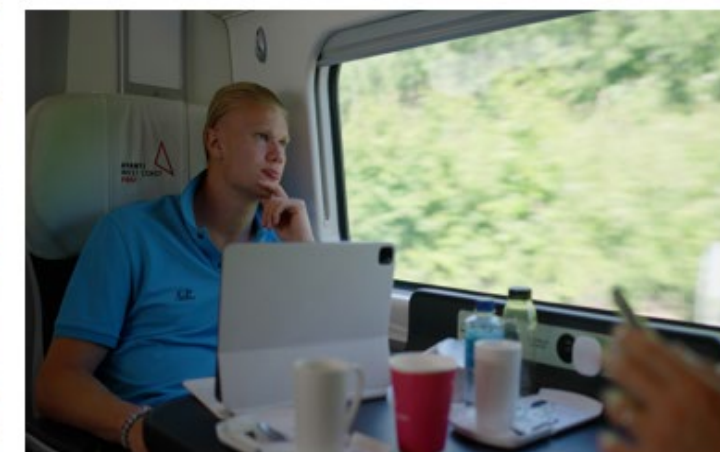
Staff commuting has been a key issue in the year with more staff cycling to and from work and new offer and opportunities to use public transport.

Teams and business travel remain priorities for the club, ensuring and protecting the wellbeing and welfare of all concerned, yet cognisant of the needs and opportunities where practical, of efficient and sustainable travel and hotel options.

Noting that 2024-25 did not have a concert season at the Etihad Stadium and there were fewer home matches, the travel and operational impacts of match days realised significant CO2 emissions reductions. This was mirrored in the match-by-match surveys, suggesting that changes to travel made by both fans and workforce have created a positive difference.

Surveying match days takes several forms of both quantitative and qualitative information – seeking to understand differences during the season in respect of weather, night v day matches and other influences.

There is little doubt that individual behaviours and fan responses in particular have created the majority of change.



*“Match days at Manchester City embrace the whole experience of every visitor.*

*Travelling to and from the Etihad Campus, be that under their own steam, using public transport, match-day services or active travelling – by foot or pedal – is a key part of everyone’s visit.*

*With so many different needs, we are challenged to find practical, fan-focused solutions for travel, accessibility and parking, with meaningful, smart information to support best options.*

*We will continue to work for fan, visitor and neighbourhood betterment.”*



Danny Wilson, Managing Director, Manchester City Operations



## Manchester City's match day fans travel

contributed 3406 t CO2 in the year.

PL matches:

- c1200 t CO2 through private car use
- just over 300t from rail
- 7.6 t from tram journeys
- 5.2 t from all bus and coach travel
- 36 t from supported club coaches
- 8 t from all taxi travel
- Around 720 t from all fans' flights
- 15.4 t from Manchester hotel bed nights



EFL v Watford produced 127.6 t CO2

UCL Matches in total produced 625.4 t CO2

The 'typical' daytime match was v Newcastle United on 15<sup>th</sup> February 2025 at 128.8 tonnes CO2

The 'typical' night match was v Aston Villa on 22<sup>nd</sup> April '25th at 138.2 tonnes CO2

Manchester City Women's' team – fan travel and activations had a total CO2 emissions of 104.6 t CO2

**Adding specific operations** – police, broadcast other – the total for all matches is **3841 t CO2**



All 2024-25 fan travel includes the attendance of fans from **visiting clubs**.

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

Alongside a range of active travel promotions, the club joined forces with Love 2 Ride collaborative initiative launched in the 2024-25 season. Various promotions included:

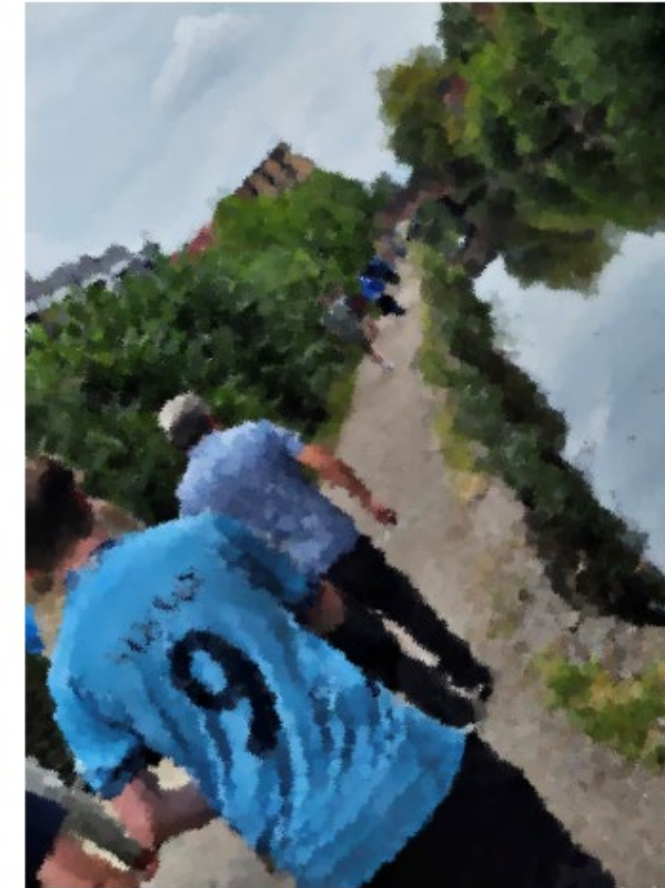
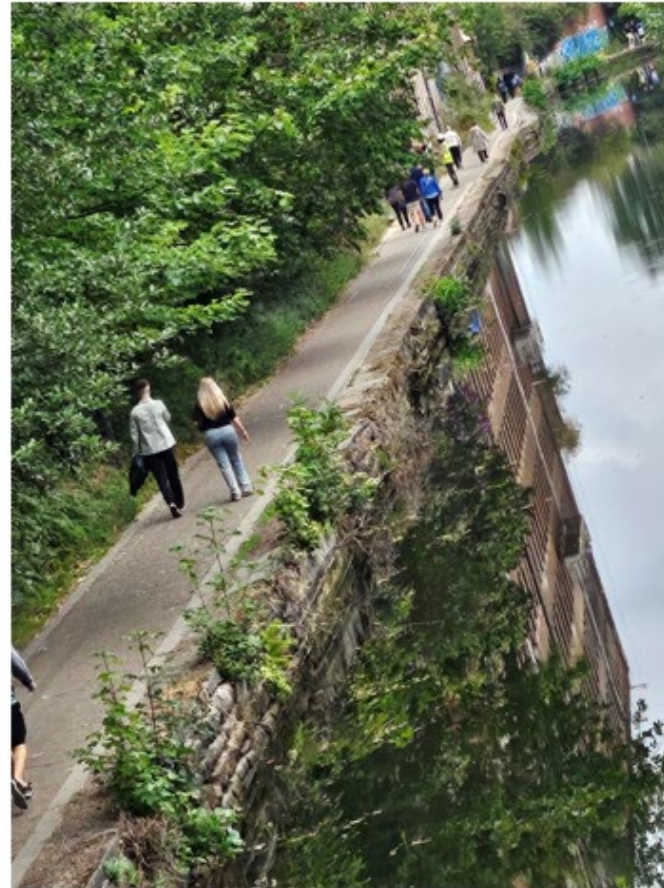
- Love to Ride competition
  - Leaderboards based on games cycled to, encouragements (others encouraged to cycle to the game) and total miles cycled
  - Winner prizes of signed shirt
- Transport for Greater Manchester (TfGM) activation – Active Travel Point on Sir Howard Bernstein Way
  - E-cargo bike with trailer
  - Leaflets & advice on cycle training courses for adults & children
  - Advice on social walking events
  - Leaflets on paygo changes to bus and Metrolink
  - Bike maintenance service
  - Giveaways:
    - Reusable water bottles, cups, key rings, pin badges, jelly-bean buses, pens, saddle covers tote bags and bells
- Promotion of new bike racks & Starling bikes
- Across Manchester city centre, Trafford and Salford, the Starling Bank Bikes provide fans with a cheap, convenient and quick option for travelling to the stadium, these can also be used for fans' Love to Ride journeys, with several docking stations across the Etihad Campus.
- As part of the promotion and responding to fans' suggestions, bicycle helmets can be brought into the stadium subject to security searches and kept in a small bag or under seats.



## Walking to the match

A refresh on our previous #Walktothetmatch initiative

- Citylink Assets activated including buskers & face painters, playmakers with giveaways responding to different games and seasons (eg Easter)
- Selfie frame opportunities with a selfie competition to win the Citylink Assets and post it to be in with a chance to win a signed shirt – take a selfie in front of one of the activations.
- Marshalls along route for added security
- New map to promote walking options



Etihad Campus is walkable from Manchester city centre, and on average it takes around 35 minutes to get to the stadium.

The walking route is well-lit and signposted to ensure it's as easy as possible for fans to make their way to the ground.

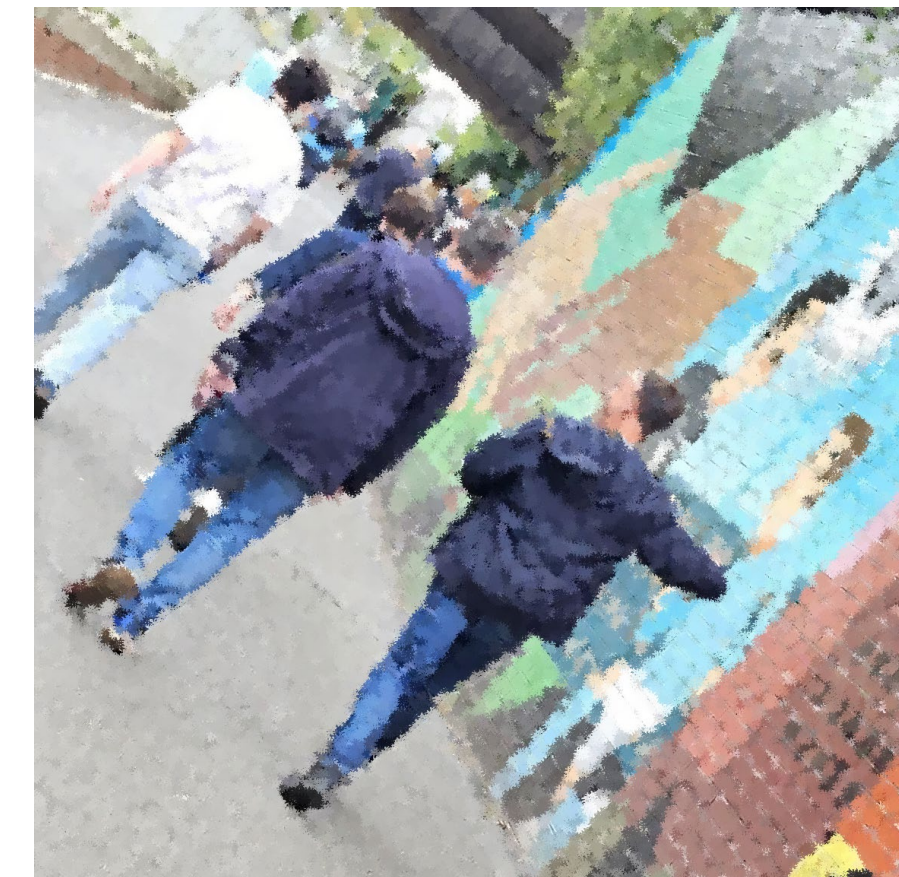


Fans wishing to visit the popular area of Ancoats before the match for food and drink can walk to the ground in less than 30 minutes. Meanwhile, those who are shopping in Manchester Arndale can walk to the ground in less than 45 minutes.

### New and Improved Citylink Walking Route

In early 2024, Manchester City and Co-op Live worked to upgrade the walking route between Holt Town tram stop and Etihad Campus.

The route has been designed to create a vibrant pre-event experience with interactive lighting installations, busking spots for performances by local musical talent, and pop-up food and drink stalls.



In the year to June 2025, match day walking to the stadium from four main directions increased by c16% with uplift from city centre to Etihad Campus rising by c24%



## Match day buses and trams



### Matchday Bus Network

In total, the bus network had 15 different routes (20 for weekend fixtures) operating across 83 stops, covering a combined total of more than 370 miles for Manchester City fans only throughout the 2024-25 season

These routes have been carefully selected following a detailed analysis of fan data which identified areas with limited existing travel options, or those with a dense population of Season Ticket Members.

All of the buses in use are fully accessible for wheelchair users and have low floors to make it easier for fans who use wheelchairs, mobility scooters or those with small children and pushchairs.

- *Around 1580 fans use this service on a match day*

### New Express Bus Trials

Following the success of our Matchday Bus Network, Manchester City trialled a new Express Bus Service for fans travelling to and from home matches. The three dedicated routes were operated and managed by Transport for Greater Manchester (TFGM) across five home games in 2025 from three key routes to other public transport and off-site multi-storey car parking, reducing CO2 emissions and local traffic congestion.

- MC103 Manchester Piccadilly Station – Ashton New Road
- MC102 Printworks (Manchester Victoria) – Ashton New Road
- MC101 Booth Street West MSCP – Connell College

- *The express bus service has proven successful in its trial period with 80 capacity and some 600 fans using the service each match day*

### Travelling by service buses – the Bee Network

A range of commercial services run to and from the Etihad Campus with fares in Greater Manchester costing £2 per single journey or £1 for a child and a day ticket costing £5. Tap o, tap off is working across the network with the TfGM app providing fans with live bus tracking, journey planning and travel alerts.

- *Some 1700 fans use service buses on a match day whilst c3000 use supporter clubs' bus travel*
- *Specific shuttle buses to and from the city centre are utilised by c800 match day fans*

### Trams

Etihad Campus has its own tram stop which helps to connect the site to areas across Greater Manchester, especially on matchdays.

Operated and managed by Transport for Greater Manchester, trams connect Etihad Campus to 98 other stops across the network including Piccadilly Station and Victoria Station.

This means those travelling by train to the City's busiest train station can get to the ground easily and efficiently

- *Just over 7000 fans use the Metrolink tram service on match days*





## Travel : Teams

<b>MANCHESTER CITY MEN'S FIRST TEAM</b>	<b>tCO2</b>
• All air travel (including positioning)	1,128
• Hotel bed nights	125
• Rail travel (intercity)	1.6
• Team coach travel	6.3
• Other travel handling	3.9
• <b>Year total travel</b>	<b>1,265</b>
<b>DIFF</b>	<b>-1</b>

<b>MANCHESTER CITY WOMEN'S TEAM TRAVEL</b>	
• All air travel (including positioning)	375.5
• Hotel bed nights	17.4
• Rail travel (intercity)	0.1
• Team coach travel	34.5
• Other travel handling	1.6
• <b>Year total travel</b>	<b>429.1</b>
<b>DIFF</b>	<b>+170.7</b>

<b>EDS &amp; ACADEMY TRAVEL</b>	
• All air travel (including positioning)	94.3
• Hotel bed nights	8.8
• Rail travel (intercity)	1.1
• Other travel handling	1
• <b>Year total travel</b>	<b>105.2</b>
<b>DIFF</b>	<b>+54.1</b>



All teams' air travel resulted in 5.5% of the club's CO2 emissions. Domestic flights were less than 0.5%.

City's Business travel reduced in the year resulting in a reduction in CO2 emissions by more than 1600 t

## BUSINESS TRAVEL

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

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

All travel originating from Manchester of London and identified as either Manchester City (MCFC) or City Football Group (CFG).

	MCFC	CFG	TOTAL
Domestic Air Travel	2.5	9.3	11.8
Short Haul Intl Air	85.1	174.4	259.5
Intl Med Haul	191.2	595	786.2
Long haul flights	380.5	714.1	1,094.6
Hotel bed nights	16.8	44.3	61.1
	<b>676.1</b>	<b>1537.1</b>	<b>2,213.2</b>

Previous year Business Travel T 3,819 (reduction of 1,605.8 t)

**Business Travel** - claimed mileage CO2 emissions- 103.2 t CO2 (+4t on prev year)

## WORKFORCE COMMUTING

A survey of Manchester and London based MCFC and CFG workforce provided insights into travel with overall, the emissions from workforce commuting was **1068 t CO2**.

Whilst there has been a notable increase in the use of public transport – with most people using TfGM trams (9%), overwhelmingly, Manchester-based staff travel to work in cars – 73%, of which 94% travel alone.

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

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



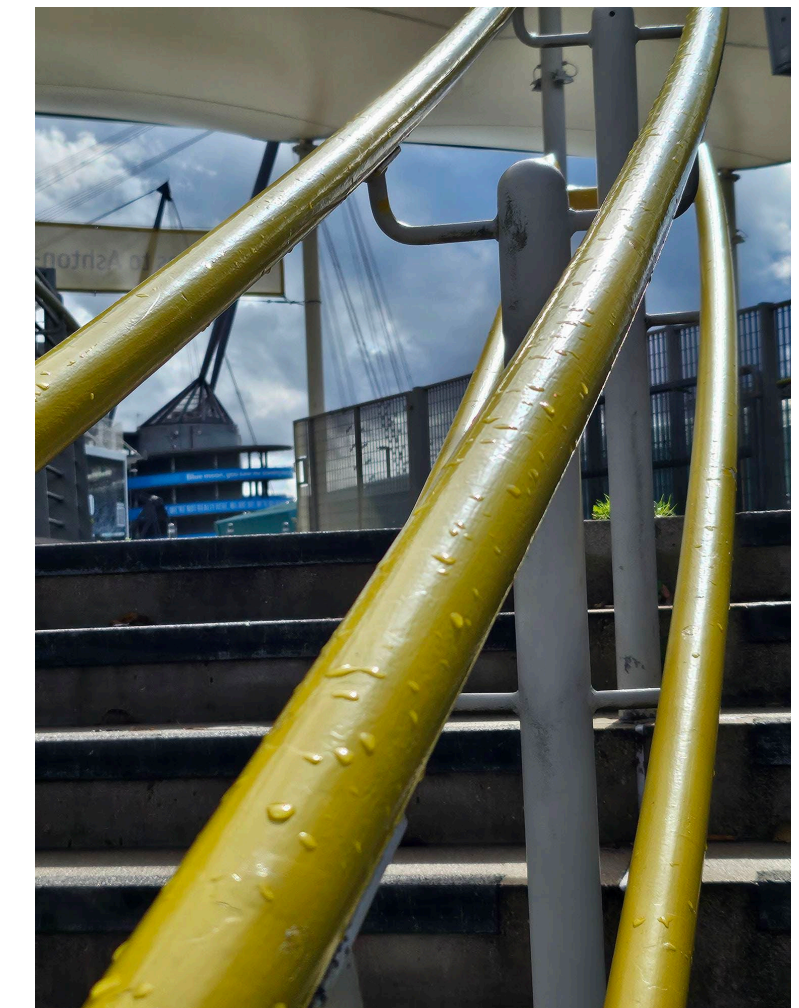
At both the Etihad Stadium and at City Football Academy, additional electric vehicle charging points were provided with the estate now providing 56 charging points, which are all 7kw.

The club introduced a tariff for charging vehicles in April 2025 – which for workforce and officials is charged at only cost with visitors paying the operator (pod point) commercial rates.

The demand for EVCs has been strong for several years and is a growing need.

The club also provides 22kw charging points at the Etihad Stadium for use by match day broadcasters.

Much of the club's grounds maintenance fleet was changed to electric in 2023-24 with additional operational demands and provision for charging.





## Waste

In the year to June 2025, Manchester City appointed a new waste handling company which in turn, created new measurements and allowed the club to have greater insights into where waste was generated and how it was handled in greater detail.

The overall tonnage of weight reduced significantly over the previous year, with some general reduction and a higher proportion of re-use and recycling, detailed traceability of waste destinations and coordination across all club functions to further reduce waste at source.

Manchester City handles waste from multiple venues from across the Etihad Campus. Therefore, collaboration in waste reduction and handling is critical.

In all venues, all bins now being weighed from individual locations across campus.

Change in approach to ensure awareness of how much waste is being produced rather than taking averages (for e.g assumed weight of food bins being full when they are being removed half full)

All bins have RFD tags on them so it's possible to directly challenge specific areas for reduction on waste.

2024-25 Waste tonnage – creating **c29 tonnes CO2**

Based on UK average of recycled and incinerated waste at 240gm/tonne

Manchester City does not permit waste to go to landfill

123 tonnes  
reduction



### Action-plan to reduce all waste:

Working with all football club functions and sharing the challenge at all-staff meetings, the club's facilities management (FM) team created a continuous challenge to address materials. Orders, inward packaging and waste from food and consumables.

This is a continuous programme and with the club's cleaning and waste contractor, the message is reiterated to ensure vigilance and further reductions.

	Season	Season
	23/24	24/25
July	86.985	69.841
August	141.108	97.712
September	148.499	134.976
October	105.690	107.394
November	121.435	91.528
December	86.089	107.395
January	72.685	114.629
February	112.426	108.414
March	109.385	88.403
April	123.377	117.278
May	115.217	99.378
June	111.172	73.971
<b>Total</b>	<b>1,334.068</b>	<b>1,210.919</b>

Material	Up/down
BULKY GENERAL WASTE	↓
CARDBOARD	↓
GREEN WASTE	↓
Haz	↓
MIXED GLASS	↑
MIXED METALS	↓
MIXED MUNICIPAL WASTE	↓
ORGANIC FOOD WASTE	↔
PACKAGING	↓
SECURE DESTRUCTION	↔
SHREDDED OFFICE PAPER	↓
WEEE	↓
WOOD	↓
WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT	↓
<b>Treatment</b>	
Recovered – reduced from 32% to 29%	↓
Recycled – rises from 68% to 71%	↑
Haz/WEEE	↔

...talking rubbish !

