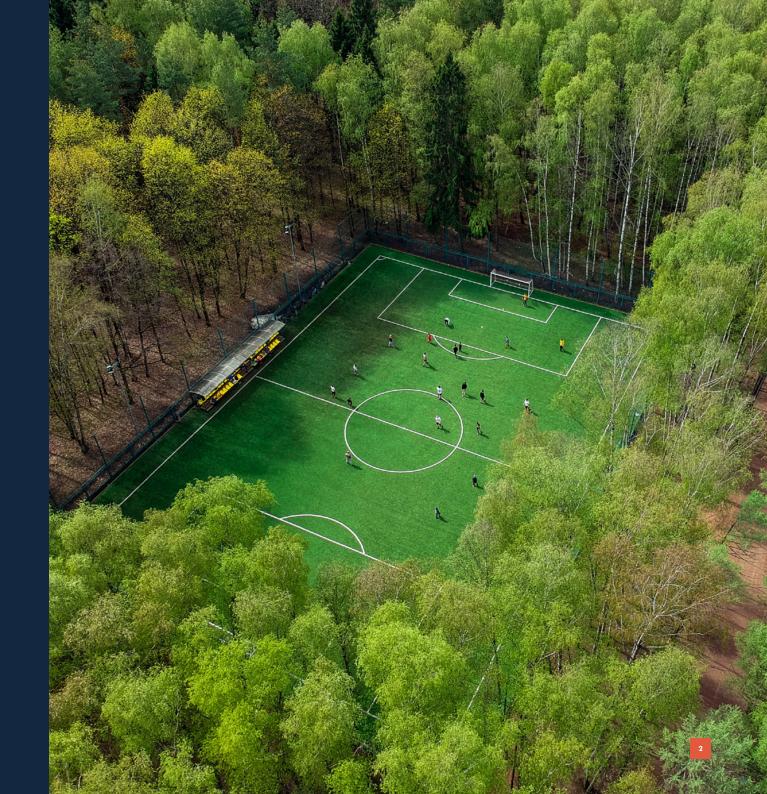


Appendix to Stepping Up To The Plate: The Crucial Role Sport Must Play In Climate Action.

SPORT PROPERTIES



FOREST GREEN ROVERS



ACTIVITIES / MISSION

There is no doubt that FGR is a pioneer when it comes to working to mitigate its impact on the environment, which is demonstrated by its extensive sustainability initiatives.

SOME OF WHICH ARE AS FOLLOWS:

- The entire club is powered by 100% green energy from Ecotricity, some of which is generated by the solar panels on the stadium roof and the solar tracker at the ground entrance.
- Rainwater is captured for pitch irrigation instead of mains water.
- The grass is cut with a GPS-directed electric lawn mower powered by solar energy.

- FGR is 100% vegan, offering only freshly made vegan food to all players, staff, and fans.
- Team kit manufactured from bamboo and soap manufactured using grass from the FGR pitch.
- Community sessions to educate fans on energy, waste and healthy lifestyles, as well as eco information on the FGR website, notice boards around the stadium, and in the matchday program.

TARGET / ACHIEVEMENTS

- In 2017 FIFA declared FGR as the 'greenest football club in the world'.
- In 2018 FGR was certified by the United Nations as carbon neutral, under the Carbon Neutral Now scheme.
- In 2018 FGR became a founding member of UNFCCC Sports for Climate Action Framework.



OAKLAND ROOTS SC



ACTIVITIES / MISSION

Oakland Roots SC made a commitment to be among the first professional football teams in the world to become climate positive. This means that Oakland Roots will go beyond achieving net-zero carbon emissions by removing more carbon dioxide from the atmosphere than they emit. Oakland Roots will assess and address the carbon impact of all facets of operations, including:

- Energy use and waste at home games.
- Air and bus travel for away games.
- Business travel, including scouting.
- Front office operations including energy, waste, water, shipping, recycling, and employee commuting.
- Emissions generated by fans traveling to and from home games.



TARGET / ACHIEVEMENTS

Climate positive by 2022.



SPORTS LEAGUES / TOURNAMENTS



INTERNATIONAL OLYMPIC COMMITTEE (IOC)



ACTIVITIES / MISSION

The IOC announced that it will cut its direct and indirect greenhouse gas emissions by 50 per cent by 2030, as part of its commitment to tackling climate change. To achieve the 50 per cent cut in emissions by 2030, the IOC has set an intermediate reduction target of 30 per cent, to be achieved by 2024. Its action plan to deliver on this commitment will now be updated with increased efforts to reduce emissions in the areas of travel, energy use and procurement.

ALREADY CARBON NEUTRAL, THE IOC AIMS TO BECOME CLIMATE POSITIVE BY 2024. THIS WILL BE ACHIEVED BY:

 Reducing the IOC's direct and indirect emissions by 50 per cent by 2030, across the three

- scopes defined by the GHG Protocol, in line with the Paris Agreement.
- Compensating more than 100 per cent of its remaining emissions, mainly through the Olympic Forest project.
- Using its influence to encourage the broader
 Olympic Movement, as well as its supply chain
 and other stakeholders, to take action against
 climate change, and make the sports world
 more sustainable.

TARGET / ACHIEVEMENTS

Climate positive by 2024. 50 per cent cut in emissions by 2030.





REAL BETIS



ACTIVITIES / MISSION

Real Betis became, in 2019, the first football club to join the United Nations initiative 'Climate Neutral Now', committing to measure and reduce its carbon footprint, as well as to compensate for the inevitable emissions with the purchase of carbon offsets of certified projects for climate protection. To achieve these goals, the club also merged with First Climate, a German project developer and climate protection solutions provider.

After calculating and reducing its greenhouse gas emissions, the club took a step forward to compensate its emissions, becoming a carbon neutral club. To compensate for said emissions, Real Betis decided to support an emissions reduction project in Latin America - the Orosi Wind Farm in Costa Rica. The project consists of the installation of

25 wind turbines in the province of Guanacaste. Each one of these turbines has a capacity of 2 MW. This project contributes to the diversification of the Costa Rican energy matrix by using the wind energy potential of the country. At the same time, the project offers an important alternative to the prevailing use of hydroelectric plants and is a good option for energy generation during the dry season.

Recently, Real Betis has also become the first football club to join 'The Climate Pledge' by Amazon, accepting the challenge of taking decarbonization measures through real changes and innovation, which comprehend efficiency improvements, the use of renewable energies, material reduction, and other strategies aimed to eliminate its carbon emissions.

TARGET / ACHIEVEMENTS

Carbon neutral football club.





ORGANIZATION

FIFA



ACTIVITIES / MISSION

FIFA committed to reducing emissions by 50% by 2030 and reaching net zero by 2040, as part of a detailed FIFA Climate Strategy that lays out plans to accelerate the delivery of solutions to protect the planet.

The FIFA Climate Strategy consists of four pillars and three key goals that will put FIFA on the path to climate-friendly performance, to protect FIFA's tournaments from the negative climate change impacts, and to ensure climate-resilient football development across FIFA operations and events by 2040.

IT INCLUDES A HOST OF CONCRETE **INITIATIVES TO:**

- Educate the global football workforce on climaterelated impacts and climate-friendly solutions.
- Adapt football regulations and activities to be more resilient to current and anticipated impacts of climate change.
- Reduce the carbon emissions of FIFA and football to contribute to the Paris Agreement and the UNFCCC Sports for Climate Action Framework objectives.
- Invest in climate protection and support football stakeholders with access to know-how to tackle the impacts of climate change.

TARGET / ACHIEVEMENTS

Net-zero emission by 2040.





