



**FOR ALL**

# **PLAYING FOR THE FUTURE**

**2 YEARS ON SUSTAINABILITY UPDATE REPORT**

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# FOREWORD



**Mark Burrows**  
Deputy Chief  
Executive Officer



**Sustainability is central to our purpose to inspire positive change through football. It reflects our role as a national governing body, and as the custodian of two world-class venues.**

Embedding it across our operations is essential to building a resilient organisation, grounded in our values: aim high, achieve together, and embrace difference.

Since launching Playing for the Future in July 2023, the urgency of that work has only grown. The world is changing fast, and football is feeling the effects. From extreme weather disrupting fixtures to fluctuating energy markets affecting clubs and communities, the challenges are real. Broader issues like biodiversity loss, waste, and social inequality continue to shape the context in which the game is played and run.

To protect football's future, we must act across every part of our organisation. That means improving how we manage energy, waste and water, embedding circular thinking into our operations, and strengthening the way we work with partners, suppliers and the wider football community. Playing for the Future is our shared framework for that change: a strategy we remain committed to embedding as a golden thread throughout everything we do.








Over the past two years, that strategy has delivered real results. From reducing emissions at Wembley and St. George's Park, to launching new grassroots partnerships and engaging more colleagues across the FA, we have helped turn ambition into action. We're proud of that progress, but we're clear that there's much more to do.

This report shares our journey so far. It highlights where we've made an impact, where challenges remain, and what we're focused on next. Thank you to everyone helping drive this work forward. There is always more to do, and we're ready for what's next.

# JOURNEY & STRATEGY OVERVIEW



## Our framework

STRATEGY	PLAYING FOR THE FUTURE		
PURPOSE	Drive forward our environmental ambitions and be role models in shaping a positive football future for all		
FOCUS AREA	1. SHOOT FOR NET ZERO	2. SAVE OUR RESOURCES	3. MAKE AN IMPACT
STRATEGIC GOAL	Fight climate change and reduce emissions	Optimise resource consumption	Deliver and govern change across football
IMPACT AREAS	Energy and Emissions	Waste	Sustainability Communication
	Transport	Water	Procurement Mechanisms
		Food and catering	Human Resources
		Biodiversity	
		Product (merchandise, kit, etc.)	
SUSTAINABLE DEVELOPMENT GOALS' ALIGNMENT	  	 	 



# HIGHLIGHTS



## SHOOT FOR NET ZERO



**27%** ↓

in electricity consumption (kWh) in 24/25 compared to 18/19 baseline across Wembley Stadium and St George's Park.



### POWER PURCHASE AGREEMENT

signed in 2023 with an on-shore wind producer in Scotland

### THREE LIONS YARD, ST GEORGE'S PARK'S

new logistics compound, is the FA's first building to run entirely on 100% electricity, with gas designed out



**£7m+**

invested in energy efficiency at Wembley Stadium since 2023



**36%** ↓

in gas consumption (kWh) in 24/25, compared to 18/19 baseline across Wembley Stadium and St George's Park



### SUPPLY CHAIN ENGAGEMENT TARGET

introduced in 2025 to improve scope 3 reporting

**First costed carbon reduction plan** created and presented to senior leadership



## SAVE OUR RESOURCES



**77%**

Highest recycling rate achieved at South Africa vs Japan Rugby, November 2025

Wembley Stadium is the **FIRST VENUE IN THE WORLD** to fully recycle its hybrid pitch



### RECYCLING RATE

of UEFA Champions League Final increased from 42% in 2013 to **70% in 2024**



### BIODIVERSITY ACTION PLAN

in place and being delivered at St George's Park



**3**

sustainability awards won



## MAKE AN IMPACT

### CLIMATE RISK ASSESSMENT COMPLETED

with two years of climate-related financial disclosures published



### FIRST SUSTAINABLE EVENTS

rider launched by Wembley Stadium



The FA was represented in **6 industry sustainability panels** and webinars

### PENSION SCHEME

switched to one aligned with our net zero target



**20+**

colleagues involved in Sustainability working groups across Wembley and St. George's Park

The FA's Greener Game programme launched with E.On Next enabling **£1.5M TO BE INVESTED ANNUALLY** into grassroots football over the course of the partnership

### CROSS-FOOTBALL SUSTAINABILITY WORKING GROUP

established with FA, WSL, PL, EFL, DCMS, and Football Foundation

### Collaborating with The Football Foundation

to deliver more sustainable 3G pitches by exploring alternative infills, containment, and recycling

# **DELIVERING THE STRATEGY: PROGRESS UPDATE**



# SHOOT FOR NET ZERO

## FIGHT CLIMATE CHANGE AND REDUCE EMISSIONS

As a signatory to the UNFCCC Sports for Climate Action Framework, our goal is to achieve net zero emissions across all FA operations by 2040.