In 2024-25 the club continued in its task to eradicate all single-use plastics from across the business.

This has been achieved in just about all – 100% - of club direct operations.

Work continues with partners, suppliers and contractors to reduce and ideally, eradicate plastic wrappings, tags and packaging.

The reduction of packaging has also been a priority in the year resulting in an overall reduction in general waste.

Club shop carrier bags are, by requirement, see-through, and the club and its partner Puma, through Stichtd created a bag from 100% recycled material, that has onward re-use and recycling properties.

In addition to single-use plastics, Manchester City continues to remove PET from within the business. This is largely complete, though PET water and juice bottles from personal use still find their way in !



Grass cuttings, any food waste, plant materials and some paper products are composted on site and the resulting product is used to help grow and maintain Manchester City's landscapes within and around City football Academy.:



## Catering – food matters...

Manchester City is committed to continuously improving the food and drink offerings on a matchday, as well as the way in which fans purchase them.

The club is pleased to highlight several new options available to fans attending matches at the Etihad Stadium.

Outside the stadium, the club introduced new independent food vendors, bringing some of the city's best food to matchdays.

This includes Indian Street Food from Manchester locals Bundobust, bringing South Asian flavours from their restaurants on Oxford Road and Piccadilly to fans outside the East Stand.

Fans can now enjoy a Bundo Chaat, Bhaji Butty or India's answer to a chip butty - the Vada Pav.

Bundobust joins other Manchester success stories including Northern Soul Grilled Cheese and Hip-Hop Chip Shop, all of which can be found outside the Stadium near the East Stand.

Inside the stadium, fans have enjoyed the introduction of Guinness, which has been added to several concession stands, joining our wide range of alcoholic beverages such as Asahi Super Dry and Mean Time Anytime IPA.

The club has also expanded its food offering to include more vegetarian, vegan and or/halal food. New food offerings include plant-based Cajun steak sub roll and vegan garlic butter fries.

This season has also seen the introduction of a brand-new kid's menu, ideal for little Cityzens. The kid's menu brings the same great taste and quality but in smaller portions, ideal for fans with a smaller appetite. In doing so, it is more cost-effective and reduces matchday food waste.



Across all catering, the club is working with local suppliers and producers to maximise opportunities for our region's farmers, dairies, fisheries, bakers and distributors.

Supporting producers of foods is an important part of Manchester City's sustainability agenda, recognising that some products travel across the region, this still generates positive outcomes in terms of quality, sustainability, cost and waste reduction.

With distributors, the club works collaboratively to maximise local produce from key suppliers – again, ensuring best practice wherever practical.

With all suppliers, every effort is made to reduce packing and wherever practical to eradicate plastic wrappings and package.



Fresh fish from Fleetwood, Lancashire

The club's catering teams work consistently to ensure the best management of food produce, eradicating waste in food production and preparation whilst working with match days fans and conferences/events organisers to reduce waste at points of service.

Any production and service waste remaining is composted on site and used across the club's landscape.

In 2025, working with City Events, the club provided food miles within its menus and a food origins road map for all major supplies.





## City Events

“YOU BRING IT, WE’LL TAKE IT TO THE NEXT LEVEL...”

CITY EVENTS sole mission at the Etihad Campus is to deliver unrivalled and wonderfully unique customer experiences. In the belief that every event is as individual as the person behind it, the club supports clients with a personalised and friendly service, pushing the boundaries and exploring new and engaging ideas together.

Coupled with this, City Events teams are a group of fun, professional and highly experienced individuals who will use their extensive knowledge of the Campus to support clients - be they individuals or teams – along the journey, exceeding event objectives and requirements.

Spacious, dramatic, practical and flexible, the club’s spaces for large conferences are adept at staging impressive and professional events. With transport between sites and multiple breakout spaces, City is the perfect choice to accommodate large numbers or people over multiple days.

Stunning panoramas, diverse dining options, and clever audio-visual technicians to help put on a great show. Throw in the chance to include unique experiences like a dressing room visit or pitch walk, and every events is a nailed-on event to remember.

**Sustainability is at the heart of the whole process** – from locally sourced foods and drinks, locally made gifts and services, eradication of plastics, reduced waste, 100% renewable energy across all events, environmentally sound and a social sustainability programme that every customer and event supports.



Hosting Greengage venue leaders at City Football Academy in 2025



In 2024 -25, City Events created a range of information boards, menu maps and shared messages for staff and customers alike to promote best practice in sustainable events.

The City Events team won both Gold and Platinum at the 2025 Greengage awards.



The ECOsmart certification is awarded to hotels and meeting venues demonstrating an eco-friendly and sustainable approach.

Booking an ECOsmart certified property provides the groundswell of environmentally conscious consumers with the reassurance that the venue has been comprehensively and independently assessed and operates in a sustainable way.

Organisations are making greener business choices – and that includes decisions on where to stay and where to hold a meeting.

We operate our audit process within the framework of The United Nations Sustainable Development goals with our accreditation based on UN indicators and criteria as well as those of the Global Sustainable Tourism Council and ISO 14001.



## Biodiversity

Continuous learning about our ecology and natural habitats at City

### Trip to RHS Garden Bridgewater (5th March)

In March a trip to RHS Garden Bridgewater was arranged in collaboration with Niche, idverde and Man City.

The purpose of the visit was to encourage the landscape team and partnership as a whole to seek inspiration from this world class botanical attraction.

A focus of the trip including scoping out biodiversity interventions and practices which could be applied to the maintenance of the Etihad Campus.

### Volunteer Recorder Session (8th April)

In April the first volunteer recorder session was held at CFA. This is when a small group of local volunteer biological recorders are invited to site to record species of interest.

### Biological Recording Programme

The CFA biological recording programme continues and now totals 575 species recorded on site including 75 species recorded the past financial year.

At least two records are the very first for the Greater Manchester area (*Philanthus Triangulum*, Bee Wolf and *Auplopos carbonarius*, a spider hunting wasp).

Another record made this year is only the second for Greater Manchester (*Andrena flavipes*, yellow-legged mining bee).

All three of these records have been verified by the relevant local experts and submitted to the Local Record Centre for Greater Manchester who welcome these exciting additions to their datasets.

The grounds maintenance team continue to support the programme and the citizen science iNaturalist project now has 698 biodiversity records accounting for approximately 378 species.

### Fungi Foray 25th Sep

September saw the first fungi foray take place at CFA with 5 volunteer recorders invited onto site to search and identify fungi species. The group consisted of Stuart Fraser (Environmental Records officer, Greater Manchester Ecology Unit, William Brantingham (local fungi expert), Ibrahim Mohamed (Fungi researcher) and Karen McCartney (County recorder for Aculetes and general volunteer recorder).

The group were able to find in the region of 16 different types of fungi which is a great result for a young urban amenity space such as CFA.

### Bat Survey (between 2nd September and 1st October)

A bat survey was undertaken using a single bioacoustic recording device positioned within the tree corridor along the canal side of the site.

### Biodiversity Workshop - Birds

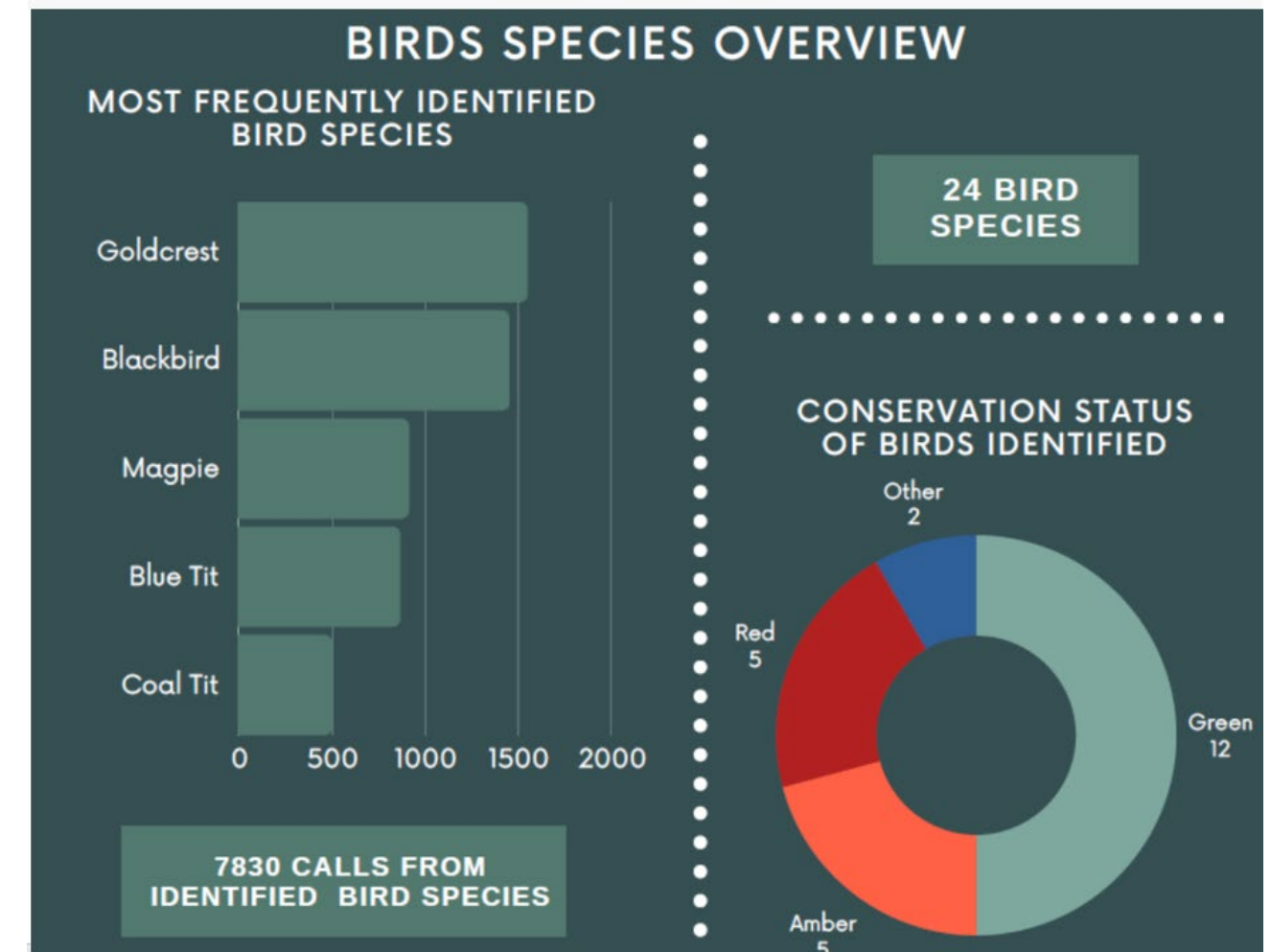
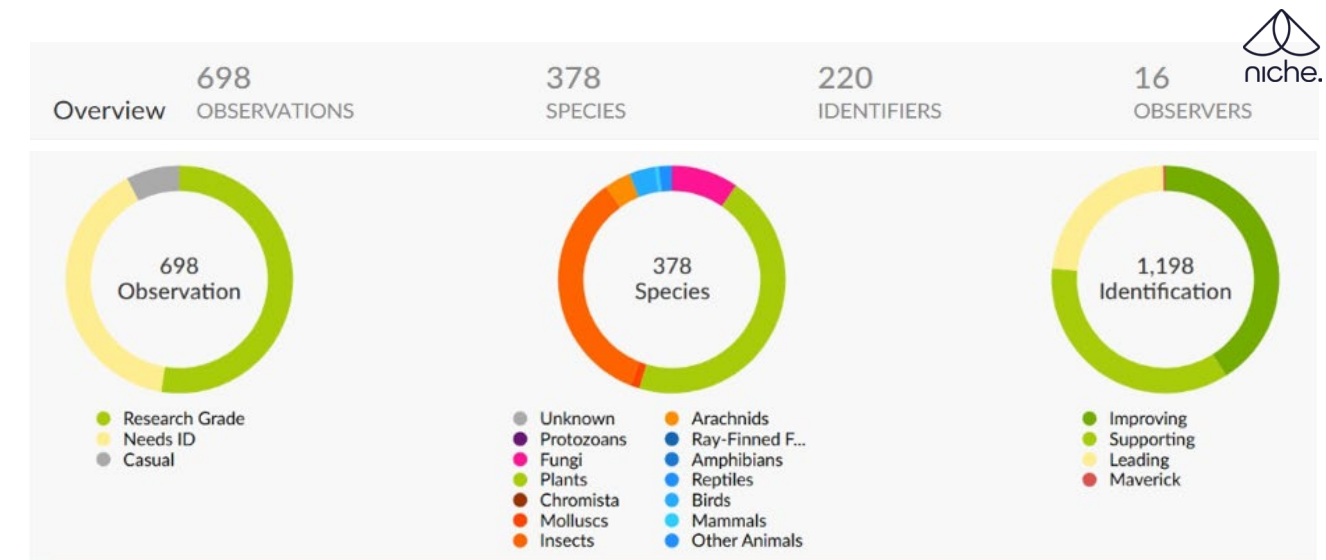
On the 11th December, Dom Knowler (Niche) delivered a session with the landscape team on birds including how to correctly maintain bird feeders to prevent disease and how to identify different species by sound recording using the Merlin Bird ID app.

### Bird Survey (Spring)

An acoustic bird survey was conducted between 26th March and 25th April as part of continued baselining of site avifauna (birds). The survey detected a total of 24 species including five amber listed species and five red listed species.

### Habitat creation and improvements

- New wildflower habitat created in the first team car park
- New trees planted across CFA
- Shrub bed improvements with more pollinator planting added
- Bulb planting undertaken in autumn
- Deadwood habitat piles created in the tree corridor



City Football Academy

"Care for and protecting the place where we and so may live, work and play is a vital part of the club's work and one which is taken with absolute commitment and great pride.

The biodiversity and ecology of our Campus has evolved since 2012 with new green corridors and habitat, the change of former industrial land to grass lands, meadows and wetland provides a sense of place and helps with important environmental benefits from flood prevention to supporting cleaner air for the club and neighbourhood"



Clive Wilton, Facilities Director



## Biodiversity

### City Football Academy biological recording (2024 -25)

At Manchester City, there has been significant investment in crating all-new wildlife habitat, ecology and biodiversity.

Looking after this and making sure it thrives healthily is paramount and has helped the club work for cleaner air on site and across the neighbourhood, crate positive environmental protection for flooding, heat and drought.

Creating special space and places that make East Manchester a healthy and great place to live work and play.

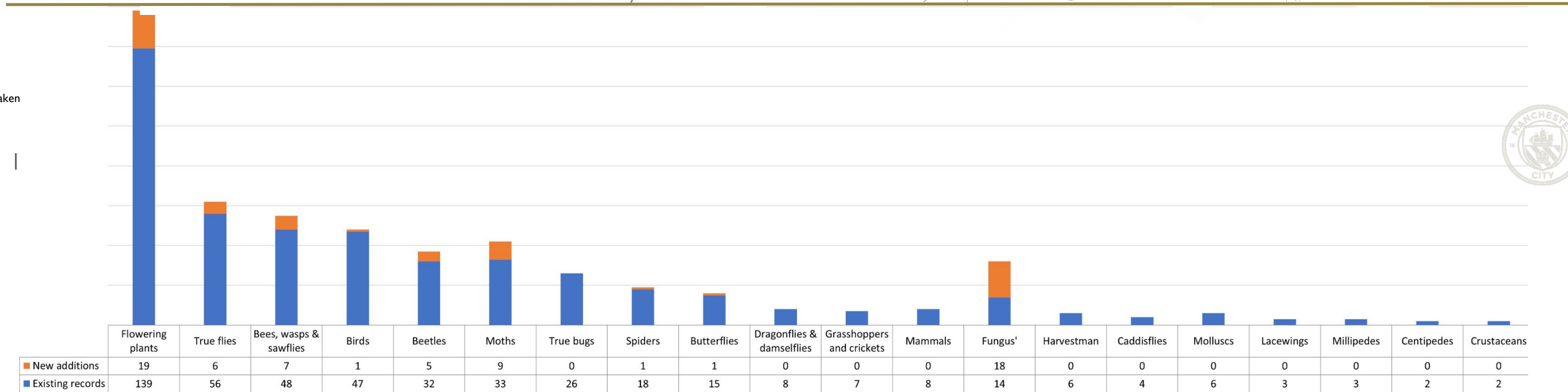
The landscape, facilities and infrastructure teams work to protect the environment we have, understanding the benefits brought by different wildlife, yet also ensuring that ongoing development realise biodiversity net gain.



*“Natural capital assets owned by the organisation or for which the organisation has a legal or voluntary responsibility - Impacts on any natural capital asset due to the organisation’s own operations”. (2024/IEEMA)*

The club’s natural capital is extensive that includes 3,723 tonnes CO2 absorption in east Manchester. The direct and indirect environmental and health uplifts require detailed audit (25/26) which places the GVA related for the current year below the line at approx. £210/tonne - c£780,000/annum

575 species



Annual surveys undertaken with Manchester City by Niche.





## MANCGROVES

The Mancgrove initiative is City's unique identification of local (Manchester) ecology that will thrive in our city and by creating a variety of sustainable ground conditions – eg wetland, bogs, ponds with high (CO2 absorption) yield plants – we can reasonably mimic the benefit derived from the most advantageous ecology.

Manchester City's Mancgrove initiative is based on local participation and collaboration to reap and maximise the benefits of local biodiversity and ecology and to realise meaningful net gain.

By developing this initiative, the aim is to significantly increase the absorption of CO2 locally, to uplift environmental outlook and conditions, build positively for neighbourhood growth and ensure the project supports physical and mental health wellbeing.

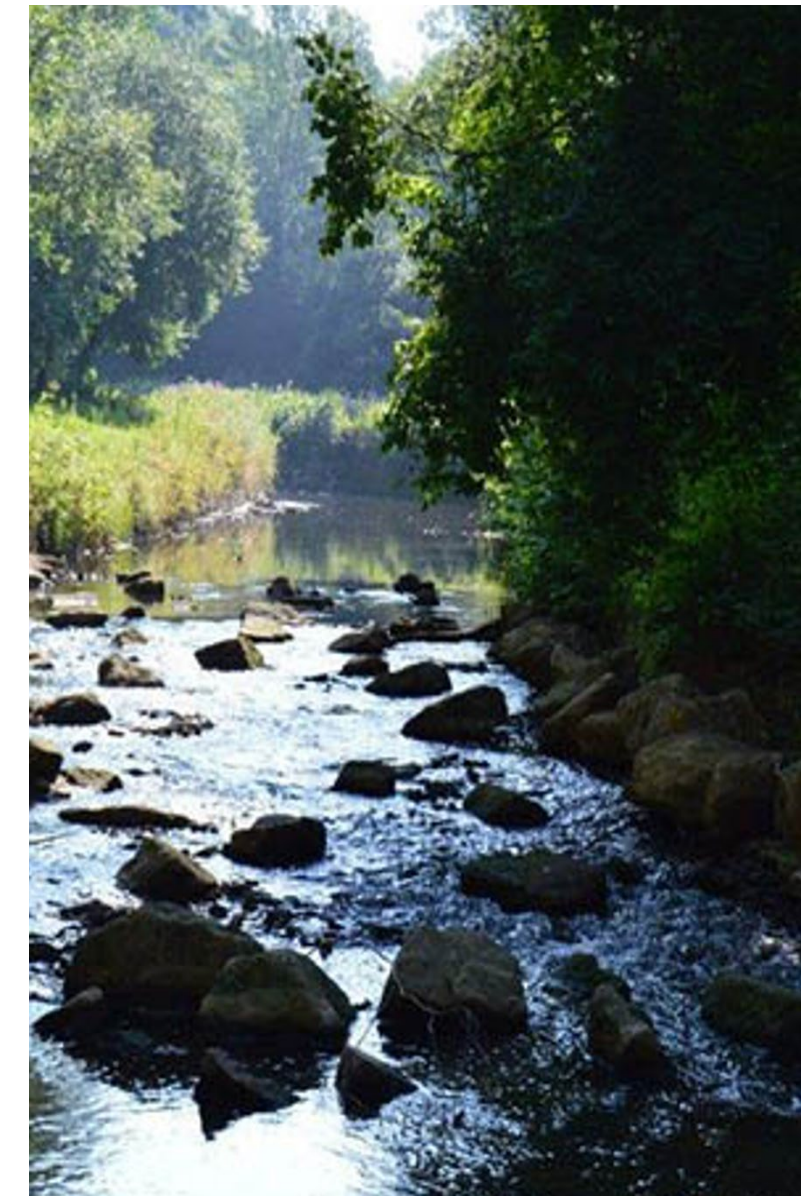
In addition, the scope of the initiative can support STEM studies opportunities in practical sessions and applied learning.