WORLD SAILING INTERNATIONAL



ACTIVITIES / MISSION

World Sailing's Sustainability Agenda 2030 outlines how the sport will contribute to the UN SDGs. It is split up into World Sailing's six main operational areas with a total of 56 different targets – ranging from participation to gender equality, reducing World Sailing's carbon footprint, respecting biodiversity, and water quality to single use plastic.

In addition, World Sailing, in partnership with the World Sailing Trust and 11th Hour Racing, have released a Sustainability Education Program, developed with The Ocean Race, for sailing clubs and parents.

THE SUSTAINABILITY EDUCATION PROGRAM **RESOURCES ARE FREE TO USE AND ARE BROKEN DOWN INTO SIX TOPICS:**

- 1. Race with World Sailing (learn about different kinds of events and boats)
- 2. Resources and Climate Change
- 3. Navigating Wildlife and Biodiversity
- 4. Reducing Waste
- 5. Oil and Fuel

SPORTS LEAGUES / TOURNAMENTS

6. Boat Cleaning and Maintenance

TARGET / ACHIEVEMENTS

Set technical standards by 2030 to reduce environmental impact of sailing industry.



SPONSORS / PARTNERS

ORGANIZATION

FÉDÉRATION INTERNATIONALE DE L'AUTOMOBILE (FIA)

SPORTS LEAGUES / TOURNAMENTS



ACTIVITIES / MISSION

With the introduction of hybrid engines in Formula 1, the creation of Formula E (the world's first fully electric motor sport championship), ongoing research into environmentally friendly fuels, the establishment of the Environment and Sustainability Commission, and its adhesion to the United Nations Sport for Climate Action Framework, FIA is committed to leading positive change on environmental issues.

FIA AMBITIONS:

Reaching carbon neutrality in 2021, in the transition towards a state of net-zero emissions in 2030:

- 2021 FIA to reach carbon neutrality
- 2030 FIA to reach net-zero status



TARGET / ACHIEVEMENTS

Net-zero emissions in 2030. By 2025, reduce carbon footprint by 20%.





ORGANIZATION

WORLD ATHLETICS



ACTIVITIES / MISSION

World Athletics is committed to ensuring that its athletics events, which are held all over the world, and its headquarters, based in Monaco, are fully aligned to the principles of sustainability. In April 2020, World Athletics announced its Sustainability Strategy 2020-2030, whose central goal is to make the organisation carbon neutral by 2030.

The ten-year strategy is designed to deliver tangible benefits across the three pillars of sustainability - environmental, social and economic - by using the power of sport and athletics to create a better world for communities. The strategy includes a broad commitment.

THE KEY BENEFITS OF THE STRATEGY INCLUDE:

- Better management of the sport's social and environmental risk factors.
- Identification of opportunities benefitting the sport and engaging a wider group of stakeholders.
- More efficient use of resources, delivering lower operating costs enabling greater investment in the sport.
- Wider activation platform for partnerships to bring significant economic, social and environmental benefits to local communities.

TARGET / ACHIEVEMENTS

Carbon neutral by 2030.



ROSBERG X RACING



ACTIVITIES / MISSION

RXR has been officially certified as net carbonzero as part of its ongoing mission to be a sustainable entity at every level of operation. The certification comes via Berlin-based startup Planetly, which develops digital tools that help companies and organisations analyse and reduce their CO₂ emissions.

As part of its role as a 'Carbon Hero', RXR is working with Planetly to help South America transition to renewable energy via the installation of 280,000 solar panels across three solar farms in the San Juan province of Argentina. This project aims to reduce the nation's reliance on fossil fuels as an energy source and increase its use of renewable energy sources to pave the way for a clean, sustainable future.

Building on its status as a net carbon-zero team, RXR is now committed to taking the next step and working with its partners to become a climate positive team.

TARGET / ACHIEVEMENTS

EXTERNAL ORGANIZATIONS

RXR has been officially certified as net carbon-zero.





ORGANIZATION

PHILADELPHIA EAGLES



ACTIVITIES / MISSION

The Philadelphia Eagles have entered into a landmark, first-of-its-kind partnership with Ocean Conservancy and The Ocean Foundation to offset all team travel from 2020 through seagrass and mangrove restoration efforts in Puerto Rico.

The Eagles offset their carbon footprint in 2020, which included air and bus travel to eight road games, by a total of $385.46 \text{ tCO}_{2}e$.

The calculations were made by The Ocean Foundation using the travel details from the Eagles 2020 itinerary.

THE FUNDING FOR THIS PROJECT IS BROKEN DOWN THE FOLLOWING WAY:

- 80% Labor and supply restoration efforts.
- 10% Public education (workshops and training to build local scientific capacity).
- 10% Administration and infrastructure.

TARGET / ACHIEVEMENTS

Offset all team travel from 2020.





ORGANIZATION

SAUBER GROUP



ACTIVITIES / MISSION

Sauber Group sustainability strategy is in line with the goals set by Formula 1 to become a net zero carbon sporting spectacle by 2030 and to promote positive developments in the communities hosting a GrandPrix event.

The company has implemented numerous initiatives to reduce its environmental impact and foster positive changes within communities.

AMONG THE PAST AND CURRENT INITIATIVES, THE GROUP HAS PARTICIPATED IN:

- Powering the Hinwil headquarters with renewable energy generated on site.
- Fully offsetting the team's CO₂ emissions, including employee flights, through reforestation and forest protection projects.

- Creating one of the biggest photovoltaic parks in Switzerland, situated above their staff parking.
- Renewing the company's vehicle fleet to reduce emissions.
- Applying ISO 14001 norms to all waste and recycling processes.
- Segregating trackside pit consumables for recycling and food waste for conversion to energy or donation to charities.

TARGET / ACHIEVEMENTS

Net zero carbon footprint in 2030.





ORGANIZATION

JUVENTUS FC



ACTIVITIES / MISSION

Juventus is aware of its role both in the world of football, as a club, and of the responsibilities and influence of its actions on the environment, as a company. Conscious of this correlation between corporate and territorial aspects, Juventus is responsible for reducing its impact as much as possible.

Juventus has become the first Italian football club to join the "Climate Neutral Now" initiative, devised in 2015 by the United Nations. Since the 18/19 season, 100% of the electricity purchased by Juventus has come from renewable sources.

In September 2019, the Allianz Stadium became the first stadium in Italy to obtain the ISO 14001 environmental certification, after an investigation about its compliance with the legislation in force and of the adequacy of the environmental policy implemented.

TARGET / ACHIEVEMENTS

Climate neutral by 2050.





VFL WOLFSBURG



ACTIVITIES / MISSION

The club has implemented significant measures to successfully move towards a climate-neutral football experience and has defined climate protection as an important part of its social and environmental commitment. Its aim is to implement effective measures to reduce CO_2 emissions, take responsibility for its own environmental impacts, and be a strong voice in promoting the green transformation of the football business. VfL Wolfsburg has measured its greenhouse gas emissions every two years for the last ten years and has set itself ambitious targets for reducing these emissions, as well as continually further developing these measures.

VfL plans to reduce its emissions to net zero by 2025.



TARGET / ACHIEVEMENTS

Net zero carbon footprint in 2025.





ORGANIZATION

MCLAREN RACING



ACTIVITIES / MISSION

McLaren Racing's aim is to embed sustainability in every decision. It is an approach based on parallel priorities: Minimizing its negative impact by working towards climate action and transitioning to a circular economy, while maximizing its positive impact in the areas of diversity, equality and inclusion, and the promotion of health and well-being. As an organization that operates across technology, racing and mobility, MR recognizes its ability and responsibility to provide solutions to sustainability challenges through its people, processes and operations.