The initiative has been in place since 2022, building on many years of re-greening and CO2 absorption.

Now, Mancgroves introduces a five year plan to create a new blue and green ring around and about the Etihad Stadium – helping to uplift all visitor and fan experiences, support dwell time, encourage further, inward investment and through its mitigation and sequestration credentials, to help meet the club's net zero targets – 2030



- All natural bases to be recreated with wild grasses and meadow planting.
- New sustainable main areas paved. – supporting unique external events spaces.
- All surfaces to link to SuDS where practical
- Use of inaccessible space for new planting (eg anchors of cable stays)
- Roads and paths to be resurfaced
- Consideration to accessible service ducts and channels
- Design created to support long-term, survival and maintenance
- Links to City Link walking route, CFA landscapes and north stand developments
- Utilisation of parts of the boundary fences to create living walls
- Create a mixed tree programme of multiple rings providing deciduous and evergreen in a planned arrangement – avenues of trees to create a meaningful sense of place
- Ensure that security, safety, access and egress is not compromised – by design to use the new landscape within vehicle prohibition.
- Replant (some) existing hedges with a multi layered mix
- Ensure that Mancgroves drives future planning and Biodiversity Net gain (BNG)
- Create an on-site tree farm with mixed ages and species
- Trees and spaces that can be 'named' in celebration of people, events...
- Collaboration across all the Etihad Campus venues to achieve sustainable outcomes for the whole community
- Opportunities to uplift the experience and safety of City Link walking routes and the overviews of the River Medlock



River Medlock, meanders around the Etihad Campus



**MANCGROVES 30**  
BIODIVERSITY ACTION PLAN 2025-2030



Mancgroves is a specific action plan, the details of which are available on request.



In part, the club's Mancgroves has been inspired by valued partner ETIHAD AIRWAYS and their sustainability drive featuring the development of the Abu Dhabi Mangrove Programme:

[Etihad Airways launches the Etihad Mangrove Forest in collaboration with Environment Abu Dhabi](#)



## Rain Gardens

A rain garden is a shallow depression in the landscape, designed to capture and filter rainwater runoff, reducing stormwater and improving water quality. These are planted with vegetation that can tolerate both wet and dry conditions, allowing the water to drain slowly into the soil.

Rain gardens help manage stormwater, reduce flooding, and provide habitat for wildlife.

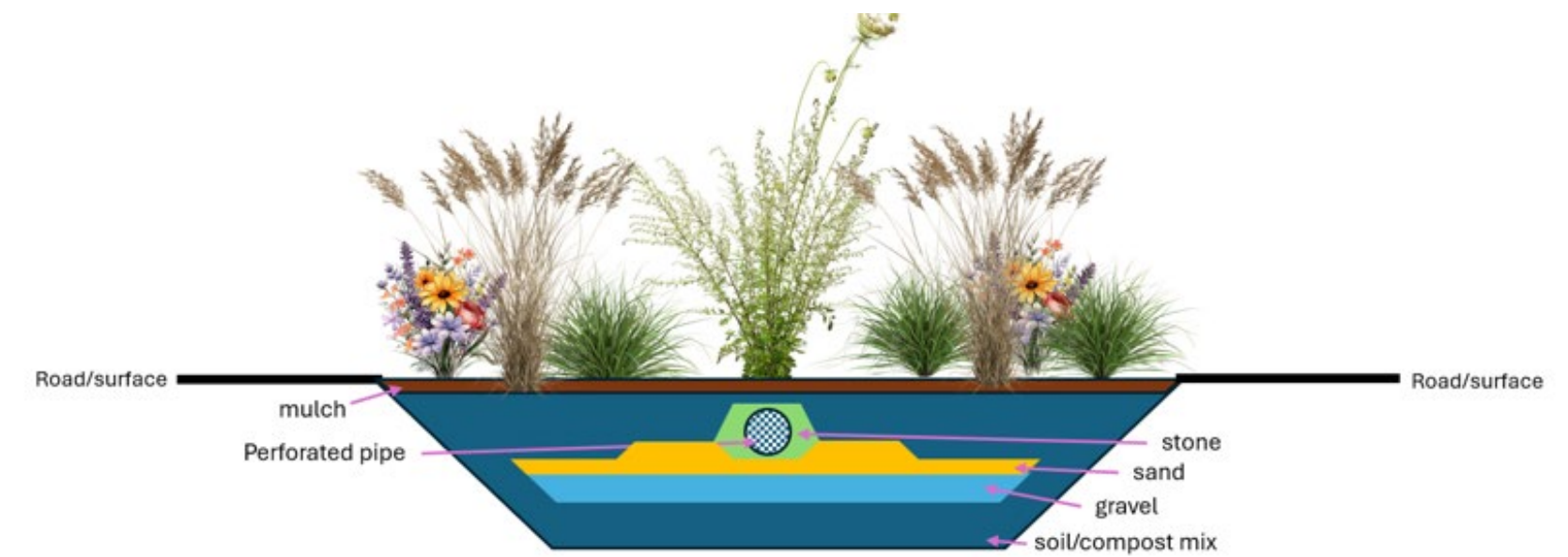
At Manchester City, the club has worked with the regional water supplier, United Utilities, to identify improvement to the existing rainwater attenuation system, so that surface and storm water is captured in areas and spaces with natural fall before this enters into the built system, which in turn prevents overflow and the depositing of storm water into the main public system.

The club already utilises all rainwater that falls on site at City Football Academy – from rooftops that feed building grey water needs and from both hard and soft landscape into the attenuation system, which is re-used over and over for pitch irrigation.

The rainwater gardens project through 2024-2026 will create higher levels of water certainty and prevent any outstanding waste and discharge.

A total of 36 new rainwater gardens are being created at City Football Academy which will be planted with water and drought-tolerant plants – appropriate to the club's wider biodiversity strategy (Mancgroves). As such, these will be fed from water run-off from car parks, paths and roadways.

In addition, green wall and green roofs also support the programme.



Manchester City's rain garden key design type

Including perforated drainage and stone within the gardens helps spread rainwater around the planting and prevents puddling.



# 36



## NEW RAIN GARDENS





## CITY FOOTBALL EDUCATION

Bringing together the best of academic programming and excellence with world-class football coaching and opportunities.

The City Football Education (CFE) mission is to give both boys and girls the opportunity to connect with Manchester City via one of our recreational football experiences. The programs are designed and delivered by Manchester City trained UEFA qualified coaches in a holistic environment that allows participants to gain an insight into the coaching methodology and principals ensuring a distinctive educational experience for aspiring footballers from around the world.

City Football Education provides on site programmes at City Football Academy in Manchester and within approved school locations both in the UK and overseas.

The environmental impact of the work of City Football Education is already measured and reported in the club's annual sustainability report. The CFE team works proactively to manage and reduce wherever practical any impacts, leaving positive footprints in this important football and education community.

The social impacts and added value (GVA) is also shared in the sustainability report with students, families, players and staff making significant, collective contributions in Manchester, Greater Manchester and UK economies.

International social value benefits are highlighted for the first time in this annexe which, in line with all CFG clubs, will build more detailed and responsive location-based reports in the next two years meeting full reporting in 2027-28.

Notwithstanding, in headline terms the local international values generated are shared in this year's report under City Football Education, based on best available factors in host nations allowing plus/minus margin of error of up to 10%.



Link:

[Man City | City Football Schools Young Player Development Courses](#)

**In Manchester – City Football Academy**  
City Football Education provided:

**YOUNG PLAYER DEVELOPMENT PROGRAMME:**

427 participants with nine weeks or more coaching activity

**NON RESIDENTIAL CAMP PROGRAMMES** (over five days)

Provided for 673 participants

**RESIDENTIAL CAMP PROGRAMMES** (over five days)

Provided for 698 participants

**INBOUND TOUR PROGRAMMES** (five days)

957 participants

**PARTNERSHIP PROGRAMMES** at CFA

507 participants

In the year to June 2025:

3,262 participants in CFE Manchester programmes

Based on (local multiplier x 3) LM3 reviews of the courses staged in Manchester of local in incoming residential students, the values are:

- Young player – (427) c£410/pp = £175k
- Five day non-residential (673) c£180/pp = £121k
- Five day residential (698) c£200/pp = £140k
- Inbound (957) c£440/pp = £420k
- Partnerships (507) c£75/pp = £38k

The likely GVA contributed in Manchester is **£894,000**  
(included in the club's overall totals)

## CITY FOOTBALL EDUCATION

**Social sustainability positive outcomes**

**Learn Football Globally  
Recreational Football**





City Football Education

Internationally – City Football Education provided:



17,505 participants took part in City Football Schools internationally of nine weeks or more in 2024-25.

Participants with a min of nine hours but less than nine weeks totalled: **15,598**

In future reports, CFG sustainability will seek to share the environmental and social (GVA) impacts of City football Schools in host nations in line with the various nation factors.

LOCATION	min 9 hours	9 WEEKS OR MORE	LOCATION	min 9 hours	9 WEEKS OR MORE	LOCATION	min 9 hours	9 WEEKS OR MORE
<b>ROSSALL (UK)</b> NO OF PARTICIPANTS	n/a	178	<b>INDONESIA (BSJ)</b> NO OF PARTICIPANTS	n/a	1804	<b>ELKINS PARK</b> NO OF PARTICIPANTS	345	
<b>ALBANIA (ACADEMY PROGRAM)</b> NO OF PARTICIPANTS	n/a	250	<b>VIETNAM (DWIGHT)</b> NO OF PARTICIPANTS	56	188	<b>ROCKVILLE</b> NO OF PARTICIPANTS	332	
<b>AIGLON (SWITZERLAND)</b> NO OF PARTICIPANTS	111	150	<b>ABU DHABI (UAE)</b> NO OF PARTICIPANTS		4,881	<b>COLOMBIA</b> NO OF PARTICIPANTS	319	
<b>AUSTRALIA (PARTNER SCHOOLS) BRISBANE (ST LAWRENCES)</b> NO OF PARTICIPANTS	143	155	<b>DUBAI (UAE)</b> NO OF PARTICIPANTS		3,601	<b>UPLANDS</b> NO OF PARTICIPANTS	182	
<b>ADELAIDE (ROSTREVOR)</b> NO OF PARTICIPANTS	38	163	<b>AJMAN (UAE)</b> NO OF PARTICIPANTS		427	<b>SOUTHGATE</b> NO OF PARTICIPANTS	249	
<b>SYDNEY (WAVERLEY)</b> NO OF PARTICIPANTS	202	115	<b>UAE (CAMPS)</b> NO OF PARTICIPANTS	1,000		<b>POMONA</b> NO OF PARTICIPANTS	119	
<b>SYDNEY (ST DOMS)</b> NO OF PARTICIPANTS	61	146	<b>UAE LEAGUES</b> NO OF PARTICIPANTS		2,500	<b>ALAMEDA</b> NO OF PARTICIPANTS	328	
<b>MELBOURNE (PARADE)</b> NO OF PARTICIPANTS	n/a	157	<b>MAN CITY CUP (ABU DHABI)</b> NO OF PARTICIPANTS		2,700	<b>COVINA</b> NO OF PARTICIPANTS	337	
<b>PERTH (MCFC FOOTBALL SCHOOLS)</b> NO OF PARTICIPANTS	69	190	<b>SAN DIEGO (MAN CITY TOURNAMENT)</b> NO OF PARTICIPANTS	10,000		<b>RANCHO</b> NO OF PARTICIPANTS	683	
<b>SYDNEY (MCFC FOOTBALL SCHOOLS)</b> NO OF PARTICIPANTS	65	n/a	<b>SO FIVE (US) YOUNG PLAYER DEVELOPMENT BROOKLYN</b> NO OF PARTICIPANTS		323			
<b>CANBERRA (MCFC FOOTBALL SCHOOLS)</b> NO OF PARTICIPANTS	78	n/a	<b>CHICAGO</b> NO OF PARTICIPANTS		36			
<b>GOLD COAST (MCFC FOOTBALL SCHOOLS)</b> NO OF PARTICIPANTS	16	n/a	<b>MEADOWLANDS</b> NO OF PARTICIPANTS		457			





## Sustainability in media & marketing

The focus for media and marketing, is a specific case study to highlight how emerging technology is advancing campaign delivery and sustainability performance for the club's branded partners.

Below is the campaign case study for Xylem's "Play your Part, Play Smart" and the first test of a platform called "Perion" which enables optimisation of YouTube activity to reduce carbon load/emissions.

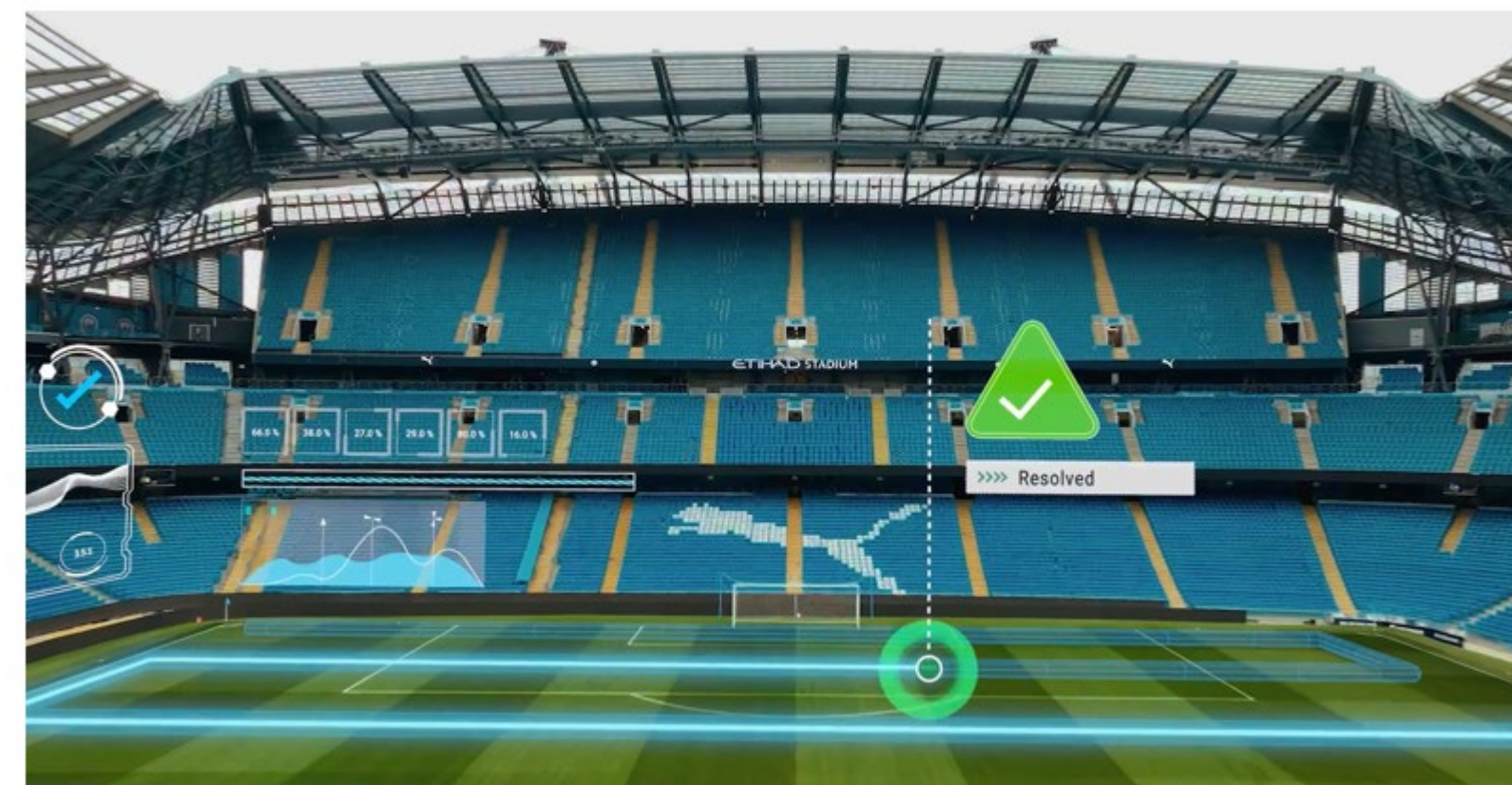
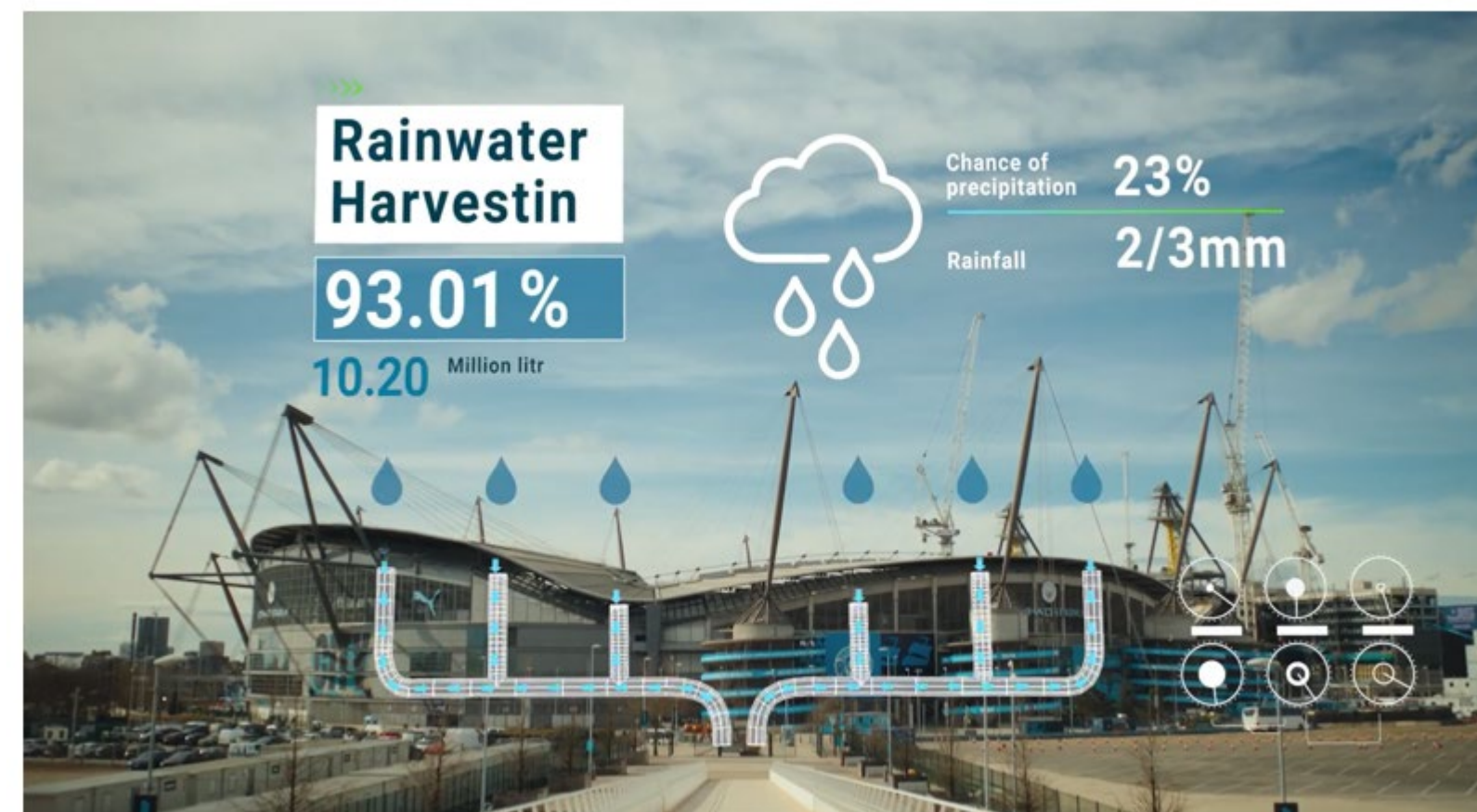
### Background

Xylem and City were looking to continue the strong impact the partnership was having on water sustainability awareness with an interactive campaign that would engage fans whilst spreading a positive message. 'Play your Part, Play Smart' was developed by City Studios as a lead creative theme, encouraging fans to complete a 'Water Calculator' to better understand their water use and learn simple ways in which it can be reduced.

The goal from a paid media perspective was to maximise participation in the Water Calculator, driving traffic towards the dedicated microsite in key Xylem markets, including the UK, US, India, Mexico and many more. This included a first test of data enriched 'Climate & Sustainability' audience, composed of fans categorised as having an interest in any Sustainability topics, for example Climate & Green Issues, Nature Conservation, or Food Waste.

This audience delivered a Cost Per Landing Page View (CPLPV) of just 11p, 48% lower than the overall CPLPV for the campaign.

There was also a secondary objective of driving completed views on educational content featuring Pep Guardiola, and with this in mind the media team wanted to ensure that its ad spend was as efficient as possible, delivering high attention and reducing wasted impressions, which led to testing media optimisation tool Perion.



MCFC/Xylem – Play Your Part, Play Smart



## Sustainability in media & marketing/2

### What did we do?

Partnered with Perion, who offer a solution to improve media efficiency and sustainability using custom algorithms.

The overall aim is to increase media quality – and as a result increase campaign efficiency and sustainability by reducing carbon intensity.

### How does it work?

By optimising the delivery and supply path of inventory that the club is bidding on, the number of middle-players in the supply and demand for programmatic inventory is reduced.

Inventory is filtered and optimised to reduce waste across multiple CO<sub>2</sub> emission factors, such as publisher, creative type, time of day, device type.

Therefore, as the campaign optimises, the club stops bidding on inventory where carbon emissions are higher, and performance is lower. Campaign delivery is then automated at the sweet spot between reducing carbon intensity\* and maximising performance; in this case View Through Rate (VTR) of our video ads on YouTube.

City's media team performed a test looking at spend across YouTube – comparing performance of media bought with and without the use of the Perion algorithms.

### Was it successful?

For the campaign bought with the Perion algorithms, VTR increased steadily over time, reaching a final average of 64.74% across the 10 markets.

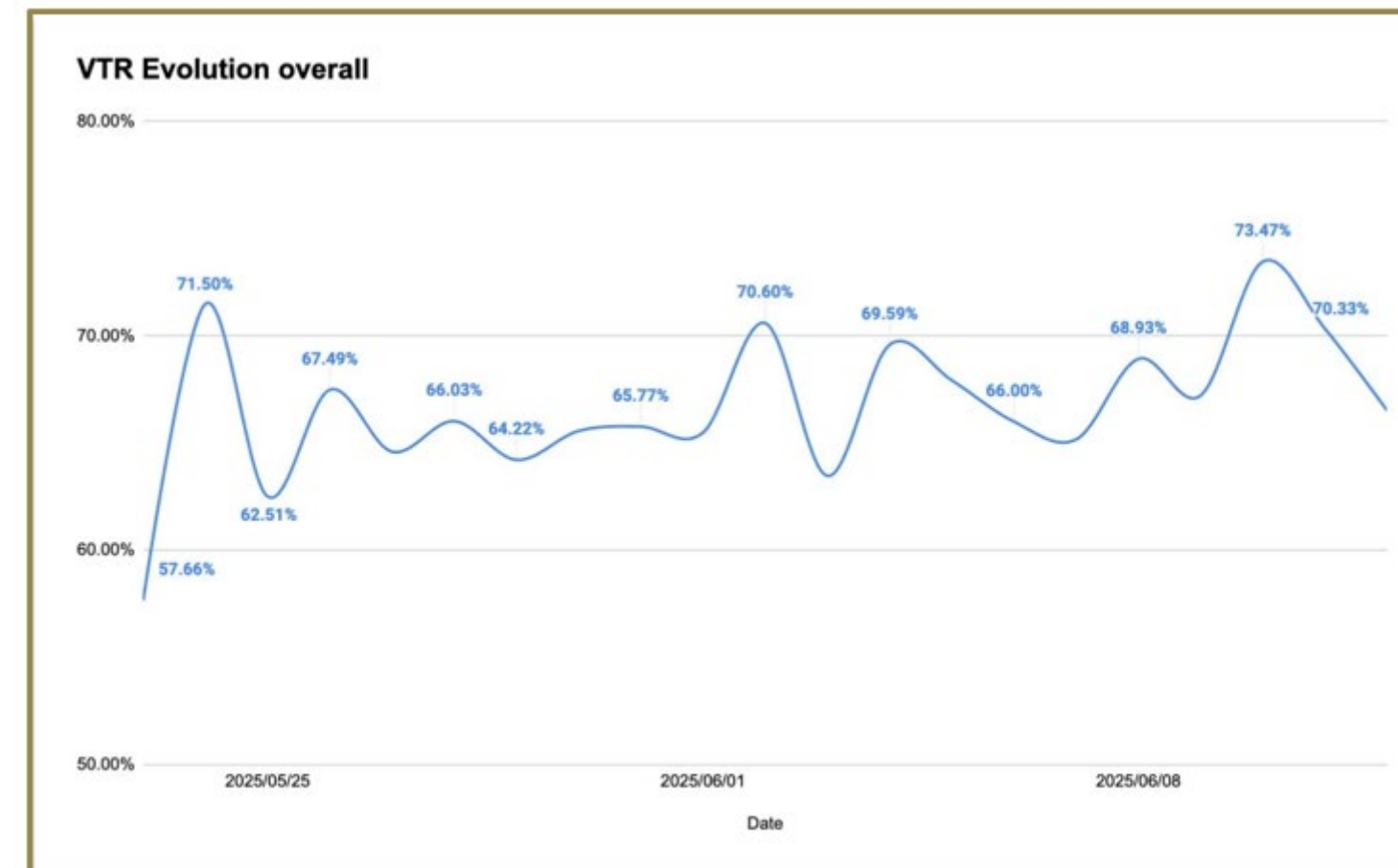
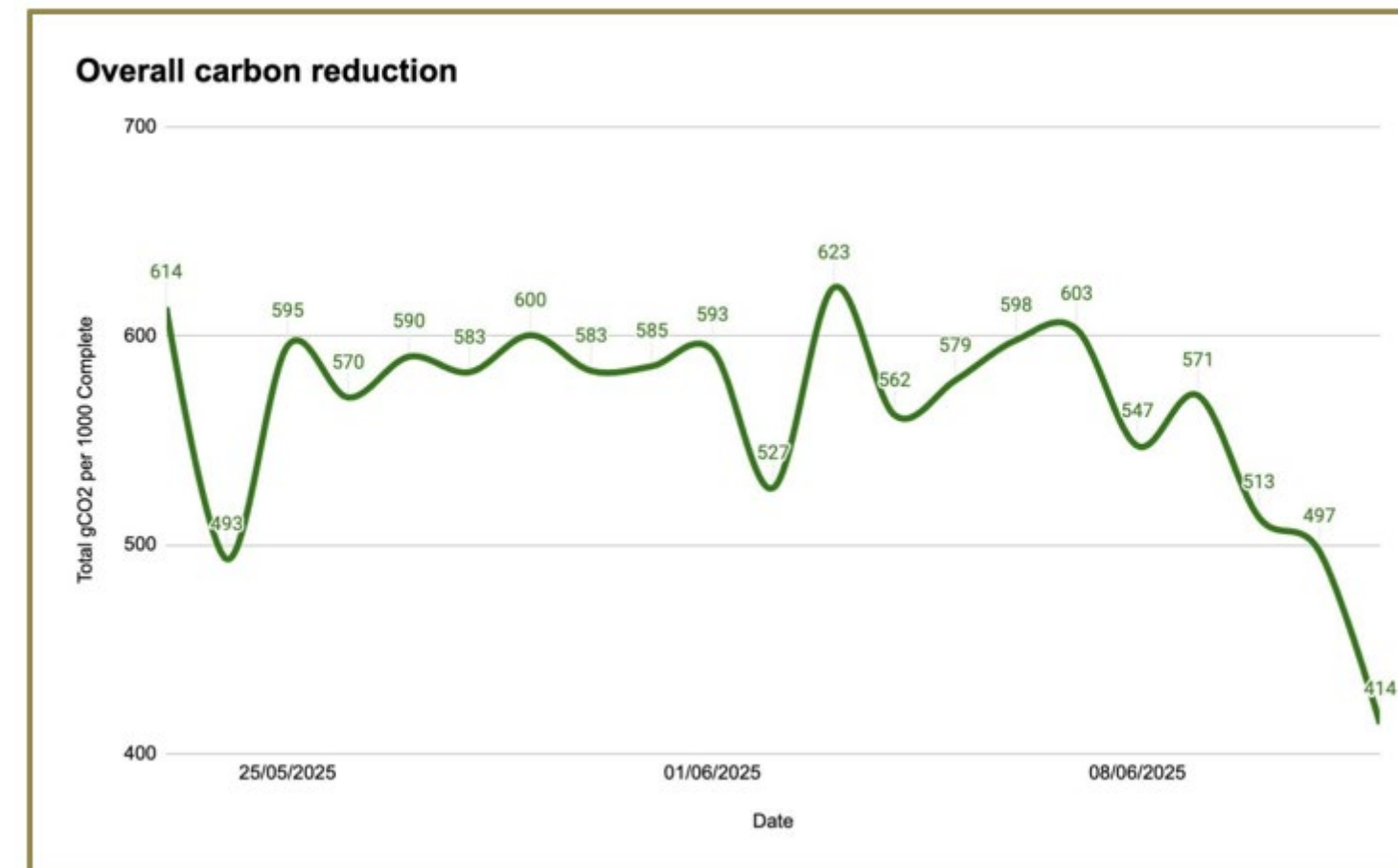
Simultaneously, carbon intensity\* dropped as the campaign progressed, from a peak of 614 gCO<sub>2</sub> to as low as 414 gCO<sub>2</sub>.

**We were able to save 1.8 tonnes of CO<sub>2</sub> emissions thanks to the use of the Perion algorithms.**

For the campaign bought without the algorithms, the team saw a VTR of 66% - a small increase. However, the pricing was **significantly more expensive** coming in at £12 CPM versus £2 CPM - a lot less efficient from a buying perspective as we delivered significantly fewer views overall.

Looking towards to the 25/26 season, media aims to test with Perion again given the positive carbon reduction. Further testing would look at different platforms (e.g. Meta) where the objective would be to bring down pricing but retain the carbon reduction objective.

\*Carbon intensity corresponds to the volume of CO<sub>2</sub> emitted per 1,000 completed views.





## Sustainability Governance & CSRD/DDD – plus....

**Building on Manchester City’s development and reporting of its sustainability agenda and recognising the impetus and appetite for social, environmental and economic change, the club reviewed Game Plan for 2024-25, engaging wider operational and development risks and opportunities to the end of the decade and beyond.**

This is a positive evolution of Manchester City’s Game Plan (sustainability) agenda and yet responds to potential legislation changes in respect of the European Sustainability Reporting Standards (ESRS) and International Sustainability Standards Board (ISSB) and the evolving Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD) which become fully active for the club and group through the 2025-26 football season aiming for comprehensive disclosure by the 2027-28 report..

In line with ESRS and the CSRD/DDD, CFG is required to ensure the disclosure of its Environmental and Social Governance (ESG) as part of the annual report and in a dedicated reporting space ‘sustainability statements’. This links to already published sustainability reports and data for the related period.

Manchester City and CFG opted to voluntarily proceed recognising the importance of these processes and ensuring future readiness.

This new 2024-25 Game Plan sustainability report is developed to report in full Manchester City’s sustainability impacts and to act as a ‘pilot’ wide-reaching sustainability ESG report in line with new and evolving legislation.

Although the club recognises and is responsive to these regulations, it’s also recognised that these are important values and issues for our fans, community, cities and neighbourhoods.

As such, it’s driven by a deep-rooted belief that we can empower better lives.

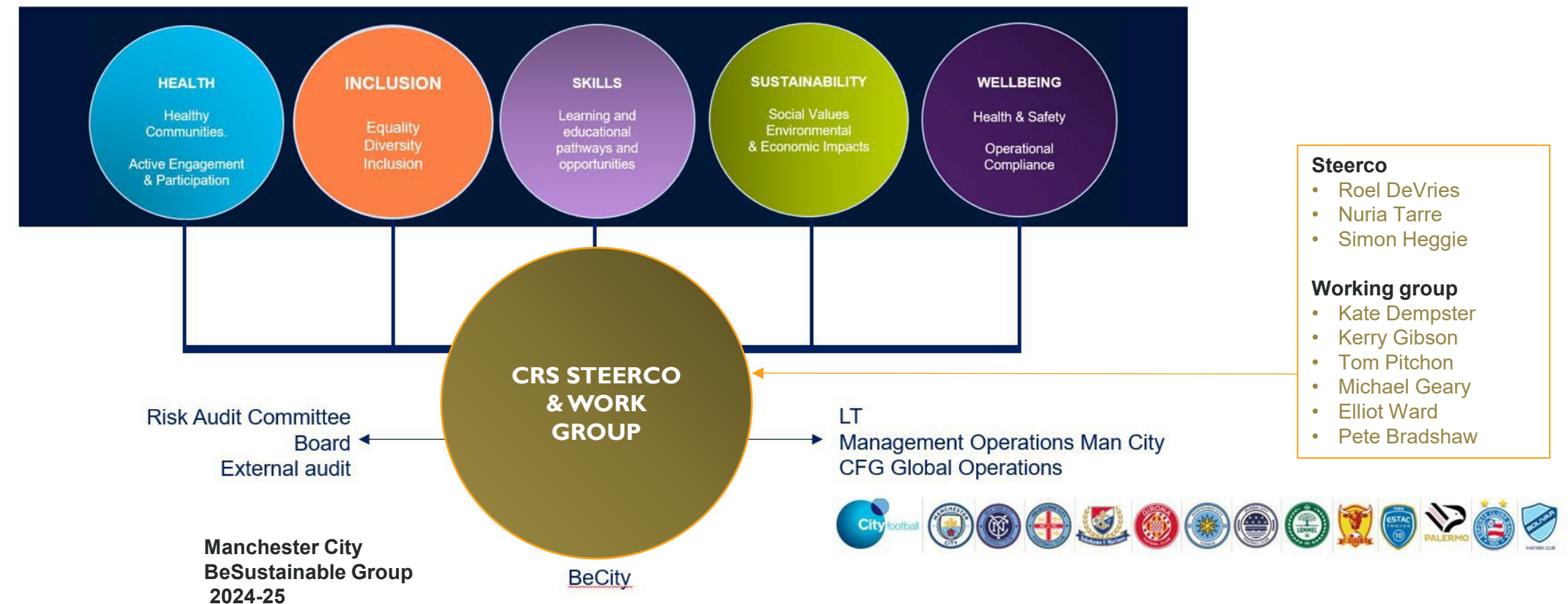
Manchester City is responding actively in respect of emerging and evolving EU regulations.

The club has begun an active programme and is working across and supporting its supply chain to meet requirements not later than its 2027-28 reporting year.

- CSRD – Corporate Sustainability Reporting Directive
- CSDDD – Corporate Sustainability Due Diligence Directive
- ESRS – European Sustainability Reporting Standards
- CBAM – Climate Borders Adjustment Mechanism
- ESRS – European Sustainability Reporting Standards
- ISSB – International Sustainability Standards Board



### New (draft) governance structure



- Steerco**
- Roel DeVries
  - Nuria Tarre
  - Simon Heggie
- Working group**
- Kate Dempster
  - Kerry Gibson
  - Tom Pitchon
  - Michael Geary
  - Elliot Ward
  - Pete Bradshaw

#### Manchester City BeSustainable Group 2024-25

- Roel de Vries
- Ed Dalton
- Pete Goodwin
- Tamsyn Louise Parker
- Kerry Burton
- Clive Wilton
- Pippa Parsons
- Lee Jones
- Lauren Evens
- Rachel Hayward
- Mark Lord
- Emily Mcloughlin
- Michael Geary
- John Oag
- Matthew Williams
- Dylan Owens
- Nick Russ
- Hannah Everett
- Daniel Lau
- Pete Bradshaw





## Environmental risk & opportunities 2025

Annually, Manchester City surveys and addresses the risks to operations, events, development and to people across its communities and activities in relation to environmental impacts and threats and the issues of climate change.

Along with the City Council, Greater Manchester Combined Authority and UK Government, the club recognises that climate considerations are not just important, but a priority in protecting life, building of sustainable success and helping create the very best in health, wellbeing and social outcomes for everyone.

This is just as important a business decision to ensure that planning and investments by the club and with partners are undertaken with full and clear recognition of the challenges posed by environmental and climate change, alongside the opportunities this also raises.

Manchester City is, for example, working alongside water technology partner Xylem to maximise water efficiency and reduce waste. In consultation with United Utilities has created a series of rain gardens to help protect against drought and flooding.

2025 was one of the warmest and driest springs on record, placing incredible strain on utilities, especially water. The club's investment in water attenuation and harvesting provided a significant buffer during the period, reducing demands on locally supplied potable water and helping manage – and reduce – costs.

Understanding and planning for heat waves and prolonged warm weather helps protect people and facilities, being aware of the dangers regionally of the smoke from woodland wildfires and looking after on-site ecology helps training facility and stadia air conditions and supports operational continuity. This is also a key part of advising fans and community about the care and protection needed in adverse weather.



The Water Champions Project : [Man City](#) | Xylem

Available separately:  
Extract from 2025 risk register identifying higher risk from heat and drought

Potential Event	2025 risk changes if any	Risk Level	Risk Factor	Consequences	Managed control measures	Initial risk levels			Risk reduction controls			Residual risk level			Potential Financial Implications	Comments	Lead and contact	financial risk (estimated only)		
						H	M	L	H	M	L	H	M	L						
Regulator changes impacts	↑	1	alternative supply	Increased operational costs	Action with regulator(s)		H			2024-5 Action in place with The Environment Agency which has blocked the use of the club's bore hole water supply - initially to end July '25		H		H	Resubmission of licensing in place but EA are short staffed and cannot respond with a date given as end July '25	Pete Bradshaw	initial £18k licence fee and approx £220/day			
Continuous heavy rains		1	Flood	Drains overwhelmed	A high quality network of drains, gullies and systems (incl SuDS) have been incorporated across the estate to manage all surface and storm water capture, storage and discharge which operate in a controlled maintenance regime and inspections process - Swales and storm capture protect landscapes whilst links to council and transport info advise re external restrictions		M			Continually assess and ensure the clear passage of storm and surface waters to appropriate captures and ensure that all discharge options are clear and available. For major events to have in place a series of pumps and hoses to move water or to have access to fast delivery hire of same - handled within permitted regulation		L		M	Continual attention to gulleys req	FM	cost implication c£1200/event			
				Building damage			L						L		M	Business Continuity, recovery packs	FM + ID			
				Landscapes damage			L						L		M	Prompt action to prevent ongoing issues	FM - Grounds			
				Inaccessible areas			L						L		L	To ensure safety and welfare above all	ID + FM + Security			
				Wildlife welfare			L						L		L	Actions to protect all wildlife habitats	Grounds + ID			
				Restricted public travel			L				To take actions in respect of workforce, academy and player travel and in the case of major events to consider risks of match day and fan travel etc		L		M	Responsive comms plan	Operations + HR + Comms			
				unplayable pitches		ability to manage pitch use and indoor space	L				Ensure all drainage routes are free of debris and blockages - to have a clear plan of action and repair for major recovery flooding - leaf fall management		L		H	Plan B options for training - short/long term	Grounds + FM + Ops + Finance			
Heatwave - short		1	Potential drought																	
	↑			Reduced owned water supply	Short term heatwaves are managed through additional control measures to reduce waste and leaks, water after dusk where possible and advise of all changes to supply to predict cost implications		M			Ensure that there is a regular update of all water storage capacity and the licensable bore hole extracts - recognise the need for back up options if extended period		M		M						
	↑			Need for mains supply			M							H		H				cost implication £1600/day
	↑			Reduced mains supply			L							M		M				
Heatwave - long		1	Drought																	
	↑			Reduced owned water supply	Prolonged heatwaves and drought conditions - as notified - must follow the guidance of government and the water regulators - particular attention must be made to water management and used water storage to protect supply		M			Ensure that there is a regular update of all water storage capacity and the licensable bore hole extracts - recognise the need for back up options if extended period - to put in place regular meetings with FM and Ops teams to provide key, critical business information and any added risk notifications										
	↑			Need for mains supply			M							H		H				
	↑			Reduced mains supply			M							H		H				
	↑			Dried grasses - pitches		Bowser supply option		M				Consider protection of key pitches only		H		H				At highest risk c£750k/pitch
				Dried landscapes	Manage losses with care		H			Site protection plan		H		H				General high risk cost £80k		
Heat - excessive		1	Restricted activity	Illness, postponed events	To stay aware/alert and to advise		M			Ensure appropriate advice/precautions		L		M						







- empowering better lives -

**sustainability**

social, environmental, economic

2024-25

# City Football Group

## Global reporting



## CITY FOOTBALL GROUP

Clubs and operations across City Football Group (CFG) are at different levels and stages in their various sustainability measurement and reporting processes.

Across the Group there is total commitment to best practice and the recognition that every club, project or operation has an impact on its fans, community, city and region.

CFG clubs are working to build their reporting in line with Game Plan and aligned to local and regional authorities in their own locations, also recognising that the challenges and opportunities we all face are in many cases similar but have very specific local considerations.

This is work in progress and for 2024-25, with Group workshops, progress has been good.

City Football Group is the world's leading private owner and operator of football clubs – with 13 football clubs across five continents within the CFG family.

Established in May 2013, the CFG approach ensures that every club remains authentic to its fans and community, plays entertaining football and benefits from being part of a global organisation that applies the world's best expertise on and off the pitch.

CFG pioneers and delivers a consistent underlying approach to talent development, fan experiences, sports entertainment, commercial opportunities and community impact.

More than one billion followers worldwide support and connect with their CFG clubs.

Our business is committed to sustainability and has set meaningful goals to build and maintain a sustainable organisation.

We believe that by doing so, we can contribute to the future of our communities. Our focus is on our fans and people all over the world, and we are motivated by their success and participation.

We are on an ambitious journey to achieve net zero by 2030.