MCLAREN RACING IS THEREFORE COMMITTED TO:

- Minimizing its carbon footprint.
- Championing circular economy principles.

- Promoting a diverse, equal, and inclusive culture in its workforce and industry.
- Positively impacting the health and well-being of its people and communities.

In 2013, McLaren Racing received the FIA Sustainability Accreditation Award. Since then, it has been successfully re-accredited on a two-year rolling basis, most recently in February 2020.

McLaren Racing's objective is to decarbonize its value chain by 2030. By identifying its greatest emissions sources, such as air travel and purchased electricity, it is developing a roadmap to reduce its footprint across its operations.

TARGET / ACHIEVEMENTS

Net-zero carbon footprint in 2030.



UNION CYCLISTE INTERNATIONALE (UCI)

SPORTS LEAGUES / TOURNAMENTS



ACTIVITIES / MISSION

UCI Sustainability Vision: Make cycling one of the world's most sustainable sports and promote the bicycle as a key transport mode in combating climate change, improving population health and building a more sustainable future for all.

To support this vision, the UCI's sustainability strategy has been founded on four pillars to maximize positive impact and minimize negative impact in the social, economic, and environmental spheres. Each of these pillars includes specific internal targets to be delivered by the UCI, to lead the sport in all its forms towards a sustainable future.

UCI'S SUSTAINABILITY STRATEGY INCLUDES THE FOLLOWING OBJECTIVES:

- Reduce greenhouse gas emissions from UCI and UCI World Cycling Centre (WCC) operations to achieve carbon neutrality with a 45% reduction of absolute emissions by 2030.
- Integrate environmental, social and economic responsibility into the UCI's policies, operations and decision-making processes.
- Establish a taskforce to guide the development of a strategy of equality, diversity and inclusion in cycling.
- Develop a carbon calculator tool for use by cycling stakeholders.
- Measure the UCI's environmental and

- social impacts to report progress against sustainability objectives and UN Sustainable Development Goals.
- Work with organisations from the world over to protect and enhance the planet's biodiversity.
- Advocate for safe cycling everywhere and promote strong local economies through cycling and sustainable development.

TARGET / ACHIEVEMENTS

45% reduction of absolute emissions by 2030.





ORGANIZATION

TOTTENHAM HOTSPUR FC



ACTIVITIES / MISSION

Tottenham Hotspur is dedicated to minimizing the environmental impacts of its activities across all club operations. It embraces initiatives and technologies that reduce its environmental impact whenever possible, working towards improving efficiency and sustainability across the club at all levels - encouraging employees, suppliers, and partners to do the same.

- Tottenham has achieved 100% certified renewable energy and zero scope 2 emissions, with REGO-backed electricity and carbon neutral gas provided to the stadium by Brook Green Supply. Carbon dioxide emissions from the stadium are around 50% less than a stadium built 10 years ago and the entire development is targeting a 22% improvement on the Building Regulations baseline.
- The club has a sustainable transport plan in place for both its fans and staff, overseen by an appointed Travel Plan Coordinator. Recent analysis has shown that the club is close to achieving its target of no more than 23% of supporters (i.e., 14,250) travelling by private car on matchdays.
- The building fabric of the stadium has been designed to be highly insulated to reduce heating and cooling demands. The stadium's technology infrastructure, developed in partnership with HPE and Aruba, allows for the consumption of less power during periods of low activity.
- Water consumption is minimized across the stadium with waterless urinals and low-flow fittings and fixtures. At the Training Centre, a sedum 'green

- roof' has been installed to enable the capture and re-harvesting of rainwater across the site.
- All menus across matchday food outlets, as well as the menu on non-matchdays, include vegetarian and vegan options. All food produced, where possible, is locally and sustainably sourced.
- Waste from the stadium's microbrewery is used to feed the pigs at Wicks Manor Farm, less than 50 miles away.

TARGET / ACHIEVEMENTS

TFC has achieved 100% certified renewable energy and zero scope 2 emissions.





ORGANIZATION

NORWICH CITY FOOTBALL CLUB



ACTIVITIES / MISSION

Norwich City Football Club has made great progress in becoming more sustainable and will continue to look for new ways to be greener. Here are some of the changes the club has made so far:

- With the support of Kotkamills, the club has committed to 100% plastic-free items for use on a matchday in the stadium. The club no longer uses plastic sporks, condiment sachets or straws.
- At the Lotus Training Centre, a compost heap for raw food and grass cutting is in place to reduce landfill waste.
- The club shop and Fan Hub use only recyclable paper carrier bags and offer a selection of environmentally friendly items.
- At Carrow Road, a 3-year rolling program is in place to change all current stadium lighting to LED.

- The club is on a 100% renewable energy tariff at Carrow Road and the Lotus Training Centre.
- The new academy building was designed with natural materials throughout and is sustainably heated by air source heat pumps.
- Electric car charging points in place at the Lotus Training Centre.
- Solar energy transmittance and light transmittance values of the external glazing were carefully considered to control solar gains and to maximize daylight respectively, therefore reducing the need of electric lighting.
- At the Lotus Training Centre, a Waste 2 Water recycling system is in place to recycle water used in washing down equipment and machinery.

- At the Lotus Training Centre natural rainwater is collected, which is then used to irrigate the training pitches.
- At both the stadium at Carrow Road and at the Lotus Training Centers, boreholes are utilized to supply water for the irrigation of pitches reducing the demand on the fresh water supply.
- Staff are encouraged to attend digital meetings whenever possible to avoid unnecessary travel.
- Club partners are encouraged to take on the same principles of sustainability and implement changes in their own businesses.
- Commitment to educating the next generations on sustainability through our Academy, Junior Canaries and Community Sports Foundation.





ASTON MARTIN F1 TEAM



ACTIVITIES / MISSION

Aston Martin F1 Team is striving for continuous improvement in its environmental performance, from the design and construction of its cars, the maintenance and development of its facilities and its global travel footprint.

ITS OBJECTIVE AND COMMITMENTS TO BOTH THE ENVIRONMENT AND COMMUNITY CAN BE SUMMARIZED AS FOLLOW:

- Comply with all relevant environmental legislation as well as other environmental requirements, while continually striving beyond these targets at every opportunity.
- Commit to continuously reducing its energy and resource consumption in the manufacture and operation of its business as we strive to minimize its carbon footprint.

- Set standards for managing its environmental performance and ensure strict control over the environmental aspects of all processes and facilities.
- Minimize the impact of Aston Martin Cognizant Formula OneTM Team through effective waste management.
- Consider environmental issues and energy performance when acquiring or refurbishing buildings, including the site location, as well as its use of them.
- Promote sustainable product design and construction, with consideration from a life-cycle perspective, harnessing the power of Formula 1's platform to do so.

 Communicate openly about its environmental policy, working with its partners, suppliers and people to promote improved environmental standards and to build on feedback.





SENTOSA GOLF CLUB



SPORTS LEAGUES / TOURNAMENTS

ACTIVITIES / MISSION

Sentosa Golf Club was named the "World's Best Eco-Friendly Golf Facility." This was the first golf club in the world to join the United Nations's Sports for Climate Action Initiative.

IT HAS IMPLEMENTED NUMEROUS ENVIRONMENTAL FEATURES **SUCH AS:**

- Creation of its own bee colonies.
- Utilizing rechargeable lithium batteries in golf carts.
- Banning single-use plastics from both its golf courses.

TARGET / ACHIEVEMENTS

Net zero emissions by 2050.

ORGANIZATION

HANWELL TOWN FC



ACTIVITIES / MISSION

Hanwell Town FC recognizes that as a football club, climate change is one of the most important issues the club faces, because extreme weather conditions can disrupt our ability to play. Hanwell Town FC seeks to understand its carbon footprint, reduce it as much as possible and offset what they can't reduce, to become a net zero football club.

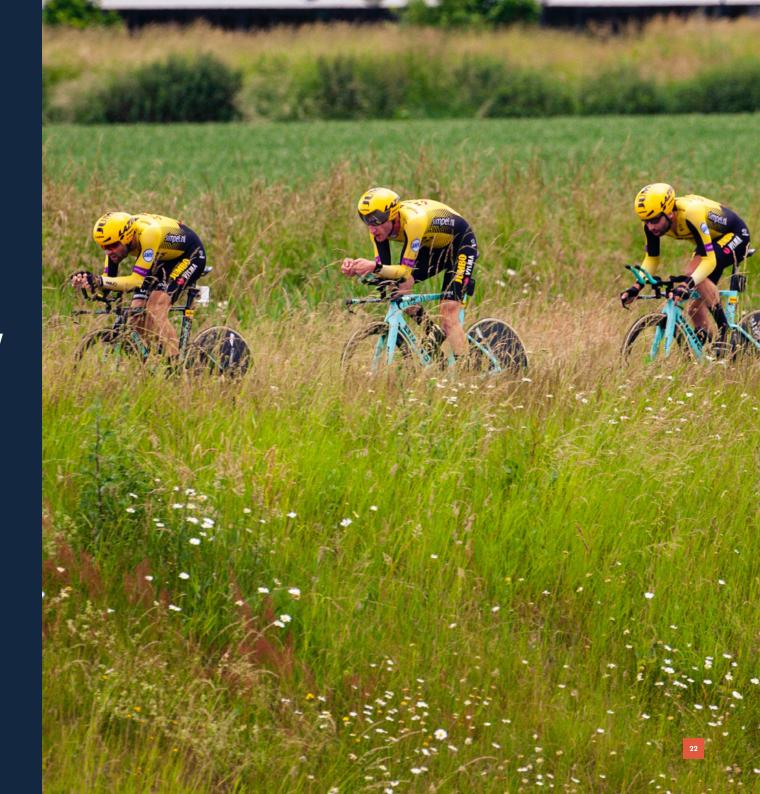
- Low-Carbon Operations
- Sustainable Transport
- **Low-Carbon Products**
- Climate Resilient Pitch
- Single-Use Plastics
- Re-Used Equipment
- Reusable Cups
- Waste Management

TARGET / ACHIEVEMENTS

Net zero carbon footprint in 2030.









ORGANIZATION

US OPEN



ACTIVITIES / MISSION

The US Open celebrated the 14th year of its sustainability initiative, continuing the tournament's decade-plus commitment to reducing its environmental impact. Here are some of the initiatives undertaken for this year's event:

- As part of the US Open's continued commitment to climate-intelligent humanitarian initiatives, a new component in 2021 is the collaboration with the reforestation non-profit One Tree Planted.
- The US Open will offset fan travel for Finals Weekend as well as player travel to compete in the event and employee travel to work the event.
- At the 2021 US Open, Mercedes-Benz AG is showing off the first of its all-electric Mercedes-EQ vehicle lineup.

- The 2021 US Open ball person uniforms from Ralph Lauren were made from yarn derived from recycled plastic bottles.
- Wilson Sporting Goods Co. racquet stringers at the US Open are no longer using plastic bags to wrap the 5,300-plus racquets strung during the three weeks of the event. Working with Wilson, the US Open is recycling all of the used racquet string from the event.
- The US Open earned the LEED Silver certification for Louis Armstrong Stadium, which premiered at the 2018 US Open.
- Constellation is donating Green-e Energy certified Renewable Energy Certificates to match the electricity consumed during the 2021 US Open.

TARGET / ACHIEVEMENTS

Since 2008, working with environmental consultant eco evolutions Ilc, the US Open has reduced its greenhouse emissions by 37,000 metric tons through waste diversion, recycled paper use, carbon offsets and renewable energy certificates.



TOUR DE FRANCE



ACTIVITIES / MISSION

Tour de France has been firmly committed for almost 10 years to working towards being a more environmentally responsible organization.

SUSTAINABILITY EFFORTS INCLUDE:

- 100% of the organizer's Škoda race vehicles are hybrid.
- Progressive reduction in the number of vehicles.
- Use of alternative means of transportation.
- Organisation of eco-driving lessons for race route vehicle drivers and awareness raising sessions for other drivers (in the publicity caravan, media, etc.).
- 100% of plastic packaging for promotional items has been eliminated.

- Partners are encouraged to produce more useful objects, using more environmentally friendly materials sourced in France or in Europe.
- Coffee cups and soft drink tumblers are made from recycled and recyclable cardboard.
- 100% seasonal and local food.





BUNDESLIGA



ACTIVITIES / MISSION

The Bundesliga aims to become the first carbon neutral league in the world. On Thursday, Aug. 19, the DFL Deutsche Fußball Liga (DFL) announced that the clubs would vote in December to include sustainability as a part of the licensing process. As a result, the Bundesliga aims to become the first environmentally sustainable league in the world. The decision to include environmental sustainability, with the long-term goal to become carbon neutral, in the DFL's licensing program is one result of the Taskforce Zukunft Profifußball (task force for the future of professional football).

Environmental sustainability is one of the key topics that the task force, with 36 experts from sport, society, politics and business, has worked

on over six months. Other topics also include economic sustainability, dialogue with fans, career opportunities for women in professional football and aiding the growth of women's football.

TARGET / ACHIEVEMENTS

EXTERNAL ORGANIZATIONS

Become the first carbon neutral league in the world.



SPORTS LEAGUES / TOURNAMENTS

ORGANIZATION

ABB FIA FORMULA E



ACTIVITIES / MISSION

The ABB FIA Formula E World Championship actively promotes electric mobility and renewable energy solutions to contribute to reducing air pollution and fighting against climate change around the world. With sustainability deeply rooted in its DNA, the ABB FIA Formula E World Championship aims to transfer technologies from the race track to road and inspire innovations to counteract the climate crisis.

Using the spectacle of sport, the ABB FIA Formula E World Championship is sending a powerful and meaningful message to help alter perceptions and speed-up the switch to electric mobility. It also operates as a testbed to push the development of new technologies needed for an electric, low-carbon future.

In 2020, the ABB FIA Formula E Championship became the first and only global sport to be certified with a net zero carbon footprint from inception, having invested in certified climateprotecting projects in all race markets to offset emissions from all seven seasons of electric racing.

In addition, the ABB FIA Formula E World Championship has become the first sport in the world to join the Science Based Targets initiative (SBTi) and the Business Ambition Pledge for 1.5°C commitment.

TARGET / ACHIEVEMENTS

Only global sport to be certified with a net zero carbon footprint from inception.





ORGANIZATION

EURO 2024



ACTIVITIES / MISSION

The EURO 2024 company's ambition is to deliver the European Football Championship to the highest sustainability standards. As such, the environment is a core priority, with the aim of reducing (adaptation) or, where this is not possible, compensating (mitigation) for all the negative environmental impacts of the tournament.

GOALS:

- Most environment-friendly national team football tournament ever.
- Carbon neutral event with sustainable means of public transport.
- Maximum reduction of CO₂ emissions.
- First ever construction-free EURO stadiums.

- Environment-friendly stadiums (EMAS certificate).
- Organic and regional food sourcing.
- Optimized consumption of energy and water.
- Reduction of transport-induced environmental load through increased use of public transport.
- Circular economy and waste management 4R concept (reduce, reuse, recycle and recover).

TARGET / ACHIEVEMENTS

Carbon neutral event.