### EUROPE

Manchester City FC  
Girona FC  
Lommel SK  
ESTAC Troyes  
Palermo FC

### AMERICAS

New York City FC  
Montevideo City Torque  
Bahia  
Club Bolivar (partner)

### AUSTRALIA & ASIA

Melbourne City FC  
Yokohama F. Marinos  
Shenzhen Peng City FC  
Mumbai City FC

### INITIAL 2025 CLUB REPORTS

All CFG clubs and operations are building on the 2025 base year to publish socio-economic and environmental impact 'Game Plans' of their own by 2026/27

In the current reporting year – no less than four of CFG's clubs have achieved CO2 Neutral across scopes 1 & 2:  
ESTAC/Girona/Lommel/New York

Montevideo City Torque realises NET ZERO





**ESPORTE CLUBE BAHIA**

**Supporting local supply chains**

**Promoting sustainable public transport**

**Creating better – and reducing – waste streams**



Club/operation	ESPORTE CLUBE BAHIA
Named sustainability contact (email)	Vitor Ferraz
Main Stadium (men)	Fonte Nova Arena
Main Stadium (women)	Pituaçu Stadium
Main Stadium (youth/academy)	Pituaçu Stadium
Men's First Team Training Centre	Evaristo de Macedo Training Centre
Women's First Team Training Centre	Evaristo de Macedo Training Centre
Youth Academy facility	Evaristo de Macedo Training Centre and Villas Arena
Other operated or owned venues	
Other venues/locations (leased)	Fonte Nova Arena, Commercial Office – SP
Number of HOME LEAGUE games/season (Men)	35 (2024 considering all championships)
Average fan attendance - Home	34,246 (2024 average considering all championships)
Average Bahia fans travelling to away matches	494 (average of Bahia Fans attending away matches considering all championships)
Number of HOME LEAGUE games/season (Women)	13
Average fan attendance - Home	670 (2024 Women A2 Brazilian Championship)
Average Bahia fans travelling to away matches	Information not available
Number of FTE club employees	514
Number of added match day staff	2,245
Number of specific contractor FTE staff	36
% of FTE staff classed as local	86%
Club community outreach programme	Bahia in the Community (Bora Bahêa Meu Bairro)
Local authority area	City of Camaçari
Other (egg regional) government	State of Bahia Government
Travel & Transport Authority	CTB - Companhia de Transportes do Estado da Bahia
National Government Net Zero Target (if any)	2050

The club has a significant mitigation zone, which will be considered in detail for future reports, it is: *Preserved area in the Training Centre: 139,755cu/m = ~34.53 acres*

It is Likely to reduce overall CO2 emissions.



CLUB SUSTAINABILITY OVERVIEW	3	0	1	Total Value
	Yes	No	Planned	
Local Supply Chain operational spending (min 50%)	0	0	0	0
Local Supply Chain operation spending (less than 50%)	3	0	0	3
EDI Policies active and in place	0	0	1	1
Club pays living wage or better	3	0	0	3
There is a clear social value policy	0	0	0	0
A clear Environmental Action Plan	0	0	0	0
Waste reduction plan	0	0	0	0
Sustainable Travel & Transport (staff)	0	0	0	0
Sustainable Travel & Transport (fans)	3	0	0	3
Sustainable Travel and Transport (players)	0	0	0	0
Packaging reductions	0	0	0	0
Sustainable energy (egg 100% cert renewable)	3	0	0	3
On site generated energy (egg solar panels)	0	0	1	1
Water harvesting/management	3	0	0	3
Zero Single Use Plastics	0	0	0	0
Staff volunteering opportunities	0	0	0	0
Community programme	3	0	0	3
Local neighbourhood activations	0	0	0	0
Club sustainability working group/governance	0	0	0	0
Are fans consulted in regards to sustainability	0	0	0	0
Is local community consulted	0	0	0	0
<b>Total</b>				<b>20</b>

BAHIA					
CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissions
Teams Travel			29.89	29.89	0.2%
Business Travel			218.44	218.44	1.6%
Staff Commuting			116.39	116.39	0.8%
Owned Vehicles	0.00			0.00	0.0%
Other Fuels		5072.89		5,072.89	36.5%
Public Transport event days		62.63		62.63	0.5%
Private Vehicles event days			8,372.94	8,372.94	60.2%
Energy	43.96			43.96	0.3%
Gas	0.00			0.00	0.0%
Water	0.00			0.00	0.0%
Waste	0.00			0.00	0.0%
Fuels				0.00	0.0%
HVAC refrigerants				0.00	0.0%
<b>Total</b>	<b>43.96</b>	<b>5135.52</b>	<b>8737.66</b>	<b>13917.14</b>	
<b>Minus mitigation</b>					
<b>Totals</b>					

Bahia, a historic Brazilian Serie A team established in 1931, has defied expectations by winning two national titles.

City Football Group welcomed Bahia as its latest addition to its family of clubs in May 2023. CFG now owns a 90% stake in the Club, further expanding its global presence in football.

The Club is based in Salvador, Brazil – the nation’s historic first capital – in the north-east region of the football-mad country. The team plays at the 48,902-capacity Arena Fonte Nova stadium – refurbished for the 2014 World Cup – and trains at the Evaristo de Macedo facility. Bahia plays in the blue, white and red of the Bahia State flag (their nickname is ‘Tricolor’) and remains the most supported club in the north-east of Brazil.

Where our fans travel from (Bahia)	Pct	Distance (km)	Round trip	Fans
Prefeitura-Bairro I – Centro / Brotas	13.95%	2.03	4.06	4,776
Prefeitura-Bairro II – Subúrbio / Ilhas	4.58%	22.33	44.66	1,567
Prefeitura-Bairro III – Cajazeiras	4.28%	20.93	41.86	1,464
Prefeitura-Bairro IV – Itapuã / Ipitanga	10.56%	23.53	47.06	3,617
Prefeitura-Bairro IX – Pau da Lima	6.43%	15.53	31.06	2,202
Prefeitura-Bairro V – Cidade Baixa	5.30%	10.73	21.46	1,815
Prefeitura-Bairro VI – Barra / Pituba	15.95%	7.43	14.86	5,462
Prefeitura-Bairro VII – Liberdade / São Caetano	10.24%	9.63	19.26	3,507
Prefeitura-Bairro VIII – Cabula / Tancredo Neves	12.44%	7.63	15.26	4,259
Prefeitura-Bairro X – Valéria	1.07%	18.73	37.46	366
Salvador - Others	2.42%	0.53	1.06	830
Lauro De Freitas	4.72%	20.99	41.98	1,615
CAMAÇARI	2.07%	36.00	72.00	707
Simoes Filho	1%	23.60	47.20	371
Feira De Santana	1%	93.38	186.76	231
Other	4%	20.87	41.73	1,457

Censo		
Transportation mode	%	Fans
Private vehicle	49%	16,833
Underground	28%	9,431
App transportation	8%	2,910
Walking	6%	1,983
Bus	5%	1,592
Motorcycle	3%	1,024
Taxi	1%	442
Bicycle	0%	31

Average public (Men Pro) **34,246**  
Average public (Women Pro) **607**

**BAHIA IN THE COMMUNITY**

*Bora Bahêa Meu Bairro* is a social project from the “Bahia in the Community” programme, developed in partnership between Esporte Clube Bahia and Salvador City Hall.

Its mission is to provide football opportunities and safe spaces for children and young people from underprivileged communities, using sport to promote health, well-being and social development.

The initiative covers 11 football pitches across Salvador and is already active in 10 communities.

Children aged 6 to 14 can take part, with activities led by local monitors and trainees recruited from each community.

A dedicated Social Worker also supports participating families, helping to identify needs and connect them with relevant public services. The club provides all equipment required for training sessions.

Beyond grassroots football, the project invests in training and developing the social monitors. In collaboration with City Football Group, selected participants receive specialised guidance to strengthen their role in local football and community engagement.



**In 2025, Bahia is working to extend the impact on participating families:**

- Positive collaboration with the City Hall to identify and direct the families to public social assistance services
- Working together with Neenergia, Club partner since 2024, in sustainability actions and energy efficiency in the communities
- Engaged a Social Assistant to support the families on the project



**City of Camaçari:**

“Sustainability initiatives in the Brazilian state of Bahia focus on environmental conservation, sustainable infrastructure, and rural development, with major projects including the World Bank’s investment in resilient road infrastructure, the Inter-American Development Bank’s focus on developing the Atlantic Forest and improving rural conditions, and efforts by universities to manage waste and conserve green spaces. These initiatives aim to protect the rich biodiversity of the Atlantic Forest, improve access to basic services for rural populations, and promote economic competitiveness through green infrastructure and clean energy”.

**Broader Integration:**

To advance sustainability in Camaçari, there is a need to extend these efforts beyond specific industrial projects to create a holistic urban approach that fosters social inclusion and ecological balance.

**Community and Urban Planning:**

The implementation of “smart sustainable city” frameworks, which integrate technology with ecological principles and promote community engagement, could provide scalable solutions for Camaçari’s urban development.



PARTNER CLUB



### **BOLIVAR**

**CO2 measured across  
scopes 1,2 & 3**

**Harvesting water  
Working with local supply  
chains**

**The club has engaged in  
regular local consultation  
in respect of new stadium,  
development and training  
centres in la Paz and Santa  
Cruz**



BOLIVAR		CLUB SUSTAINABILITY OVERVIEW				BOLIVAR						
Club/operation	BOLIVAR		3	0	1	total value	CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissions
Named sustainability contact (email)	Mauricio Maldonado											
Main Stadium (mens)	Hernando Siles	Local Supply Chain operational (min 50%)	Yes	no	Planned		Teams Travel			700	700	
Main Stadium (womens)		Local Supply Chain operation (less than 50%)				0	Business Travel			148		
Main Stadium (youth/academy)		EDI Policies active and in place				0	Owned Vehicles	21			21	
Mens First Team Training Centre	CAR Guido Loyza	Club pays living wage or better				1	Other Fuels		20		20	
Womens First Team Training Centre	CAR Guido Loyza	There is a clear social value policy				1	Public Transport event days				0	
Youth Academy facility	CAR Guido Loyza						Private Vehivles event days				0	
Other operated or owned venues	San miguel Bolivar Store						Energy		800		800	
Other venues/loctions (leased)	Obrajes headquarters Office						Water					
Number of HOME LEAGUE games/season (Men)	24	A clear Environmental Action Plan				1	Waste			80	80	
Average fan attendance - Home	10,000	Waste reduction plan				0	HVAC refrigerants	0.3			0.3	
Average Bolivar fans travelling to away matches	70	Sustainable Travel & Transport (staff)				0	<b>Total</b>	<b>21.3</b>	<b>820</b>	<b>928</b>	<b>1621.3</b>	
Number of HOME LEAGUE games/season (Women)	14	Sustainable Travel & Transport (fans)				0	<b>ESTIMATED FOR 2025 BASED ON ESTATE, TRAVEL, FAN INFO</b>					
Average fan attendance - Home		Sustainable Travel and Transport (players)				0	Founded in 1925 and based in La Paz, Club Bolívar is the most successful team in Bolivia, with 31 national titles in the professional era, one qualification for the Copa Sudamericana final and two appearances in the Copa Libertadores' semi-finals.					
Average Bolivar fans travelling to away matches		Packaging reductions				0	Club Bolívar was founded in 1925 and won their first title of the amateur era in 1932. They dominated the game domestically in that decade, becoming champions in four successive years from 1939 to 1942.					
Number of FTE club employees	117	Sustainable energy (eg 100% cert renewable)				0	In the fully professional era, Club Bolívar became Primera División champions in 1950 and was the country's most successful club in the 20th Century. The Club has made 38 appearances in the Copa Libertadores and reached the last four on two occasions, the latest being in 2014.					
Number of added match day staff	130	On site generated energy (eg solar panels)				1	In 2008, Marcelo Claure assumed control of Club Bolívar and founded BAISA, an entity to manage the Club. In 2020, he became Club President. Under his stewardship, the Club won 10 local titles, inaugurated training facilities in La Paz and led the groundbreaking for the Tembladerani stadium.					
Number of specific contractor FTE staff	40	Water harvesting/management				1	In 2018, Club Bolívar established its official Women's team to participate in La Paz Football Association (AFLP) tournaments and competitions organised by the Bolivian Football Federation (FBF). This move signified the Club's first official Women's team, having been represented in friendly matches through affiliate club Ninfas AKD since 2012.					
% of FTE staff classed as local	90%	Zero Single Use Plastics				0	The Women's team participate in the AFLP League A tournament, a competition through which teams can qualify for the Simón Bolívar Women's Cup. Since 2021, Club Bolívar has also established its Under-17 Women's team that competes in Municipal and ALP tournaments.					
Club community outreach prgramme		Staff volunteering opportunities				0						
Local authirity area	ALCALDIA MUNICIPAL DE LA PAZ	Community programme				0						
Other (eg regional) government	GOBIERNO AUTONOMO DE LA CIUDAD DE LA PAZ	Local neighbourhood activations				3						
Travel & Transport Authority	ATT (Autoridad de Regulación y Fiscalización de Telecomunicaciones y Transportes)	Club sustainability working group/governance				0						
National Government Net Zero Traget (if any)		Are fans consulted in regards to sustainability				0						
		Is local community consulted				1						



City of La Paz, Boliva Municipal Council:

La Paz, Bolivia, is a global leader in sustainable development, pioneering a Gold Certification from SDG Cities for its integration of Sustainable Development Goals (SDGs) into its long-term "La Paz 2040" plan and its use of the Global Urban Monitoring Framework.

The city addresses sustainability through initiatives focused on a healthy and safe environment, productive economy, efficient governance, and strong community involvement, evident in its leadership in biodiversity monitoring via the [City Nature Challenge](#) and citizen-led culture projects like the "Road Zebras" for traffic safety.

While facing challenges like rapid urban growth and inefficient waste management, La Paz leverages international partnerships and community engagement to create a more equitable and prosperous future.



**ESTAC**

**CO2 measured across scopes 1,2 & 3**

**Sustainable Travel Plan with Fans. Team and Business Travel recorded and reported**

**Harvesting water  
Working with local supply chains  
Creating opportunities**



Club/operation	ESTAC	CLUB SUSTAINABILITY OVERVIEW				Total value	CO2 EMISSIONS					Where our fans travel from (ESTAC)	
Named sustainability contact (email)		3	0	1		38	scope 1	scope 2	scope 3	Totals	% of emissions		Pct
Main Stadium (mens)	Stade de l'Aube (location)	Yes	no	Planned					7.684309	7.684309475		Aube	66.60%
Main Stadium (womens)	Henri Terré	Local Supply Chain operational (min 50%)	3							undefined		Unknown	18.90%
Main Stadium (youth/academy)	Henri Terré (only pitches)	Local Supply Chain operation (less than 50%)		0						undefined		Haute-Marne	2.20%
Mens First Team Training Centre	Stade de l'Aube (location)	EDI Policies active and in place	3							0.18848	0.188482443	Marne	2.20%
Womens First Team Training Centre	Henri Terré	Club pays living wage or better	3								undefined	Seine et Marne	1.50%
Youth Academy facility	Centre Sportif de l'Aube (location)	There is a clear social value policy									undefined	Yonne	0.80%
Other operated or owned venues	Le Cube - Parc des expositions (operator)	A clear Environmental Action Plan		1							63	Paris	0.60%
Other venues/loctions (leased)	Headquarters for admins	Waste reduction plan			1						63	Côte D'or	0.40%
Number of HOME LEAGUE games/season (Men)	17	Sustainable Travel & Transport (staff)	3								128	Essonne	0.40%
Average fan attendance - Home	6,117	Sustainable Travel & Transport (fans)			1						128	Hauts-de-Seine	0.30%
Average city fans travelling to away matches	28	Sustainable Travel and Transport (players)	3								46.0432	Moselle	0.30%
Number of HOME LEAGUE games/season (Women)	11	Packaging reductions			0							Seine -Saint-Denis	0.30%
Average fan attendance - Home	100	Sustainable energy (eg 100% cert renewable)			0							Meurthe et Moselle	0.30%
Average city fans travelling to away matches	5	On site generated energy (eg solar panels)			0							Yvelines	0.30%
Number of FTE club employees	152.81	Water harvesting/management			3							Val-de-Marne	0.20%
Number of added match day staff	3733	Zero Single Use Plastics				1						Meuse	0.20%
Number of specific contractor FTE staff	39 indirect employment ; 25 induced employment	Staff volunteering opportunities			3							Loiret	0.20%
% of FTE staff classed as local	91%	Community programme			3							Nord	0.20%
Club community outreach programme	0	Local neighbourhood activations			3							Val-D'oise	0.20%
Local authority area	Ville de Troyes	Club sustainability working group/governance			3							Bas-Rhin	0.20%
Other (eg regional) government	Troyes Champagne Métropole (local council community)	Are fans consulted in regards to sustainability			3							Others	3.50%
Other (eg regional) government	Département de l'Aube (French departement)	Is local community consulted			1								
Travel & Transport Authority	TCAT												
National Government Net Zero Target (if any)	2050												



**ESTAC TROYES**  
The Club was founded in 1986 and is based in Troyes, France. They play at the 20,752-capacity Stade de l'Aube and have a rich history in French football.

The Club's roots date back to 1900 when Union Sportive Troyenne was established. In 1930, they merged with AS Savinienne to form ASTS, which turned professional in 1935. After World War II, the team progressed and eventually reached the top flight in 1954/55. However, they were relegated the same season despite reaching the Coupe de France final.

Then, in 1967, Troyes Omni Sports (TOS) was created because no significant club existed in Troyes. This Club renamed itself Troyes Aube Football (TAF) in 1970 and regained professional status, playing in the Second Division.

The team enjoyed their longest consecutive run in the top flight from 1973 to 1978, but they struggled each season against relegation. The Club became bankrupt and merged with Patronage Laique de Troyes, to give birth to PL FOOT, and leaving Troyes without a professional football team.

ATAC (Association Troyes Aube Champagne) emerged in 1986 and was placed in National 2 – the fourth tier. They climbed quickly, reaching French Second Division in 1996/97, after a near two-decade hiatus. Alain Perrin became manager and stayed for nine years with great success. In 1999/00, they qualified for First Division after a 21-year absence.

Under the new name ESTAC (Espérance Sportive Troyes Aube Champagne), glory days came in the next two seasons as they won the Intertoto Cup in 2001. They beat Newcastle United over two legs and earned a place in UEFA Cup. Leeds United halted their run in Europe.

Over the next two decades, ESTAC Troyes toggled between the top divisions and staved off financial crises. In the year of the CFG takeover, ESTAC Troyes were promoted back to Ligue 1 as champions. They also have a Women's team playing in French Division 3



**Troyes Champagne Métropole's economic growth priorities**

**Boosting the local economy**  
Supporting existing industries and sectors such as textiles, metalwork, recycling, energy, agri-food, packaging, anaerobic digestion and organic hemp-based products.  
Supporting the management, upkeep and expansion of business parks, including ongoing expansion of the Parc de Troyes Champagne Métropole.

Creating an economic development agency covering the entire conurbation or the southern Champagne region.

**Managing the environment and risks in the right way**  
Revising the Agenda 21 plan and the programme of 60 actions across the new conurbation  
Improving air quality and energy management with a new energy efficiency upgrade platform.



**GIRONA**

**Championing local supply chains**

**Sustainable design and development of the Girona Football Academy by Puma**

**CO2 Neutral**  
(scopes 1 & 2)

**Water harvesting and management**



Club/operation	GIRONA FUTBOL CLUB
Named sustainability contact (email)	
Main Stadium (mens)	Estadi Montilivi
Main Stadium (womens)	Torres de Palau
Main Stadium (youth/academy)	Vidres / Riudarenes / Torres de Palau
Mens First Team Training Centre	Girona Football Academy by PUMA
Womens First Team Training Centre	Torres de Palau
Youth Academy facility	Vidres / Riudarenes / Torres de Palau
Other operated or owned venues	-
Other venues/loctions (leased)	-
Number of HOME LEAGUE games/season (Men)	19
Average fan attendance - Home	11,809
Average Girona fans travelling to away matches	193
Number of HOME LEAGUE games/season (Women)	
Average fan attendance - Home	76
Number of FTE club employees	
Number of added match day staff	
Number of specific contractor FTE staff	
% of FTE staff classed as local	
Club community outreach programme	
Local authority area	
Other (eg regional) government	
Travel & Transport Authority	
National Government Net Zero Target (if any)	

CLUB SUSTAINABILITY OVERVIEW	3	0	1	total value
				17
Local Supply Chain operational (min 50%)	3	no	Planned	
Local Supply Chain operation (less than 50%)			0	
EDI Policies active and in place			1	
Club pays living wage or better				
There is a clear social value policy			1	
A clear Environmental Action Plan			0	
Waste reduction plan			0	
Sustainable Travel & Transport (staff)			0	
Sustainable Travel & Transport (fans)			1	
Sustainable Travel and Transport (players)			0	
Packaging reductions			0	
Sustainable energy (eg 100% cert renewable)			1	
On site generated energy (eg solar panels)			1	
Water harvesting/management	3			
Zero Single Use Plastics			0	
Staff volunteering opportunities			1	
Community programme			1	
Local neighbourhood activations			1	
Club sustainability working group/governance			1	
Are fans consulted in regards to sustainability			1	
Is local community consulted			1	

GIRONA FC					
CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissions
Teams Travel			84	84	
Business Travel			49	49	
Owned Vehicles	209			209	
Public Transport event days			1	1	
Private Vehicles event days			1,558	1,558	
Energy					
Water					
Waste			34.26	34.26	
HVAC refrigerants	0.3			0.3	
<b>Total</b>	<b>209.3890791</b>	<b>0</b>	<b>1726.379237</b>	<b>1935.768317</b>	
<b>Minus mitigation</b>				<b>2.376</b>	
<b>Totals</b>					

Where our fans travel from (Girona FC)	Pct
City of Girona	38.70%
Province of Girona (excluding the city of Girona)	53.62%
Province of Barcelona	7.31%
Province of Lleida	0.11%
Province of Tarragona	0.07%
Others	0.20%



The Catalan Club was founded in 1930 when football flourished in the region and Spain. With the support of the City Council, Girona entered the second division of the Catalan Championships, and five years later, it played in Spain's Segunda (second) División.