ORGANIZATION

THE PREMIER LEAGUE



ACTIVITIES / MISSION

The Premier League signed up to the UN Sports for Climate Action Framework. As part of this commitment, the Premier League as an organisation aims to reduce 50 per cent of its own emissions by 2030 and achieve net-zero emissions by 2040, in line with the 1.5°C global warming limit of the 2015 Paris Agreement.

The League will also continue to work alongside clubs to look at ways to reduce environmental impact and will encourage fans and their communities to support this action, inspiring long-lasting behavioural change.



TARGET / ACHIEVEMENTS

Net zero emissions by 2040.



ORGANIZATION

PARIS 2024



ACTIVITIES / MISSION

To achieve as positive an impact as possible, Paris 2024 has developed a project in keeping with the recommendations of the IOC's Agenda 2020 and with the UN's Sustainable Development Goals. Building on the Paris Agreement on climate change adopted in December 2015 at the COP21, the Paris 2024 Games will be at the forefront of environmental stewardship.

The Paris 2024 Games will thus be the first to be aligned with the Paris Agreement.

By more than halving the emissions arising in relation to the Games and by offsetting even more CO_2 emissions than it will generate, Paris 2024 will become the first major sporting event to positively impact the climate. Paris 2024 is implementing a voluntary

compensation plan that goes over and above carbon neutrality, across the widest possible scope that even includes the impact of spectator travel.

The projects chosen to guarantee a carbon-neutral Games are spread all around the world and meet the most stringent international certification requirements. Beginning in 2021, these efforts involve carbon capture projects that strive to restore and protect forests and oceans.

THE OLYMPIC AND PARALYMPIC VILLAGE WILL BE A MODEL OF SUSTAINABLE DEVELOPMENT, INCLUDING:

- 100% bio-based materials.
- 100% green energy during the Games.

- 100% sustainable and certified food sources.
- 100% of the Olympic family and spectators using clean transportation.
- Over 26 hectares of biodiversity created on the Olympic sites in Seine-Saint-Denis thanks to the Games.

TARGET / ACHIEVEMENTS

Climate positive.

SPONSORS / PARTNERS

ROLAND-GARROS



ACTIVITIES / MISSION

For the last ten years, Roland-Garros has included environmental, social and charitable actions in the tournament's organization, and has gotten all of the tournament's protagonists involved. Having embarked on a low-carbon trajectory, with 2030 as the target, Roland-Garros is working on reducing its carbon footprint by way of four key approaches:

1. PROMOTING SUSTAINABLE AND SOFT MOBILITY:

- The media and spectator shuttles are 100% electric.
- A secure bicycle park has been set up near the stadium entrance, in response to the increasing popularity of bicycles in Paris and Greater Paris.
- The whole official Peugeot fleet is 100% hybrid or electric and will be fully electric by 2024.

2. CONTRIBUTING TO THE DEVELOPMENT OF RENEWABLE ENERGIES:

Since April 2016 and for all its sites (National

Training Centre, Jean-Bouin, Roland-Garros), the FFT has been supplied with 100% renewable energy from ENGIE. In addition to the mobile charging stations the FFT and ENGIE are installing innovative organic and flexible solar panels in two areas of the stadium.

3. PROMOTING AND OFFERING SUSTAINABLE FOOD IN THE STADIUM:

In partnership with Yann Arthus-Bertrand's Good Planet Foundation, the FFT is working with all of the tournament's restaurants and caterers on a sustainable nutrition plan, with the aim of offering products that are ever more responsible: certified, seasonal, locally-sourced, etc. The food served to the public includes a range of food products certified "climate friendly". The products with this label have a low carbon impact, according to the criteria rigorously defined with the GoodPlanet Foundation.

4. REDUCING AND REPURPOSING WASTE:

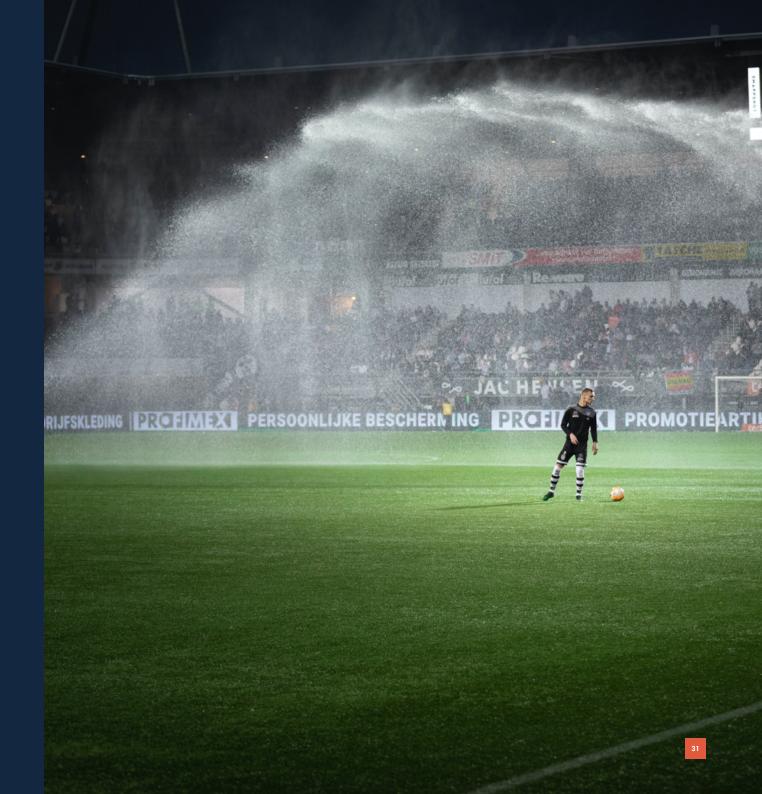
Since 2014, the FFT has rolled out a project to fight food waste, organized by the Le Chaînon Manquant charity. Any untouched food will be redistributed to various organizations in Paris that help disadvantaged people. This operation could not exist without the active involvement of the tournament's caterers, Potel et Chabot, Paris Society and Sodexo. During the 2020 tournament, the equivalent of more than 5,300 meals were redistributed.

TARGET / ACHIEVEMENTS

Showing increased commitment to the environment and to reducing the tournament's environmental impact.



STADIUMS





ORGANIZATION

CLIMATE PLEDGE ARENA



ACTIVITIES / MISSION

In partnership with Amazon, the Climate Pledge Arena will serve as a long-lasting reminder of the urgent need for climate action. Their goal is to be the most progressive, responsible, and sustainable arena in the world. The Climate Pledge Arena is home to the Seattle Storm and Seattle Kraken.

MAIN TARGETS AND INITIATIVES:

- Create the first International Living Future Institute certified zero carbon arena in the world.
- No fossil fuel consumption in the arena for daily use.
- Reducing all carbon emission activities.
- First arena and National Hockey League (NHL)
 Team to announce their intention to eliminate
 single-use plastics starting in 2021 and

- committed to being 100% free of single-use plastics by 2024.
- Significant on-site retention tanks reducing stormwater runoff.
- Water bottle filling stations throughout the arena.
- They will target a 97%+ diversion rate, which is considered 'zero-waste' in the industry.

TARGET / ACHIEVEMENTS

First net zero certified arena in the world (Pending).





ORGANIZATION

TOTTENHAM HOTSPUR STADIUM



ACTIVITIES / MISSION

Tottenham Hotspur is the Premier League's most sustainable club and its stadium has achieved 100% certified renewable energy use and zero emissions.

THE CLUB'S SUSTAINABILITY POLICIES ARE:

- Recycle any waste products generated across the Club where possible and increase waste diversion away from landfill.
- Reduce single-use plastic footprint with the aim of eliminating its use across Club operations, seeking to source more environmentally sustainable materials where possible.
- Educate and inspire young people through the work of the Tottenham Hotspur Foundation.

- Promote alternative forms of transport for fans and staff to and from the stadium and Training Centre that have a reduced impact on the environment.
- Identify locally and sustainably sourced food options to cater for various dietary requirements, including plant-based food options, at the stadium.



U.S. BANK STADIUM



ACTIVITIES / MISSION

U.S. Bank Stadium aims to reduce its carbon footprint in all areas of operations including but not limited to water reduction, waste reduction/diversion, energy efficiency, sustainable purchasing, and the promotion of alternative transportation. As a LEED-certified stadium, much of the innovation is based on smart technology and providing efficient and sustainable solutions that make the event experience overwhelmingly excellent.

SUSTAINABILITY PROGRAM INITIATIVES:

- Energy: Through renewable energy credits, 100% of the stadium's power comes from wind energy.
- Waste Diversion: Waste is diverted from the landfill, and either recycled, composted, donated, or reused.

- Water Reduction: The stadium ensures responsible water use by using industry-best low flow fixtures.
- Sustainable Purchasing: Nearly all food packaging that comes from concessions, premium areas, and suites is made to be composted.
- Transportation: U.S. Bank Stadium is the first stadium to receive a Bike Friendly Business certification and has over 180 bike racks.
- Emissions: By increasing the stadium's organics rates, CO₂ emissions have been reduced by nearly 511,000 pounds, and methane emissions have been reduced by roughly 11,000 kgs.

TARGET / ACHIEVEMENTS

LEED Platinum Certification For Operations And Maintenance.



SPORTS LEAGUES / TOURNAMENTS



ORGANIZATION

LEVI'S STADIUM



ACTIVITIES / MISSION

Levi's Stadium was the first United States professional football stadium to have achieved LEED Gold certification. Visitors and guests may view a live dashboard display featuring current energy measurements, water and air monitors, and other dynamic green features as the building operates daily.

- As of February 2014, the stadium had earned 44 points (39 is required for Gold certification).
- The stadium is located on a sustainable site with accessible public transportation and a bike path to lower greenhouse gases.
- The stadium will self-consume PV-electricity generated from its three NRG Energy solar-paneled pedestrian bridges and its one solar-paneled roof deck.

- 100% of the wood used in the Citrix Owners Suites is reclaimed wood from a local airplane hangar at Moffett Field in Mountain View.
- The stadium is using recycled and reclaimed building products where possible.
- The stadium features a 27,000 square foot Green Roof on the top of the stadium's suite tower.
- The stadium uses reclaimed water for both potable and non-potable uses such as the playing field irrigation water.
- The stadium's concessionaire is focused on working with local suppliers to fulfill its farm-to-table menus and will be composting and recycling to the greatest extent possible.

TARGET / ACHIEVEMENTS

LEED Gold certification.



METLIFE STADIUM



ACTIVITIES / MISSION

Environmental Mission Statement:

"MetLifeStadium is committed to a sustainable future and the environmental well-being of our community.

In coordination with their partners, they strive to prioritize sustainable initiatives fostering a better future for generations to come."

In 2021, MetLife Stadium became the first NFL stadium to join the United Nations Framework Convention on Climate Change's Sports for Climate Action.

SUSTAINABILITY INITIATIVES:

- On-site solar generation.
- LED lighting.

SPORTS LEAGUES / TOURNAMENTS

- Motion sensor lighting.
- Hybrid and electric vehicles.
- Food waste diversion.
- Food donations.
- Comprehensive recycling program.
- Electronic and universal waste recycling.
- Waterless urinals.
- Water filtration fountains.

TARGET / ACHIEVEMENTS

Net zero emissions by 2050.



ORGANIZATION

RAS ABU ABOUD STADIUM

ACTIVITIES / MISSION

The concept of sustainability is at the very core of Ras Abu Aboud Stadium. Its seaside location offers a natural cool breeze to lighten the load on the stadium's cooling systems.

In a first for a FIFA World Cup stadium, this 40,000-seat arena will be fully dismantled following the tournament. This is possible thanks to the unique way it will be constructed, using shipping containers and modular seating. These and other constituent parts of the stadium will then be reused in other sporting or non-sporting venues.

The construction model of this stadium will stand it in good stead as it aims for a 4-star Global Sustainability Assessment System (GSAS) certification. The design uses prefabricated and modular elements. This approach reduces the waste generated during production of stadium components and the waste created on site during construction. The use of modular elements also reduces the venue's construction duration.

TARGET / ACHIEVEMENTS

It aims for a 4-star Global Sustainability Assessment System (GSAS) certification.





ORGANIZATION

UBS ARENA



ACTIVITIES / MISSION

In an effort to build a greener future, UBS Arena is working to minimize the environmental impact of the venue.

OVERARCHING GOALS:

- UBS Arena intends on being carbon neutral for operations by 2024 or sooner.
- UBS Arena encourages the use of mass transit and carpooling.
- The arena will have a rideshare drop-off/pick up area, an MTA bus stop, and multiple LIRR stations available to access the campus.
- The arena campus shuttles on site from the parking lots will be electric.
- The greng is on track to be LEED Certified.

 UBS Arena will have LEED-certified green integrated pest management plan & green cleaning policy.

TARGET / ACHIEVEMENTS

Carbon neutral for operations by 2024.





JOHAN CRUIJFF ARENA



ACTIVITIES / MISSION

To minimize the footprint of the stadium and its visitors, Johan Cruifff ArenA uses a mix of proven sustainability measures and innovative technology.

The stadium is the perfect testing ground for developing and testing innovations. Wherever possible, they take every opportunity to work on sustainability projects, big or small.

ELECTRICITY: GREEN AND SMART

More than 4,200 solar panels on the roof and a wind turbine in Oudendijk supply green energy to the ArenA. It also develops and implements breakthrough systems that make its energy consumption smarter and more sustainable.

HEATING, COOLING AND WATER CONSUMPTION

ArenA keeps the turf in optimal condition and frost-free with residual heat from the Amsterdam heating network. Via a separate cooling network, water from the nearby Ouderkerkerplas meets the demand for cooling in the stadium's offices and changing rooms.

A NOVEL APPROACH TO WASTE

Its approach to waste applies a circular idea as much as possible: minimizing waste and high-quality recycling. By making it easier to collect waste separately, the stadium is gradually reducing the amount of residual waste. At the same time, ArenA takes advantage of creative

opportunities to use waste. Therefore, tons of grass mown from the pitch find its way to the Amsterdam farm De Dikhoeve. Here the goats produce milk for the real ArenA cheese, which is not only available on cheese boards in its sky boxes but also in select shops and restaurants.





ALLIANZ RIVIERA



ACTIVITIES / MISSION

The Allianz Riviera in Nice is Europe's first eco-friendly stadium.

The energy savings contributed by photovoltaic coverage and three-dimensional lamellar wood structures make it a case study in sustainability. Another characteristic of the Allianz Riviera is the maximization of the geographical context, for which energy is obtained both from the strong wind of the surrounding valley and from rainwater, channeled and collected for watering the pitch.

Inside the stadium there is also a geothermal system to increase the temperature during the coldest periods of the year.

Francesco Martino, The 5 best green stadium in the world, NSSMAG, last modified 19 March

2021, https://www.nssmag.com/en/sports/25624/5-migliori-stadi-sostenibili

ORGANIZATION

ECO PARK

ACTIVITIES / MISSION

Eco Park will be made almost entirely from wood - nature's renewable building material. With seating for 5,000 fans, Eco Park will lie in landscaped parkland with space for 1,700 cars. It will have two additional football pitches, including one with an all-weather 4G surface. Around 500 trees and 1.8km of hedgerows will be planted at the site to promote biodiversity.