After that, Girona mainly oscillated between the third and fourth tiers of the national pyramid and returned to the second tier in 2008 after almost 50 years.

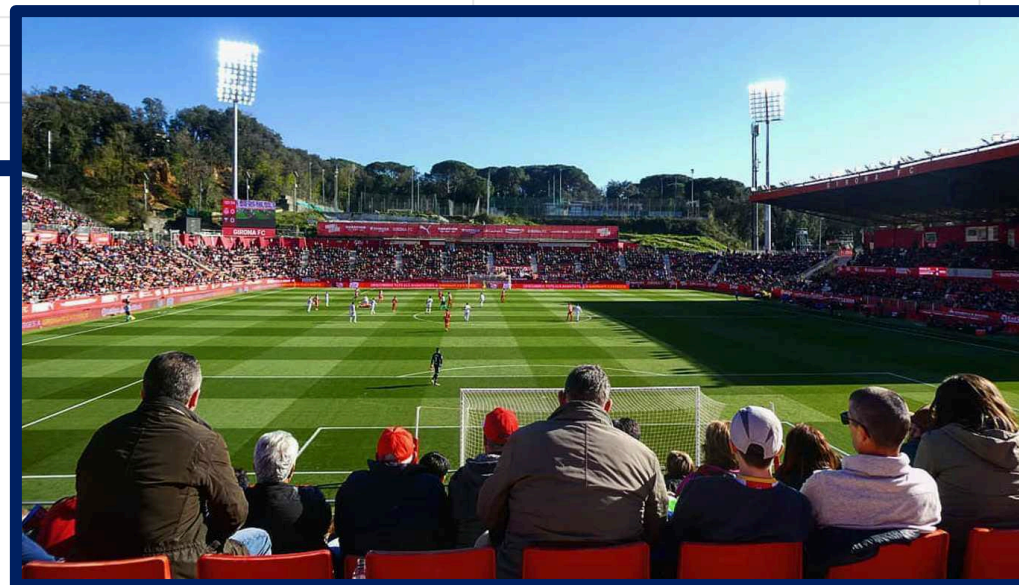
The Club made steady progress and finally achieved promotion to La Liga Primera (first) Division in 2016/17, ending an 87-year quest and joined the City Football Group family in 2017. The following season, Girona managed to secure their spot the following season thanks to many wins, including against the then-reigning European Champions Real Madrid. Unfortunately, they were relegated in 2018/19, but in 2021/22, after a more mature relation between the Club and CFG, they regained a spot in LaLiga 1st Division led by the Head Coach Michel Sanchez.

Their first season back in 2022/23 was highly successful as they defeated Real Madrid at home and drew away at both champions Barcelona and Real, finishing 10th. The 2023/24 season brought more success with the Club setting an all-time record of season ticket holders (9,700) at Montilivi and the Club's first-ever qualification for UEFA Champions League.

The team plays its home games at the Estadi Montilivi, constructed in 1970 and has a capacity of around 14,000.

On the Women's side, Girona merged the Club's two 7-a-side and one 11-a-side women's grassroots teams in 2017 to form Girona FC Femeni, their first official Women's team.

The construction of the City Football Academy Girona represents a firm commitment to the development of young talent, with the aim of developing players who can go on to succeed at the professional level.



Girona is implementing sustainability through smart tourism management using sensors to monitor visitor flow and reduce overcrowding, transitioning to sustainable festivals with solar energy, promoting sustainable energy investments like biomass for public lighting and heating, and experimenting with degrowth policies through a partnership with the University of Girona to analyze resource constraints.

The region also supports natural conservation through the [Europarc Federation](#) and the [European Charter for Sustainable Tourism](#) and participates in the [Global Tourism Plastics Initiative](#) to reduce plastic pollution.



Girona Football Club also owns two areas of wooded forests close to the Football academy in Vilablareix with c1200 mature, mixed deciduous and evergreen trees and a nature-active woodland floor covering almost 45,000 m/sq. (11 acres or 4.5 Ha)

The dense forest covers almost 34,000 m/sq and the smaller wood 10,894 m/sq.

The estimated sequestration is c1100 tonnes CO2/annum which is greater than the club's scopes 1 & 2 emissions.

The continuing development of the Girona Football Academy is taking care of local environmental protection and betterment.



### LOMMEL SK



**LOMMEL SK**

**Carbon Neutral**  
(Scopes 1 & 2)

**Lommel**  
**'in our nature'**

located in the middle of the green surroundings of Bosland. Greener is almost impossible, but Lommel SK also focuses on sustainability



Lommel SK in Belgium became the ninth team in the City Football Group family in May 2020.

The Club plays its home matches at the 8,000-capacity Soevereinstadion in Lommel, in the province of Limburg. They currently play in the second division Challenger Pro League.

Renowned for its strong Academy and focus on youth development, the history of the Club dates back to the 1930s.

Lommel SK launched of the club's new foundation 'Lommel in the Community' with the aim of improving the physical and mental health of local young people.

Before launching – and to ensure a return-on-investment – Lommel SK and City Football Group worked with expert researchers in social and education fields, local authorities, City Football Foundation, the Belgian Pro League and the Free University of Brussels.

Together, these groups concluded that 'Lommel in the Community' can provide local young people with support in terms of equal opportunities, inclusiveness and mental health care.



LOMMEL SK - 2024 - 25	tonnes	scope
1. The total electricity used in kwh (is your electricity fully renewable ?)		
2. The total gas used in kwh	50.6	2
3. Any fuels bought in litres (eg for tractors or generators)	3.2	1
4. The mileage (or km) and fuel type of any vehicle the club owns		
5. Business travel by air (this year just total miles would be OK)	1,810.40	3
6. Business travel by train		
7. Business miles (or km) claimed by staff for petrol or diesel)	17.8	3
8. Teams travel by air	150	3
9. Teams travel by bus or coach	5.37	3
10. Teams travel by train		
11. The total number of hotel bed nights bought by the club	14	3
12. Cu/m of water consumption	2	2
13. An estimate of the total staff commuting miles		
a. by car	40.6	3
b. by train		
c. by bus		
14. An estimate of the total number of miles travelled by fans (HOME matches only)		
a. By car	340	3
b. By train	0.1	3
c. By bus	0.4	3
scope 1	3.2	
scope 2	52.6	
scope 3	2379.1	
<b>TOTAL OPERATIONAL CO2 FOR THE YEAR</b>	<b>2434.9</b>	

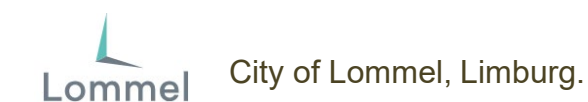


The estate of Lommel SK ahs some mature trees: 765 and 16788 m<sup>2</sup> (c four acres) of landscape and meadow lands.

Recognising the sequestration attached to this natural landscape the absorption is eq to c1840 t CO<sub>2</sub>.

→ **Certainly, within scopes 1 & 2, LOMMEL SK IS CARBON NEUTRAL**

The overall total CO<sub>2</sub> emissions after absorption is therefore, **594.9 t.**



Lommel's sustainability efforts focus on industry, nature, and community, highlighted by its large-scale plastics recycling plant, expansion of the Bosland national park, the Kristal Solar Park, and the Ciner Glass factory using significant recycled glass. The city supports innovation in sustainability through the Pure Cities project for air quality monitoring and invests in eco-friendly infrastructure like ecoducts to connect natural habitats



**MELBOURNE CITY**

**CO2 measured across scopes 1,2 & 3**

**Social Value commitments across all activity**

**On-site generated energy at Casey Fields**





## MONTEVIDEO CITY

**100% renewable energy**

**CO2 Neutral  
Scope 1&2  
&  
NET ZERO  
Realised in the year**

**Local community outreach  
programme**



Montevideo City Torque	
Club/operation	Montevideo City Torque
Named sustainability contact (email)	Diego Piquerez
Main Stadium (mens)	Parque Viera
Main Stadium (womens)	Montevideo City Football Academy
Main Stadium (youth/academy)	Montevideo City Football Academy
Mens First Team Training Centre	Montevideo City Football Academy
Womens First Team Training Centre	Montevideo City Football Academy
Youth Academy facility	Montevideo City Football Academy
Other operated or owned venues	NON
Other venues/loctions (leased)	Parque Viera (20 times/year)
Number of HOME LEAGUE games/season (Men)	20
Average fan attendance - Home	300
Average city fans travelling to away matches	20
Number of HOME LEAGUE games/season (Women)	12
Average fan attendance - Home	100
Average city fans travelling to away matches	10
Number of FTE club employees	82
Number of added match day staff	6
Number of specific contractor FTE staff	5
% of FTE staff classed as local	95.0%
Club community outreach programme	City en la comunidad
Local authority area	Barros blancos, Canelones
Other (eg regional) government	
Other (eg regional) government	
Travel & Transport Authority	
National Government Net Zero Target (if any)	2050

CLUB SUSTAINABILITY OVERVIEW	3	0	1	Total value
	Yes	no	Planned	0
Local Supply Chain operational (min 50%)	x			
Local Supply Chain operation (less than 50%)		x		
EDI Policies active and in place				
Club pays living wage or better				
There is a clear social value policy				
A clear Environmental Action Plan				
Waste reduction plan	x			
Sustainable Travel & Transport (staff)		x		
Sustainable Travel & Transport (fans)		x		
Sustainable Travel and Transport (players)		x		
Packaging reductions				
Sustainable energy (eg 100% cert renewable)	x			
On site generated energy (eg solar panels)	x			
Water harvesting/management	x			
Zero Single Use Plastics		x		
Staff volunteering opportunities		x		
Community programme	x			
Local neighbourhood activations	x			
Club sustainability working group/governance		x		
Are fans consulted in regards to sustainability		x		
Is local community consulted		x		

Montevideo					
CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissions
Teams Travel			16.28	16.28	
Business Travel			66.46	66.46	
Owned Vehicles	31.01			31.01	
Other Fuels	80.75			80.75	
Public Transport event days				0	
Private Vehivles event days			43	42.89	
Energy	16.48			16.48	
Water				0.2	
Waste			?	0	
HVAC refrigerants				0.1	
<b>Total</b>				<b>254.17</b>	
Minus mitigation					
<b>Totals</b>				<b>254</b>	

Where our fans travel from	Pct
Montevideo	75.00%
Canelones	23.00%
Other	2.00%

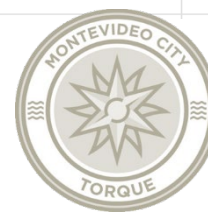
In January 2020, the Club underwent a name change and introduced a new badge that reflected their links to CFG. The badge represents the sun, the Rio de la Plata waves and the blue and white sky of the Uruguayan flag.

In March 2021, the Club opened the City Football Academy Montevideo, the first in Uruguay. The facility houses Men's and Women's teams, youth teams, Club staff and community foundation projects. It is one of the most advanced centres in South America.

The team's on-pitch success continued when they qualified for the Copa Sudamericana in 2021 and the Copa Libertadores in 2022.

Most home games are played at the Estadio Centenario in Montevideo, the national team's home ground and the birthplace of Uruguayan football. The stadium has a capacity of 60,000 and is recognised by FIFA as one of the world's classic stadiums. It was initially built to host the inaugural 1930 World Cup.

Montevideo City Torque Women's first team officially debuted in the Second Division in July 2021.



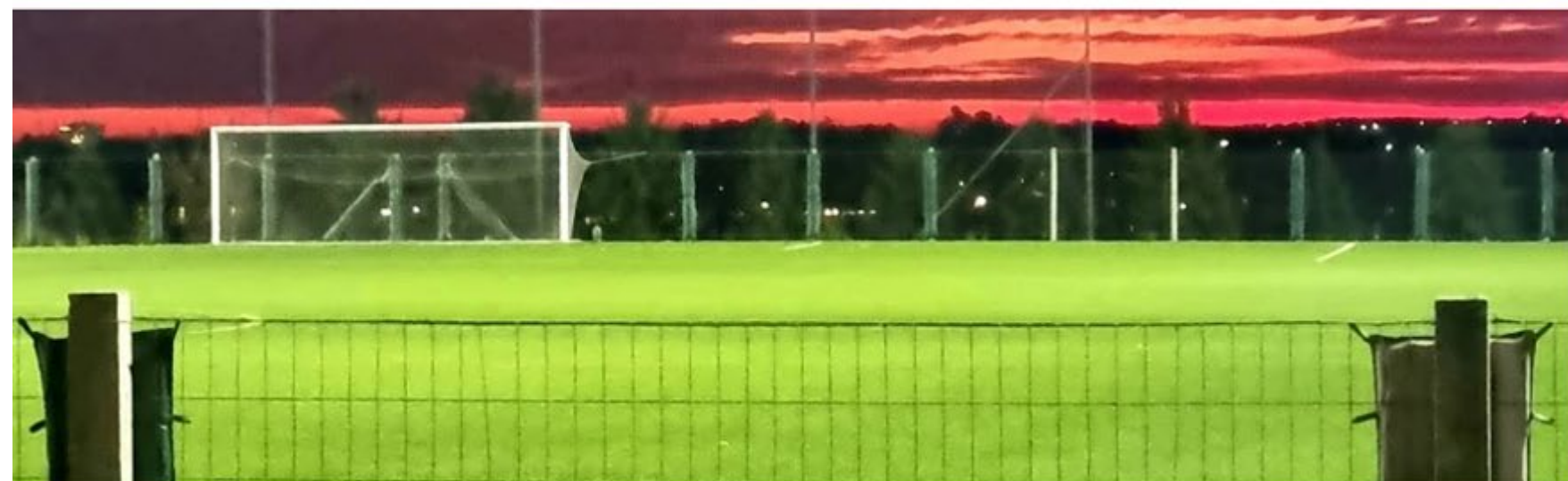
The City of Montevideo, through its Resilience Strategy and Voluntary Local Review, aligns its public policies with the [UN Sustainable Development Goals](#) to build a sustainable and resilient territory. Key initiatives include protecting natural ecosystems and water courses, managing solid waste, valuing its rural territory, and fostering citizen commitment to environmental care.

The city also aims to integrate a [basin approach](#) for environmental management, reduce waste impact through new technologies, and utilize its strategic partnerships and strong digital infrastructure to achieve sustainable development.

With c250 mature or semi-mature trees on site and c40,000 m<sup>2</sup> (about 9.9 acres) of landscaped land. Montevideo City Torque absorbs more CO<sub>2</sub> on site than is generated across scopes 1 & 2.

In addition, taking into account the impact of scope 3 emissions from spectator travel and all other travel, of waste and related emissions, it is clear that in 2024-25, the club also absorbed more CO<sub>2</sub> than is also emitted in all scopes.

**Therefore, the club for the year, subject to future reviews, is most likely to have achieved NET ZERO.**



New landscape and trees form the boundary of Montevideo City torque Academy



# 2025 : CO2 NET ZERO



## MUMBAI CITY

**Important community ethics and outreach**

**Committed local supply chain**







## NEW YORK CITY

**Significant investment in meaningful social outcomes – jobs and opportunities**

**28% catchment of minority and women owned enterprises in new stadium project**

**Training Centre management of woodland and biodiversity providing significant sequestration**

**CO2 Carbon Neutral (scopes 1&2)**



Club/operation	<b>New York City Football Club</b>
Named sustainability contact (email)	<b>Alec Schoenholtz</b>
Main Stadium (mens)	Yankee Stadium, Citifield, Redbull Arena
Main Stadium (womens)	N/A
Main Stadium (youth/academy)	Belson Stadium, Icahn Stadium
Mens First Team Training Centre	Etihad CFA NY
Womens First Team Training Centre	N/A
Youth Academy facility	St. John's University
Other operated or owned venues	
Other venues/locations (leased)	NYC Office
Number of HOME LEAGUE games/season (Men)	17
Average fan attendance - Home	21,700
Average city fans travelling to away matches	25-50
Number of HOME LEAGUE games/season (Women)	N/A
Average fan attendance - Home	
Average city fans travelling to away matches	
Number of FTE club employees	170
Number of added match day staff	90
Number of specific contractor FTE staff	50
% of FTE staff classed as local	
Club community outreach programme	C.I.T.C.
Local authority area	New York City Council
Other (eg regional) government	Rockland County
Other (eg regional) government	
Travel & Transport Authority	MTA, Port Authority
National Government Net Zero Target (if any)	

CLUB SUSTAINABILITY OVERVIEW	3	0	1	Total value
				40
	Yes	no	Planned	
Local Supply Chain operational (min 50%)	3			
Local Supply Chain operation (less than 50%)		0		
EDI Policies active and in place	3			
Club pays living wage or better	3			
There is a clear social value policy	3			
A clear Environmental Action Plan			1	
Waste reduction plan	3			
Sustainable Travel & Transport (staff)	3			
Sustainable Travel & Transport (fans)			1	
Sustainable Travel and Transport (players)			1	
Packaging reductions			1	
Sustainable energy (eg 100% cert renewable)			1	
On site generated energy (eg solar panels)			1	
Water harvesting/management			1	
Zero Single Use Plastics			1	
Staff volunteering opportunities	3			
Community programme	3			
Local neighbourhood activations	3			
Club sustainability working group/governance			1	
Are fans consulted in regards to sustainability			1	
Is local community consulted	3			

New York City FC					
CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissions
Teams Travel			2441		
Business Travel			181.6		
Owned Vehicles			88.5		
Other Fuels	2.5				
Public Transport event days			35		
Private Vehicles event days			8,000		
Energy			183		
Water			164		
Waste			68.1		
HVAC refrigerants		0.4			
<b>Total</b>	<b>2.5</b>	<b>0.4</b>	<b>11160.8</b>	<b>11163.7</b>	
Minus mitigation				1,870	
<b>Totals</b>				<b>9,323.70</b>	

excludes Stadia Operations

New York City Football Club are the first and only Major League Soccer team to play in New York's five boroughs.

They were the second club to join the City Football Group family when they became the League's 20th franchise in May 2013.

The Club was created with a deep commitment to give back to New Yorkers through beautiful football, trailblazing spirit and football citizenship.



"To become the most sustainable big city in the world, we have to be conscientious of the resources we consume and the structures we build."

We have to innovate, because our density and island status create special conditions. And we must remember that what we do now will have lasting effects for generations.

To become the most sustainable big city, we must all do our part today, for the sake of the future. Across the globe, greenhouse gas emissions are growing at an unprecedented rate, causing a rise in average global temperature and changes to climate patterns. In order to limit temperature increases this century to just 2°C and to avert the worst effects of climate change, as called for in the United Nation's Framework Convention on Climate Change, we will need a 50 percent reduction in global emissions by mid-century—and up to an 80 percent reduction in developed countries."

NYCFC's new stadium, Etihad Park, is projected to create over 14,200 construction jobs and 1,550 permanent positions, emphasizing local hiring and economic opportunity in Wilets Point, Queens. The club has also invested \$7.5 million in community programs, including workforce development and scholarships, to provide pathways for local residents to participate in the construction and operation of the stadium.

Job Creation and Workforce Development:

**Construction Jobs:** The project is expected to generate more than 14,200 local jobs during its construction phase.

•**Permanent Positions:** Upon completion, the stadium and surrounding development are projected to create approximately 1,550 permanent jobs.

•**Community Investment:** NYCFC is dedicating \$7.5 million to local Queens organizations, including workforce development programs and scholarships for CUNY students, to ensure community members can access these new opportunities.

Projected Impact and Local Alignment

•**Economic Benefits:** The stadium development is a partnership between NYCFC, developers Related Companies and Sterling Equities, and the City, aimed at delivering jobs, housing, and community amenities.

•**Support for Local Unions:** The construction of the stadium will involve trades like masonry, plumbing, and electrical work, benefiting skilled laborers.

•**Sustainability and Community Engagement:** The project includes plans for an all-electric stadium and public spaces, aligning with sustainability goals and integrating the development into the local community.



MWBE: Note to **NYCFC** – The project good faith effort goal is 35%.

- Currently, the New York City Etihad Stadium Project has procured 28% M/WBE\* Participation.
- 17 M/WBE Direct Tradepartners
- As of August 19, 2025, a total of 121 Queens-based residents have participated in this project.
  - This includes Turner, NYCFC and Langan
  - One of the summer interns was referred to us from the NY Hall of Science. He was part of the NYSCI Explainer Program and is a huge soccer fan.
- 10 Local businesses this includes tradepartner, carting, catering, event spaces and printing

\* Minority/Women-owned Business Enterprise

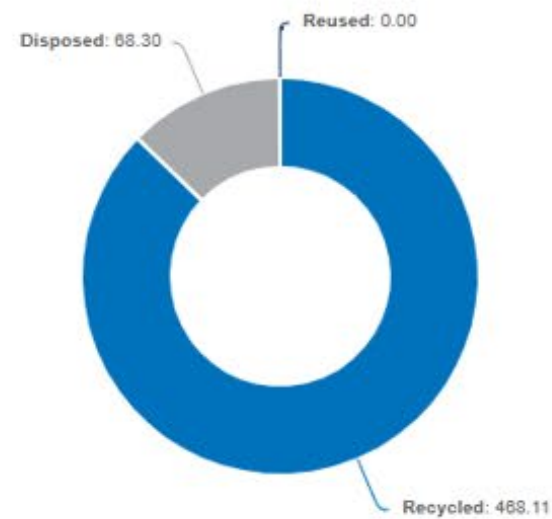




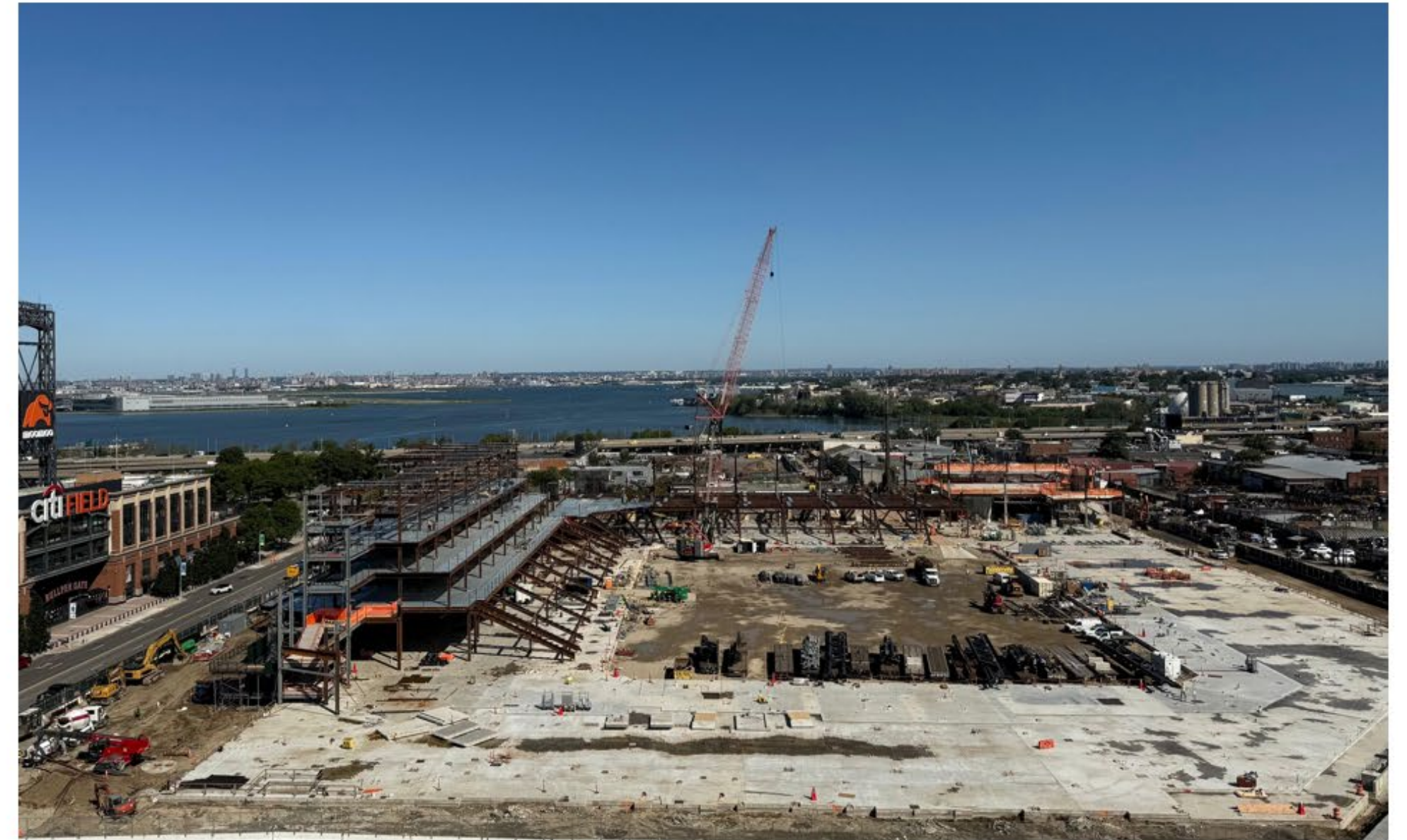
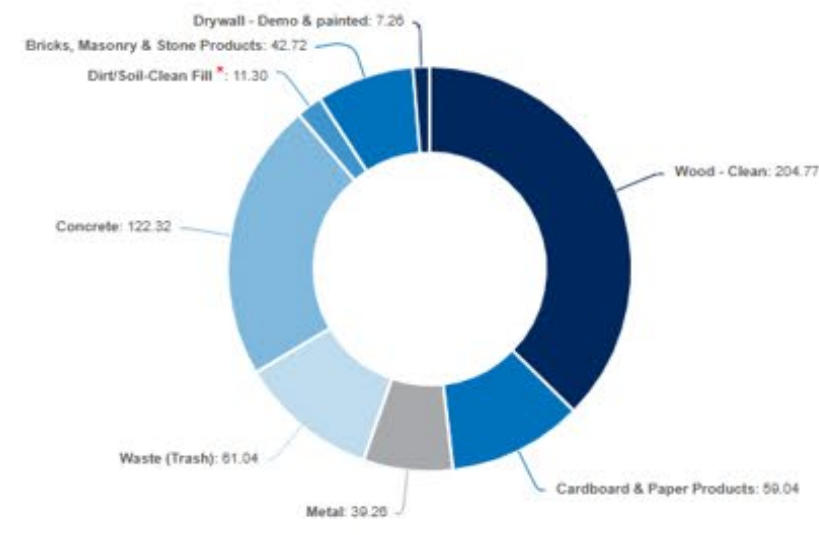
**New York City FC - Etihad Park - construction well under way with attention to local procurement, jobs and reducing waste across the project -**

Total Waste Hauled from Site = 536.41 tons  
Total Waste Recycled = 468.11 tons

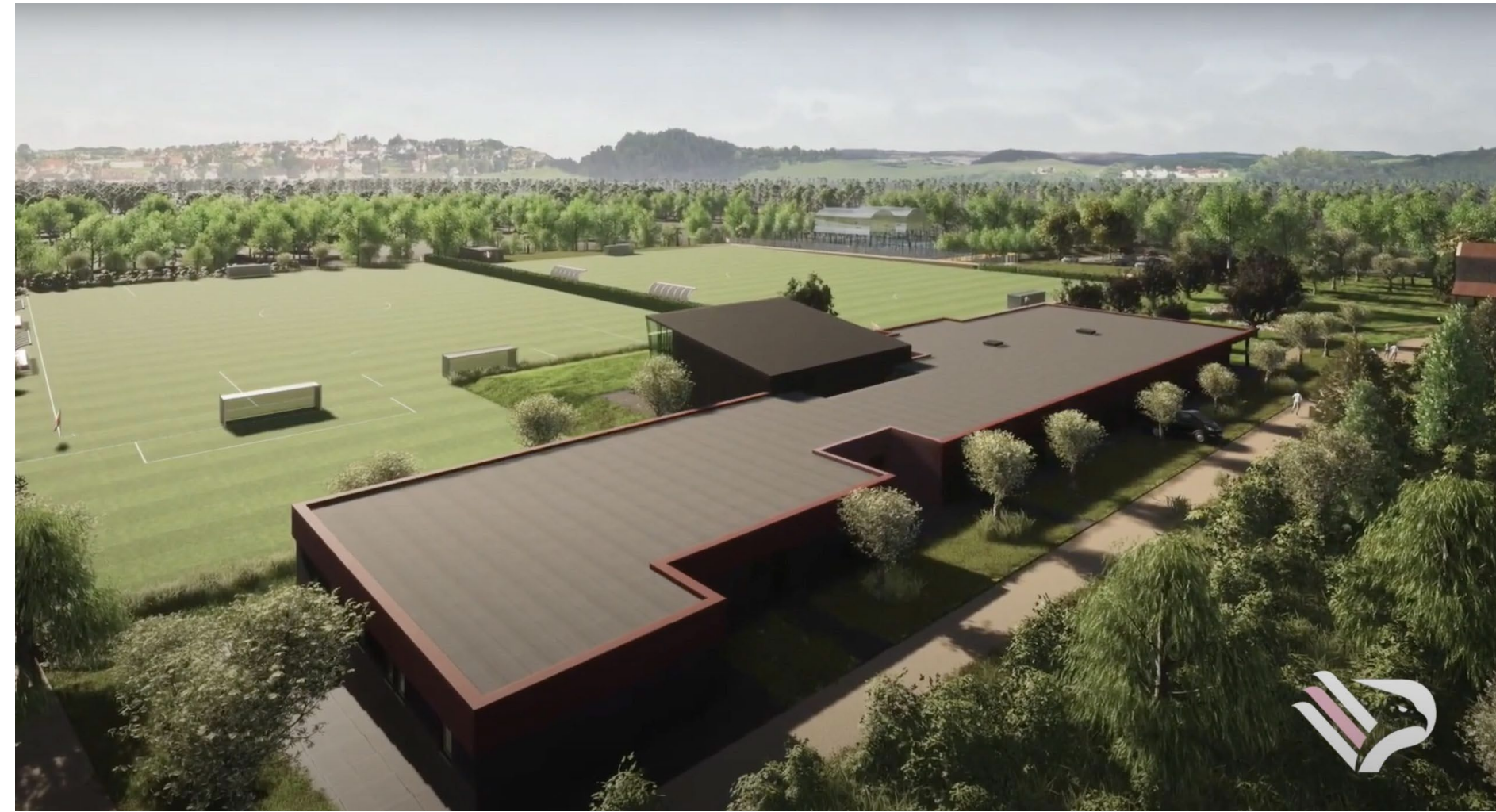
Actual Diversion Rate  
**87.27%**



**Materials Usage**



New York City's Etihad Park is currently engaged with LEED certification within the design and build of the stadium – around seventy specific measures are being assessed during the process with an aim to maximise efficiency and sustainability both in design and onward operations.






**PALERMO**

**High levels of active fan travel on match days**

**Sustainable facility operational and development choices**

**Ecology & biodiversity protection**



**Palermo FC**

Main Stadium: Renzo Barbera, Palermo  
Capacity: 36,365  
Av attendance: 20,730

Sustainability lead: Marco Agria

Training Centre: City Football Academy, Palermo

For 2024-25, based on background knowledge of match and training days and impacts studies from equivalent venues the **interim CO2 emissions** for Palermo FC are:

- Scope 1: 200
- Scope 2: 60
- Scope 3: 2200
- T: 2460 t CO2

Data provides that c74% of fans travelling to and from match days walk, use public transport or a mix of these. Less than 20% of fans attending matches use private vehicles – as such reducing scope 3 emissions.

Business and teams travel is not included for the period nor stadium and facility operations, energy and fuels etc also excluded.



CLUB SUSTAINABILITY OVERVIEW	3	0	1	total value
	Yes	no	Planned	
Local Supply Chain operational (min 50%)	X			3
Local Supply Chain operation (less than 50%)		X		0
EDI Policies active and in place	X			3
Club pays living wage or better			X	1
There is a clear social value policy	X			3
A clear Environmental Action Plan			X	1
Waste reduction plan	X			3
Sustainable Travel & Transport (staff)		X		0
Sustainable Travel & Transport (fans)		X		0
Sustainable Travel and Transport (players)		X		0
Packaging reductions		X		0
Sustainable energy (eg 100% cert renewable)			X	1
On site generated energy (eg solar panels)			X	1
Water harvesting/management			X	1
Zero Single Use Plastics	X			3
Staff volunteering opportunities		X		0
Community programme	X			3
Local neighbourhood activations	X			3
Club sustainability working group/governance			X	1
Are fans consulted in regards to sustainability		X		0
Is local community consulted		X		0

Recording and reporting the sustainability initiatives of Palermo FC in 2024-25 focuses upon the club's continuing development of its services and facilities with a significant focus on sustainable development and operations.

The wider environmental and social impacts will be covered in future reports from 2026

**A Foundation for the Future**

Echoing the sentiments of pride and ambition, Giovanni Gardini emphasized the significance of the training centre's inauguration, marking a pivotal stride towards operational efficiency and success. The City Football Academy Palermo features two natural grass pitches, a goalkeeper training area, and a Club House merging traditional Sicilian architecture with cutting-edge sports technology, underlining the synergy between heritage and innovation.

**Sustainability and Community Engagement**

Reflecting CFG's global vision, the academy prioritizes sustainability and community impact. Over 400 trees and Mediterranean maquis plants have been preserved or planted, alongside the creation of a 'social garden' near the Club House, fostering educational and social initiatives with local charities. This approach underscores CFG's commitment to not only nurturing talent but also enriching the local community and environment.

**Architectural and Project Excellence**

Designed by Studio Mazzarella Architetti following CFG's sports infrastructure guidelines, CFA Palermo is the epitome of modern sports architecture. Managed by T&T Italia and constructed by ATI EPS snc and By Multiservizi, the facility stands as a beacon of innovation, performance, and sustainability, poised to make a lasting impact on the territory and its people.

The opening of City Football Academy Palermo heralds a new dawn for Palermo FC, marrying the rich footballing heritage of Sicily with the visionary ethos of City Football Group. As the club embarks on this exciting journey, the foundation laid today promises to propel Palermo FC to new heights, celebrating the spirit of football and community for generations to come.



The Municipality of Palermo is engaged in various sustainability efforts, including participation in international projects like Erasmus+ Cli-CCHE focused on climate change and health, fostering sustainable mobility through events like PUSH's Urban Thinkers Campus, and engaging in twin-city partnerships for sustainable development, as seen with the TCSPP project in Ghana. The city also demonstrates a commitment to cultural sustainability and green initiatives, which are integrated into local governance and community activities, as shown by the involvement of the Palazzo Ziino and the city's participation in the [Alleanza Italiana per lo Sviluppo Sostenibile](#).



## SHENZHEN PENG CITY

**CO2 measured across scopes 1,2 & 3**

**Continuous liaison with CFG clubs and operations for sustainable growth and best practice**

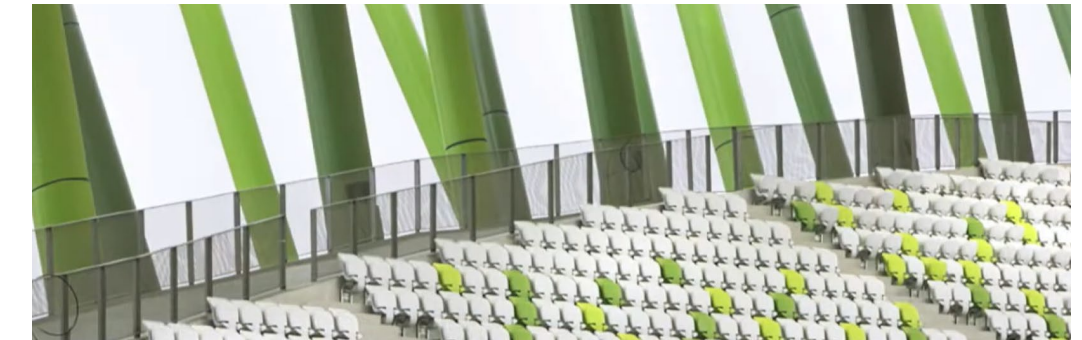
**Social Value & Environmental action planning**



**Shenzhen Peng City FC** is developing its place in the community and focused on its facility needs and development.

In liaison with the club, a short, headline understanding of the club's environmental impact has been shared in this initial year.

CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals
Teams Travel			13,0550	13,055
Business Travel			148	
Owned Vehicles	21			21
Other Fuels		20		20
Public Transport event days			760	760
Private Vehivles event days			1150	1150
Energy		181		181
Water		6.5		6.5
Waste			80	80
HVAC refrigerants	0.3			0.3
<b>Total</b>				<b>15,401.8</b>
<b>ESTIMATED FOR 2025 BASED ON ESTATE, TRAVEL, FAN INFO</b>				



- Shenzhen Peng City use Bao'an stadium (total capacity 44000) for 2024 season, with average attendance of 6614, and then use Shenzhen Sports Centre Stadium (total capacity 42000) for 2025 season, with average attendance of 26000 (as of 30 Aug).
- The training base (Lihu football training base) is located in Nanshan District, Shenzhen. It includes 3 full pitches, meeting rooms, gym, canteen, dorm and is being used by first men's team and academy (U19-U21).
- The club works closely with its local community
- The key sustainability contact is Chao Xiang, Communications & brand Director

**Shenzhen :**

- Shenzhen Climate Change Action Plan  
'A Sustainable Path to Prosperity' (Low Carbon City/Sponge City/Zero Waste City)
- Development & Reform Commission – City of Shenzhen



**Flooding and drought are key considerations in all Shenzhen operations.**

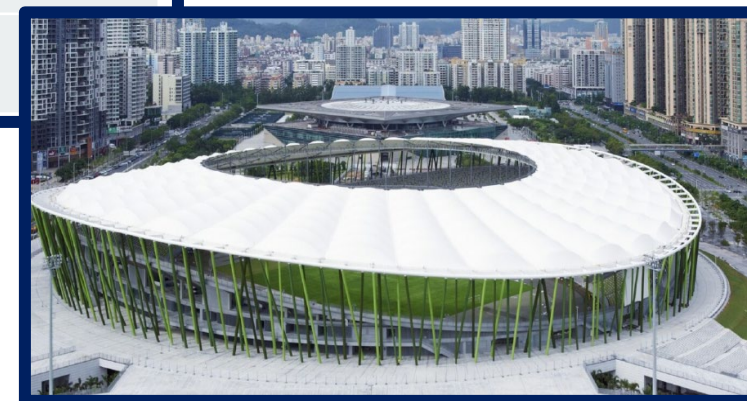
**The city has a robust and well-thought-out action plan alongside which club officials are taking full account to protect all interests.**

**The other main consideration for operations is rising heat levels.**

Shenzhen's climate action focuses on achieving a "near-zero carbon" city by reducing energy intensity, expanding its carbon trading market, promoting renewable energy, and increasing the share of electric vehicles.

The city has also released a [Climate Change Adaptation Plan](#) (2023–2035) to enhance urban resilience, improve ecological services through green infrastructure, and manage climate-related risks like floods.

Key initiatives include the [International Low Carbon City](#) (ILCC) project, which serves as a model for sustainable urban development by transforming industrial areas into low-carbon urban spaces.



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

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

At the beginning of 2024, a decision was made to relocate the Club to Shenzhen with the new name: Shenzhen Peng City Football Club. The relocation was part of a strategic and long-term plan with the aim of achieving sustainability for the Club and continuing to invest in the growth of football in China.





## YOKOHAMA F. MARINOS

**CO2 measured across  
scopes 1,2 & 3**

**Nissan Stadium Features  
an eco-friendly design with  
recycled water and energy  
sources.**

**Harvesting water**



Club/operation	YOKOHAMA_F.MARINOS
Named sustainability contact (email)	Ryushi NARISADA (narisada@marinos.co.jp)
Main Stadium (mens)	Nissan Stadium
Main Stadium (womens)	(N/A)
Main Stadium (youth/academy)	Shin-Yoko Football Park/Nissan Oppama ground/Yokohama National University
Mens First Team Training Centre	F.Marinos Football Park ~Tricolore Base Kurihama~
Womens First Team Training Centre	(N/A)
Youth Academy facility	Shin-Yoko Football Park/Nissan Oppama ground/Yokohama National University
Other operated or owned venues	
Other venues/loctions (leased)	Head offcice in Shin-Yokohama
Number of HOME LEAGUE games/season (Men)	19
Average fan attendance - Home	24,843
Average city fans travelling to away matches	----
Number of HOME LEAGUE games/season (Women)	(N/A)
Average fan attendance - Home	(N/A)
Average city fans travelling to away matches	(N/A)
Number of FTE club employees	759
Number of added match day staff	500
Number of specific contractor FTE staff	130
% of FTE staff classed as local	82%
Club community outreach prgramme	City in the Community
Local authirity area	Yokohama Municipality
Other (eg regional) government	Yokohama City Council
Travel & Transport Authority	Transportation Bureau, City of Yokohama
National Government Net Zero Traget (if any)	2050



Yokohama					
CO2 EMISSIONS	scope 1	scope 2	scope 3	Totals	% of emissons
Teams Travel			760	760	
Business Travel			53.2		
Owned Vehicles				0	
Other Fuels		230		230	
Public Transport event days			2,300	2300	
Private Vehivles event days			18,000	18000	
Energy		1600		1,600	
Water					
Waste			72	72	
HVAC refrigerants	0.3			0.3	
<b>Total</b>	<b>0.3</b>	<b>1830</b>	<b>21185.2</b>	<b>22962.3</b>	

2025 ESTIMATED EMSISSION BASED ON OPERATIONS, FAN NUMBERS, TRAVEL INFO

**Yokohama F. Marinos** is one of the most successful football clubs in the history of the professional game in Japan. The Club joined City Football Group in 2014 but began life in 1972 as the Nissan Motor Football Club, became Japanese champions for the first time in 1988 and quickly followed up that triumph a year later. Yokohama were one of the founding members of the J-League which was launched in 1991. The name change to Marinos – which translates from Spanish to 'sailor' – is a reference to the international port of Yokohama and came two years later in 1993.