Once built, Eco Park will be the most sustainable football stadium in the world.







SUBARU PARK



ACTIVITIES / MISSION

Subaru of America, Inc., in partnership with the Philadelphia Union, announced that Subaru Park has reached zero landfill status, making it the first football-specific stadium in Major League Soccer (MLS) to reach the mark.

By implementing the automaker's established zero landfill philosophy, Subaru Park has achieved the nationally recognized zero landfill status, meaning that all the waste generated at Philadelphia Union games will either be reduced, reused, or recycled.

Within an average year, Subaru Park will divert approximately 357,480 pounds of waste from local landfills.

TARGET / ACHIEVEMENTS

Zero landfill status.



Subaru of America and Philadelphia Union announce Subaru Park has achieved zero landfill status, Philadelphia Union, last modified 25 October 2021, https://www.philadelphiaunion.com/news/subaru-america-philadelphia-union-announce-subaru-park-achieved-zero-landfill

ORGANIZATION

MERCEDES BENZ STADIUM



ACTIVITIES / MISSION

The Mercedes Benz Stadium in Atlanta is the most sustainable sports venue in the world. In addition to its LEED Platinum certification and its renewable energy and water conservation efforts, the stadium is fiercely committed to being a zero-waste stadium.

Together with its partner, Novellis, the stadium launched the Recycle for Good campaign whose mission was to recycle 3 million aluminum bottles and cans, which would in turn fund a Habitat for Humanity home in Atlanta's historic Westside neighborhood for families in need.

Fans were encouraged to donate their cans and bottles to the program at recycling stations throughout the stadium.

TARGET / ACHIEVEMENTS

LEED Platinum certification.



Recycle for Good at Mercedes-Benz Stadium, YouTube, last modified 16 November 2018, https://www.youtube.com/watch?v=wUX_7VwaYIO

SPONSORS/ PARTNERS





DOW



ACTIVITIES / MISSION

Dow is delivering an innovative global carbon mitigation program to compensate carbon emissions from the IOC's daily operations, helping achieve the carbon neutrality goal set out in the IOC Sustainability Strategy. The carbon partnership builds on the successful carbon mitigation programs implemented by Dow and the Organizing Committees of the Olympic Winter Games Sochi 2014 and the Olympic Games Rio 2016, helping to mitigate unavoidable emissions and going beyond solely balancing the IOC's footprint to creating a positive carbon legacy globally.

ORGANIZATION

COCA-COLA COMPANY



ACTIVITIES / MISSION

Thanks to the efforts of the Coca-Cola System in Japan, the uniform worn by the torchbearers during the Tokyo 2020 Olympic Torch Relay used material made from recycled plastic bottles collected by Coca-Cola.







P&G



ACTIVITIES / MISSION

As part of an initiative with Worldwide Olympic Partner P&G, Tokyo 2020 podiums were created using donated household plastic waste, and advanced 3D printing technology. Over approximately nine months, 24.5 tons of plastic were collected and utilized in the construction of the 98 podiums that were used during the Games.

TARGET / ACHIEVEMENTS

24.5 tons of plastic were collected and utilized in the construction of the 98 podiums.



50 days to go: Tokyo 2020 celebrates athletes and sustainability by revealing Victory Ceremony elements, Olympics, last modified 03 June 2021, https://olympics.com/ioc/news/50-days-to-go-tokyo-2020-celebrates-athletes-and-sustainability-by-revealing-victory-ceremony-elements

ORGANIZATION

TOYOTA



ACTIVITIES / MISSION

In line with Olympic Agenda 2020, with sustainability as one of its key pillars, Toyota works with the Organizing Committees to provide sustainable mobility solutions for the Games to help with safer, more efficient mobility, including intelligent transport systems, urban traffic systems and vehicle-to-vehicle communications systems.

The partnership helps deliver a mobility legacy in the host cities and countries.

TARGET / ACHIEVEMENTS

Provide sustainable mobility solutions.



Toyota, Olympics, accessed October 2021 https://olympics.com/ioc/partners/toyota

ENEL GREEN & KRAFT SPORTS + ENTERTAINMENT

SPORTS LEAGUES / TOURNAMENTS



EXTERNAL ORGANIZATIONS

ACTIVITIES / MISSION

Enel North America, a leader in clean energy and energy innovation in the US and Canada and the exclusive energy partner of Kraft Sports + Entertainment, announced that the two companies have signed an agreement to provide a more sustainable sporting experience at Gillette Stadium by supplying the stadium with locally generated, zero emission clean energy through renewable energy credits (RECs).

From renewable energy to electric vehicle charging and emissions reduction services and solutions, Enel's partnership with Kraft demonstrates the positive impact and outcomes of an integrated, sustainable energy strategy.

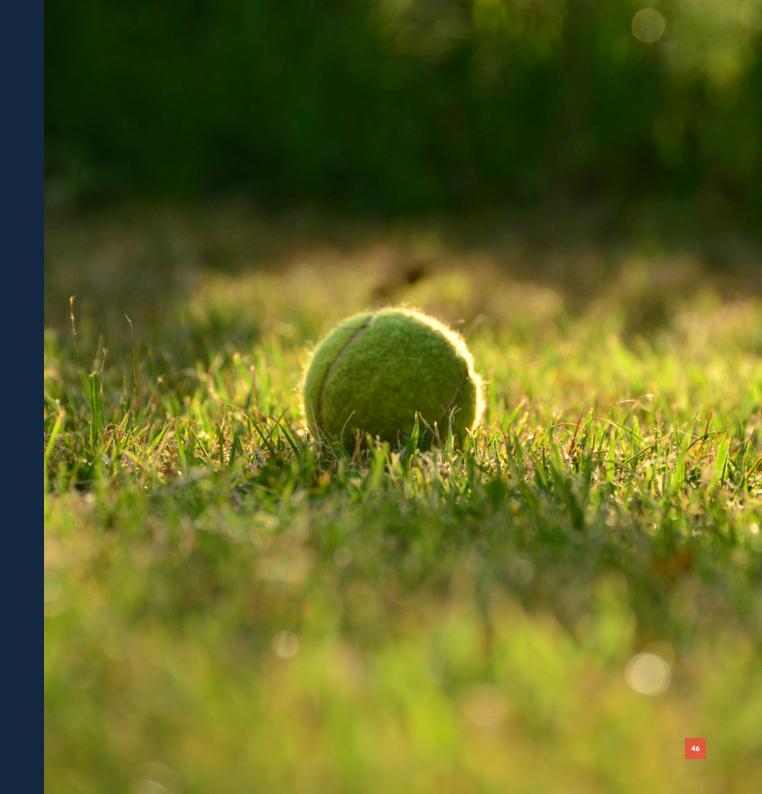


TARGET / ACHIEVEMENTS

Provide zero emission clean energy.



EXTERNAL ORGANIZATIONS





UN SPORTS FOR CLIMATE ACTION FRAMEWORK (UNFCCC)



ACTIVITIES / MISSION

The Sports for Climate Action initiative calls on sporting organizations to acknowledge the contribution of the sports sector to climate change and the need for collective responsibility to strive towards climate neutrality for a safer planet.

In line with the five core principles enshrined in the Framework and the aims of the Paris Agreement, signatories strive to:

- Promote greater environmental responsibility.
- Reduce the overall climate impact from sports.
- Use their platforms to educate for climate action.
- Promote sustainable and responsible consumption.
- Advocate for climate action through communications.