There was another modification to the Club's title to Yokohama F. Marinos following a financial and technical merger with Yokohama Flugels.

In 2014, the partnership between Nissan Motors, the majority owners of Yokohama F. Marinos, and CFG came into existence. The deal marked the first significant foreign investment in a J-League club. CFG took a minority stake of 20%.

They won the J1 League in 2019 and repeated that feat three years later (2022), in their 50th year in existence.



As a harbor city that prides itself on its fresh air, clean water, and walkable green spaces, Yokohama continuously strives to become Japan's and the world's foremost green smart city.

Yokohama City Council promotes sustainability through a comprehensive "Zero Carbon Yokohama" strategy, aiming for carbon neutrality by 2050 with initiatives such as a 100% renewable energy target for city facilities, promotion of low-carbon electricity choices for citizens and businesses, the "Port Decarbonization Plan" for the port area, and the innovative "Yokohama Blue Carbon Project" to leverage marine ecosystems for carbon capture.

These efforts involve strong public-private partnerships and cooperation with businesses, research organizations, and citizens to foster a decarbonized economy and sustainable lifestyles.



- empowering better lives -

**sustainability**

social, environmental, economic

2024-25

# Methodology, acknowledgements & key links



## 2024-25 operational fact sheet



### Measurement, data and assumptions

In line with recognised practices the measurement and recording of data is generally as follows:

For environmental risks impact and CO2 emissions the club uses the DEFRA – GHG Protocol throughout with 90% of all data based on actuals and 10% being by fan, provider or consumer survey, thus there is a margin of error in the 10% of around 3%.

In social and economic information, the sales costs, localities, origins, operational information, workforce, consumer and community numbers are actuals. Some of the match day travel information is based on surveys of c600fans/match recorded via Qualtrics and supportive match-match qualitative research.

**Assumptions** are made in respect of earnings against employment (FTE) whereby the general rule used is that all measures are based on the April 2025 Greater Manchester average annual salary (£35,170). An added allowance overall of 30% is included to help balance the reality.

The Greater Manchester average salary is c£37.5k\*, as such the impact of workforce wages is understated at c30%.

For 2024-25, **exclusions** include player wages and related costs, vat and some central UK taxation.

All information for GVA is provided through the UK Govt Social Value Model (adj. for Greater Manchester) and is aligned with Manchester City Council economic development plan and the Greater Manchester Combined Authority (GMCA) Growth Co.

Information and data is gathered and provided in good faith and is part of an ongoing development programme of social and infrastructure investment and continuous learning.

\*GMCA Growth Co



MANCHESTER CITY FOOTBALL CLUB		Reporting June 2024 -May 2025 incl	
Named sustainability contact	Pete Bradshaw (pete.bradshaw@mancity.com)	Club community outreach programme	City in the Community
Main Stadium (mens)	Etihad Stadium, Manchester M11 3FF	Local authority area	Manchester City Council
Main Stadium (womens)	Joie Stadium, Manchester M11 4TQ	Other (eg regional) government	Greater Manchester Combined Authority
Main Stadium (youth/academy)	Joie Stadium/CFA, Manchester M11 4TQ	Travel & Transport Authority	Transport for Greater Manchester
Mens First Team Training Centre	City Football Academy	National Government Net Zero Target	2050
Womens First Team Training Centre	City Football Academy	Regional net zero target	2038
Youth Academy facility	City Football Academy	Manchester City FC net zero target	2030
Other operated or owned venues	Carrington (leased out to Sale Sharks RUFC)	Waste	reduction of c57 tonnes
Number of HOME LEAGUE games/season (Men)	19	<b>Overall CO2 emisions 2024-25</b>	<b>31,200.40</b>
Total games incl all comps (24-25)	28	Scope 1	1,413.40
Average fan attendance - Home	52,640	Scope 2	1,694.60
Annual total fan attendance MCFC	1,473,920	Scope 3	23,756
Average city fans travelling to away matches	3,000	Embodied CO2	9,144
Number of HOME LEAGUE games/season (Wom)	11	Overall CO2 emisions previous year	44,775.60
Average fan attendance - Home	7,180	Sequistation on site	3723
Average city fans travelling to away matches	380	<b>diff in year is reduction</b>	<b>13,575</b>
Annual total fan attendance MCWFC	78,980	Average match day CO2 emisions (reduced by c17%)	25t CO2
International fans visiting Manchester	353,740	Business Travel (increase of 3%)	2473
Number of FTE club employees	759	Teams Travel (reduction 4%)	1,861
Number of added match day staff	1800	Commuting (increase 5%)	1068
Number of specific contractor FTE staff	130	Fan Travel (reduction 14%)	3806
% of FTE staff classed as local	82%	All hotel bed nights (increase 2%)	602
FTE jobs supported annually (est)	4600	Electricity (increase in consumption - 1.6m kwh)	16.1m kwh CO2 zero
Av percentage of local manuf materials in procuremen	78%	Electricity generated on site	1.3mw
Av percentage of local consumables in procuremer	60%	Gas (reduction in consumption - 161,000 kwh )	6.6m kwh - 730 t CO2
Area of maintained grass (fileds)	43 acres	Water (reduction in consumption - 30,000cu/m)	91,763 cu/m
Area of wild grasses, flower meadow, wetland	22 acres	Other fuels (reduction in consumption - 602 ltrs)	1207.25 ltrs - 3.9 t CO2
Trees in fullgrowth	3,630		
Off site sequested land (Carrington)	21.3 acres		

Where fans travel from 2024-24	%
Greater Manchester	25.8
International	24.5
North West	9.4
Yorkshire & Humber	6.8
East Midlands	4.2
West Midlands	4
Scotland	3.6
London	3.5
South East	3.50
Unknown	2.5
East of England	2.3
South West	2.1
Wales	1.7
North East	1.50
Northern Ireland	0.1
Rest of UK	4.3

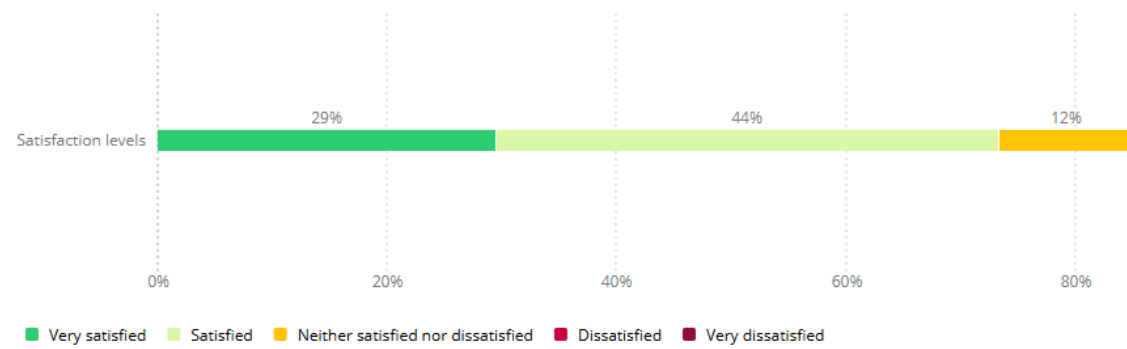
  

GVA headline	£m
Operational social value	738.4
City in the Community	71.2
Match and events days - spend +	332.5
Manchester waterfall	5.01
2025 Output capex	541.7
Natural capital	0.2
Legacy - CFA (2025)	12.6
	<b>£1,701.61</b>
Overseas 'drift' at 20% equates to reduction of £503,600	340m
	<b>1.36m</b>
2024-25 annual turnover Manchester City	694.1m
for the buisness - headline/overall value over cost (SROI)	665.9m
av Greater Manchester salary utilised is £35,170 (sttista 2024)	
exclusions - football trading and costs, vat, jv	

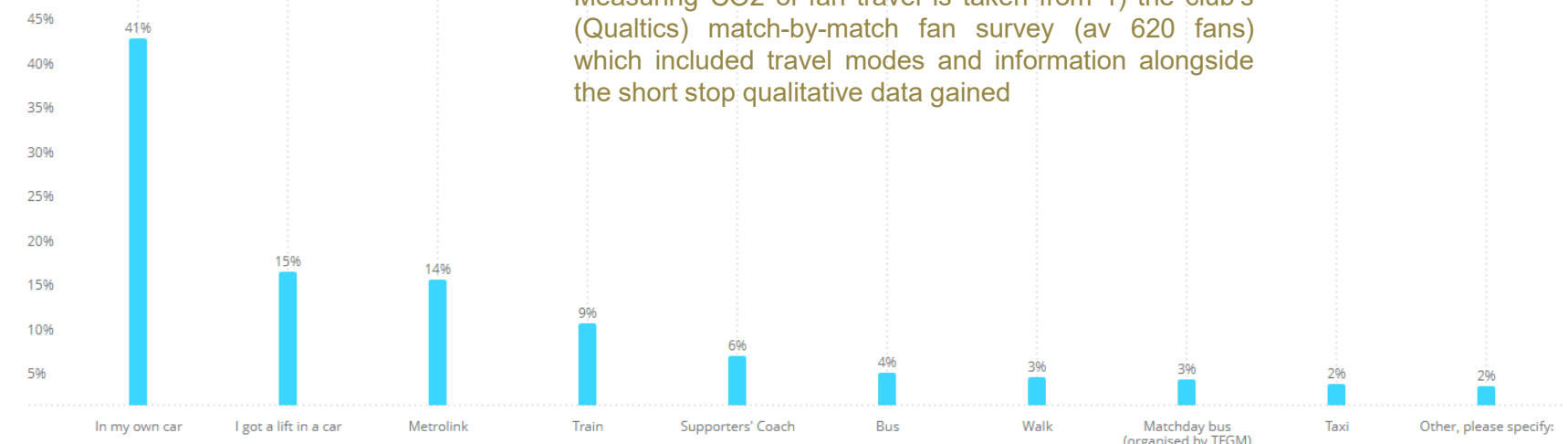
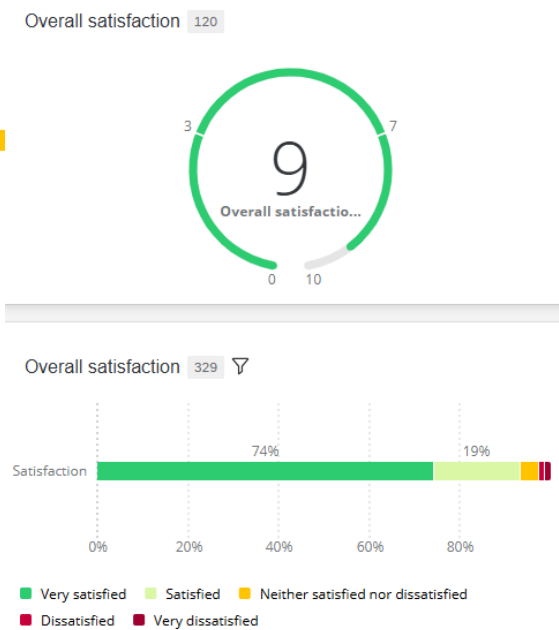


### Notes, methods, info

Travelling to the Etihad Stadium 1,801



Match day bus service Overall satisfaction (120)



Measuring CO2 of fan travel is taken from 1) the club's (Qualtics) match-by-match fan survey (av 620 fans) which included travel modes and information alongside the short stop qualitative data gained



Hotel bed nights in Manchester by visiting both home and ways) fans measured by way of short qualitative survey of:

- 1) fans on travel routes and
- 2) identification of six key hotels used by match day fans

(Leorando/Ibis/Motel One/Double Tree/Holiday Inn/Crowne Plaza)

Further understanding from Visit Manchester to help verify.

Hotels reluctant to share numbers and information for match days (owing to their competitive status).

Hotel bed nights CO2 measures are based on the UK standard (av) at 10.44 kg/person/night.



All CO2 is measured using the DEFRA GHG Protocol.

Embodied/retro is measured via an approved % process of sq/m operational space and all scopes CO2 at 30%

Mitigation is measured using approved sequestration over a full seasonal year.

All GVA is measured primarily via UK Government Social Value Model (GMCA) with part via LM3



### Economic benefits Assumptions

All FTE staff salaries are measured at the average for Greater Manchester at £35,170/annum

Some match-day only rates and apprentices are recorded as adult living wage for Greater Manchester (£12,21/hour)

The overall impact of wages to the local economy and the UK Exchequer is understated at c30%

### Sourcing and Origins

Local sourcing of products identifies actual procured materials, items, produce and services – both by the club and it's appointed contractors.

Local purchasing geography is identified in the report – in all cases seeking to achieve 70% or higher

### Qualitative fan travel information (walking stop points)



#### 1 Holt Town

Provided by far the highest density of fans walking to match days with most (c90%) traveling from Merrill Street and the remained from Every Street.

Three match days – identify that c60% of fans parked in or around the city centre and then walked whilst c35% had used public transport to the city centre with c4-5% saying they walked all the way – primarily from Hulme, Moss Side, City centre living. Av. Stop and talk was 42 per match.

Notably at this point the options to use City link or Ashton new Road is available with c90% using Ashton New Road.

#### 2 Etihad Main entrance

Most fans had travelled along ANR or had parked in local off site parking – c 66% had walked from city centre, 20% from other locations, 10% for public service buses and c 5% from taxi travel. Four match days with av 25 stops.

#### 3 City Square

By far the majority had parked in on site parking (45%) with c 30% having parked off site then walked – around 20% has used Metrolink less than 5% suggested they walked all they way with less than 2% suggesting they used City Link. Six match days with av 30 stops.

#### 4 Philips Park

The majority had parked off site (c70%), around 3% from Match Day Buses and others suggested they walked all the way. Two match days with av 30 stops

#### 5 Bank Street

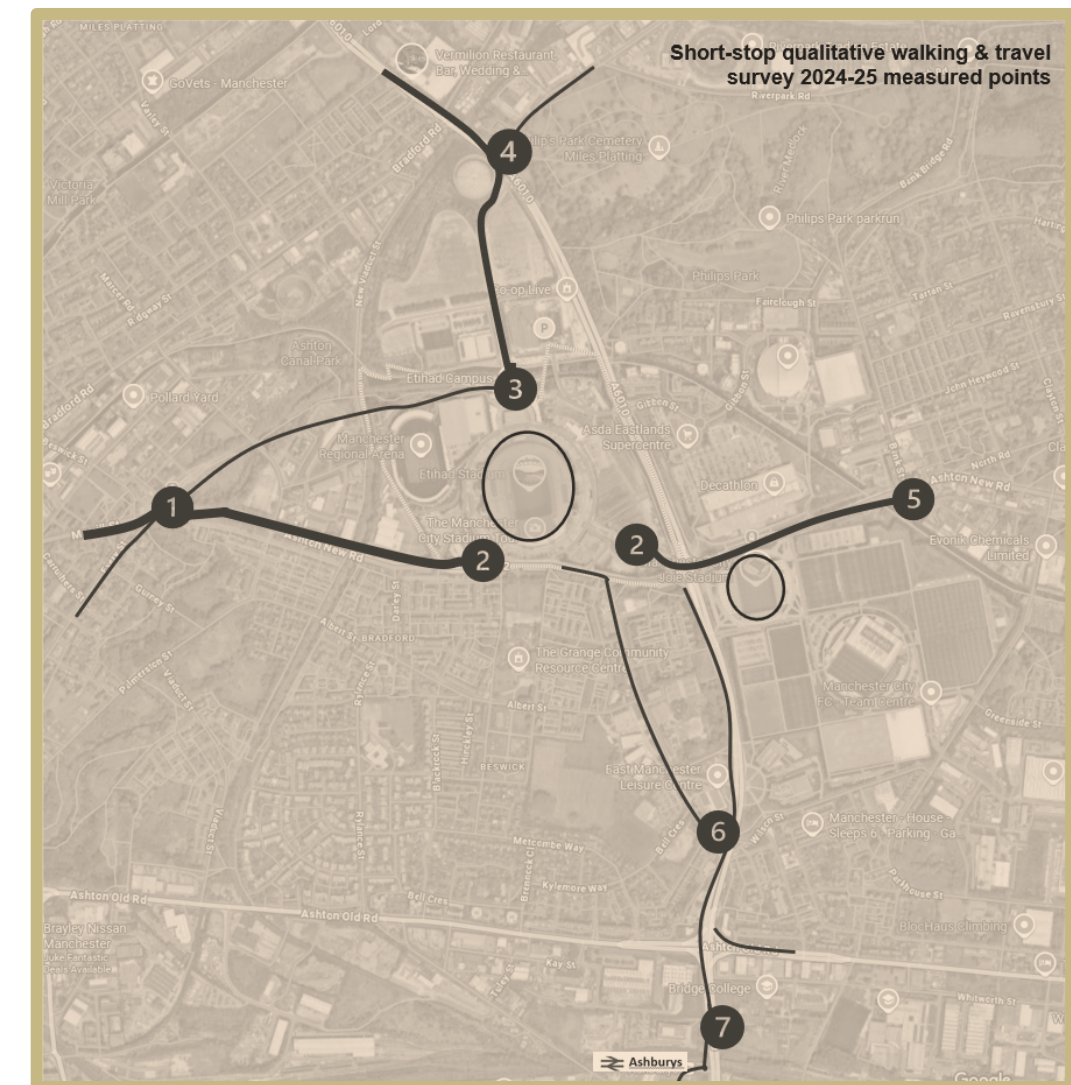
Most people had parked off site at c70% with most using on street. Around 25% had used public transport stopping at pobs in Clayton and Droydsden – then walking. Less than 5% suggested they walked all the way. Two match day av stop 30.

#### 6 Grey Mare Lane

The majority of people had parked off site –c80% with most suggesting they parked in street in West Gorton and around Belle Vue. Just under 20% had used public transport and around 2% suggested they walked all the way. Three match days – av stop 35.

#### 7 Ashburys Station

Only one match day reviewed to ascertain the numbers using Ashburys with two train stops covered. In the whole match day only 16 people appeared to use the train – 4 stops suggested that there was lack of reliability, mainly in return/after match trains.





Links to other key Man City reports:

**CITY IN THE COMMUNITY** 52

[Manchester City's charity release 2023/24 annual report](#)

**EQUALITY, DIVERSITY & INCLUSION**

<https://www.mancity.com/annualreport2024/edi/>

**Safe at City**  
Helping to keep children and other vulnerable people safe when they are with us

[Safeguarding Information | Manchester City F.C.](#)

**GLOBAL COMMUNITIES**

[City Football Group Community Initiatives](#)

<https://www.cityfootballgroup.com/beyond-clubs>

**City football**

[City Football Group - Official Website](#)

& Co-Op LIVE ARENA

**Co-op LIVE**

[Sustainability | Co-op Live](#)

2024 - 25 sustainability report  
With thanks and acknowledgements:



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and club partners Puma, Stich'd, Xylem; Jinko; Etihad Airways

Also from TfGM (Steve Gilholme); Manchester City Council (Mike Cunliffe) and Greater Manchester Combined Authority (Rupert Greenhalgh);

**External links**

- [Zero Carbon Manchester | Zero Carbon Manchester | Manchester City Council](#) (Manchester City Council)
- [Biodiversity and wildlife | Biodiversity and wildlife | Manchester City Council](#) (Manchester City Council)
- [Biodiversity Net Gain in Greater Manchester - Greater Manchester Combined Authority](#) (Greater Manchester Combined Authority)
- [Social Value can make Greater Manchester a better place - Greater Manchester Combined Authority](#) (Greater Manchester Combined Authority)
- [Our corporate commitment | Bee Network | Powered by TfGM](#) (Transport for Greater Manchester)
- [MCCA](#) (Manchester Climate Change Agency)
- [Visit Manchester | Official Tourist Board for Manchester](#) (Visit Manchester)
- [Premier League publishes Environmental Sustainability Strategy](#)
- [Sustainability | UEFA.com](#)



MANCHESTER CITY COUNCIL



Article – sustainable Manchester

- [Manchester: shaping sustainable success | Government Business](#)

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- empowering better lives - **sustainability**

“

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

Social investment, environmental protection and economic responsibility drives a community spirit that wholly respects our founding, yet ensures success, innovation and inspiring futures across our cities.

The sometimes confounding times we live through are filled with challenges, yet with incredible opportunities too. Everyone of us can solicit meaningful and positive change in our own localities and across the world.

Imagine then, the impact of mutual actions, of cooperation and participation. Working together we help fire essential, relatable enthusiasms in us all, so building and sustaining communities.

”

Pete Bradshaw, Director of Sustainability  
September 2025

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- [man city sustainability > 2024-25 report](#)
- [mancity.com](http://mancity.com)