ORGANIZATION

SUSTAINABILITY.SPORT

ACTIVITIES / MISSION

Sustainability.sport is a free online platform dedicated to sport and sustainability. Created to collate sport's efforts in sustainability onto one single platform, this portal features a vast array of resources to inform, educate and inspire.









GREEN SPORTS ALLIANCE



ACTIVITIES / MISSION

The Green Sports Alliance (GSA) is the environmentally focused trade organization that convenes stakeholders from around the sporting world (teams, leagues, conferences, venues, corporate partners, governmental agencies, athletes, and fans) to promote healthy, sustainable communities where we live and play. GSA is committed to creating awareness and dedicated to creating meaningful change towards a more sustainable future.

GSA shares resources, experience, and expertize to raise awareness of what's environmentally possible in sports, business, and society.

GSA mobilizes sports organizations, communities, athletes, and fans to create sustainable progress and behavior change.

ORGANIZATION

SPORT AND SUSTAINABILITY INTERNATIONAL (SANDSI)



ACTIVITIES / MISSION

SandSI Is an NPO that seeks to ensure that sustainability is a key business principle throughout the global sports industry. The mission of SandSI is to accelerate sustainability in and through sport.

ACTIVITIES:

- Advocating for sustainability in and through sport via campaigns,
 C—level support, Think Tanks, ambassador programs as well as by endorsing best practices and innovative solutions.
- Creating value and credibility by connecting sports organizations, event organizers, corporates, researchers and field experts and meetings to generate viable solutions.
- Support practitioners in "getting-the-job-done" with multi-lingual webinars, emerging knowledge, reports, toolkits, and best practices as well as policy development, publications, etc.



17 SPORT

BRITISH ASSOCIATION FOR SUSTAINABLE SPORT (BASIS)



ACTIVITIES / MISSION

The sustainability hub for the sports industry in the UK, working with its members to deliver a positive environmental impact for sport at every level. Its members include: Arsenal FC, Celtic FC & Chelsea FC, The Principality Stadium, The All-England Club (Wimbledon), The England & Wales Cricket Board, Marylebone Cricket Club & Warwickshire CCC, The Royal Yachting Association, The Jockey Club & Ascot Racecourse.

ORGANIZATION

SPORT4CLIMATE



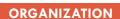
ACTIVITIES / MISSION

The Sport4Climate initiative capitalizes on the universality of sport to unite athletes and fans alike in support of a sustainable future. Sport4Climate brings together athletes from all disciplines to push as a united front for climate action at the individual and national levels.









17 SPORT

LIFE TACKLE



ACTIVITIES / MISSION

LIFE TACKLE is an international project co-funded by the EU LIFE program aiming at improving the environmental management of football matches and the overall level of awareness and attention towards environmental issues in the football sector. Between 2018 and 2021, best practices on environmental management will be collected and tested in different stadiums across Europe and information exchanged among NFAs to guide their implementation.

ORGANIZATION

PLEDGEBALL



ACTIVITIES / MISSION

Pledgeball is a way to encourage millions of people in the football community to make a small, easy change to their lifestyle to collectively have a big impact on our planet. Fans, players, clubs, grassroots teams — everyone can get involved.





ORGANIZATION

SPORT POSITIVE



EXTERNAL ORGANIZATIONS

ACTIVITIES / MISSION

Sport Positive is a UK-based organization that focuses on supporting global sports organizations to increase ambition and action on climate change.

SP works to connect industry stakeholders globally, host an annual Summit in collaboration with UNFCCC and research and share environmental sustainability data via sustainability leagues.

 Sport Positive Summit is the global meeting place for the sports community effecting positive sustainability and climate impacts, in collaboration with UNFCCC Global Climate Action and the International Olympic Committee. Sport Positive Leagues have released Premier League Sustainability Tables in 2019 and 2020, Bundesliga in 2021 and are working on La Liga, Ligue 1, Serie A and Champions League.



MEDIA / TV





ORGANIZATION

SKY SPORTS



ACTIVITIES / MISSION

Sky believes TV should be made in the most sustainable way. As part of the Sky Zero ambition to be net zero carbon by 2030, Sky is improving the sustainability of its sports productions and working with industry partners to create change.

From the start of the 2020/21 season, all Premier League and EFL matches shown live on Sky Sports will be certified 3-star albert sustainable productions.

Over the last 12 months Sky Sports has expanded its use of remote productions, helping the broadcaster reduce employee travel to live events and cut its carbon footprint. It has also worked with outside broadcast suppliers, encouraging them to GoZero by writing in

responsible business targets, such as zero single-use plastics policies. Carbon literacy training has also been offered to all Sky Sports employees, with this being rolled out to presenters, commentators, and pundits throughout the season.

Sky has partnered with Tottenham Hotspur to host the world's first net zero carbon football game at an elite level. Sky, Tottenham Hotspur, and the UK Government want the game to raise awareness of the threat of climate change and inspire football fans to make simple changes that will help reduce their carbon footprint.

TARGET / ACHIEVEMENTS

Net zero carbon by 2030.





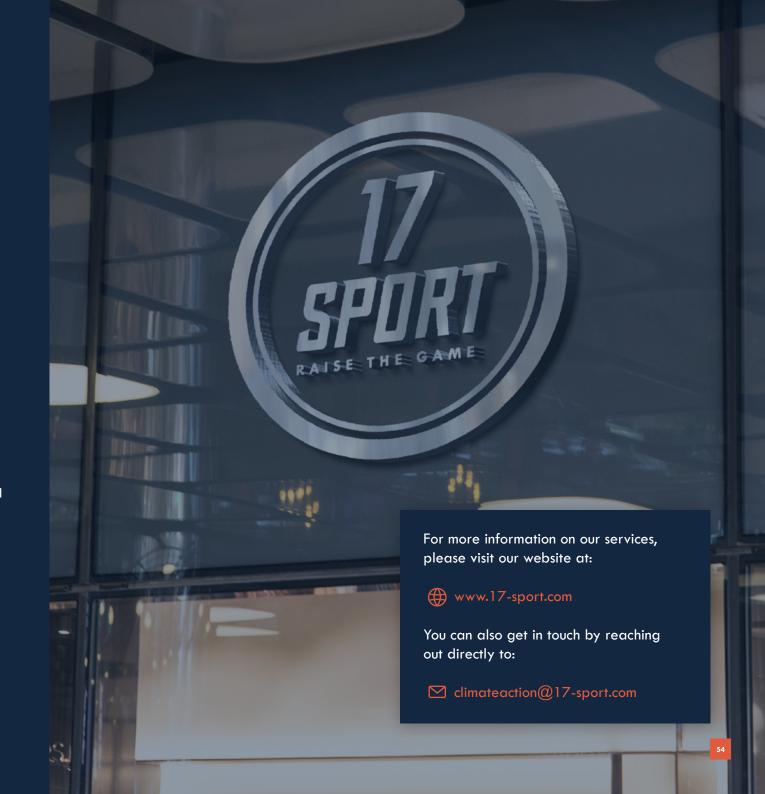
17 SPORT

The Sports Industry's Sustainability Directory accompanies our recent position paper Stepping Up To The Plate: The Crucial Role Sport Must Play In Climate Action, and comprises leading examples and case studies from key industry stakeholders. We would like to acknowledge their efforts.

The author of this report is 17 Sport, an impact company operating at the intersection of sports, business and purpose. We provide strategy, partnership, implementation, and social return on investment measurement services to transformational leaders in sport and business who are committed to accelerating the transformation of sport into a force for good.

Read the full paper at:

www.17-sport.com/sport-and-climate-action







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