### OBJECTIVES

CO2e emissions within our operational control across Scopes 1, 2 and 3:

To reduce CO2e emissions **50% by 2030** from a 2019 baseline



**ACTION HAPPENING,  
BUT CHALLENGES EXIST**

To achieve full **net zero status** by 2040



**ACTION HAPPENING,  
BUT CHALLENGES EXIST**



Energy

To reduce electricity consumption by **30% by 2028** from a 2019 baseline



**ON TRACK**

To reduce gas consumption by **20% by 2028** from a 2019 baseline



**ON TRACK**





# MANAGING OUR UTILITIES AT WEMBLEY STADIUM

Compared to our 2018/19 baseline, we've **reduced** electricity consumption by **27%** and gas consumption by **42%** in 2024/25.

Electricity use on event days is also down by an average of 15%, thanks to infrastructure upgrades and improved scheduling.

Since 2019, reducing energy use at Wembley Stadium has been a key focus. And in the two years since launching Playing for the Future, we've made significant progress, despite an increasingly busy events calendar. Over **£7 million** has been invested in key projects to support these reductions, including:

## LED Transition

We've prioritised the switch to LED lighting across the stadium.

To date, 28,200 fittings, covering around 90% of the venue have been upgraded, contributing significantly to lower energy use.



## Boiler Upgrades

All five boilers have been modernised with new efficient parts and better controls. These upgrades have significantly improved performance and helped reduce greenhouse gas emissions.



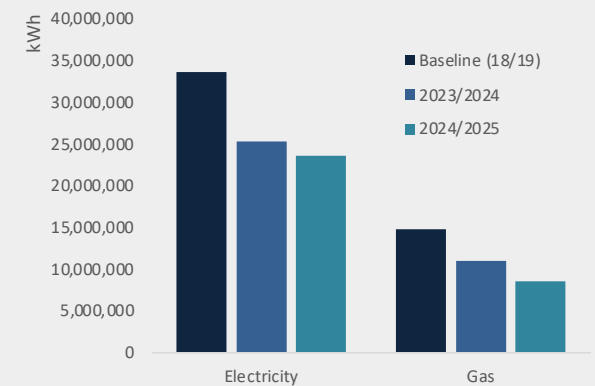
## Controls and metering

More than **90** new electricity meters have been installed, alongside upgraded gas and water meters.

These now provide **30-minute interval data**, enabling greater visibility and more accurate tracking of consumption.

We've also improved system controls and scheduling across lighting and plant operations. A further **£1.2 million** has been invested to upgrade our backup uninterruptible power supply (UPS) systems delivering both improved resilience and energy efficiencies.

## Annual Consumption at Wembley Stadium (kWh)



## Continuing to drive progress

"We are passionate about challenging ourselves to make Wembley Stadium operate as energy efficiently as possible and are really proud of the progress to date against the Playing for the Future targets. However, we also recognise this is an ongoing endeavour, especially as the events calendar gets busier, and the margins for improvement get harder to find. We are currently developing our decarbonisation pathway plan to achieve net zero by 2040 and are excited to see what we can achieve."

Jonathan Davies - Head of Property, Wembley Stadium



# MANAGING OUR UTILITIES AT ST. GEORGE'S PARK

Electricity consumption at St George's Park has decreased by **39%** in 2024/25, compared to our 2018/2019 baseline. This reduction has been driven by a focus on improving data, upgrading controls, and increasing energy efficiency. Gas consumption has increased by 20%, primarily due to the transition from heating oil to natural gas for the under-pitch heating system.

## Reducing our reliance on fossil fuels and increasing efficiency

**Solar on the Hilton:** A 515kW solar array was installed on the Hilton Hotel roof in August 2024. Since then, it has supplied around 17% of the hotel's energy consumption.

**Three Lions Yard:** Built to bring logistics operations in-house and reduce off-site travel, the new facility has removed the need for 20 journeys a month to a third-party warehouse. It also became the first building on site to operate entirely without gas, running on 100% electricity.

**LED lights:** Installed across the site, these have made a major contribution to reducing our electricity consumption.

**Logistics vehicles:** We have recently

transitioned our leased vans from diesel to electric.

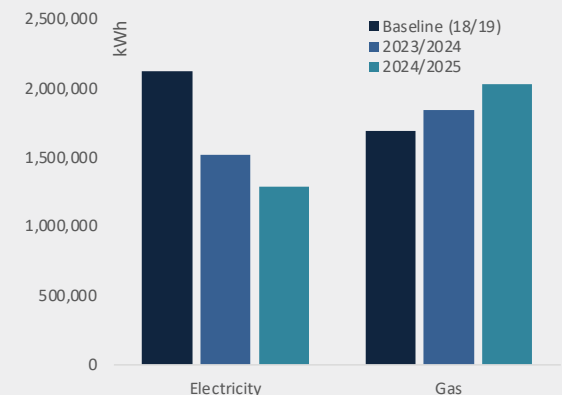
**Ongoing projects:** Additional projects are always under review to reduce our kWh usage. For example, changes to the air handling units are currently being planned.



## Improved data and building management system (BMS)

New metering has been installed across the site to capture half-hourly data for electricity, gas, and water. All data is integrated into a central utility management platform, giving us full visibility, live dashboards, and automated alerts to support day-to-day efficiency.

## Annual Consumption at St. George's Park (kWh)



## Transition from heating oil to natural gas

The original under-pitch heating system, powered by heating oil and requiring storage of 150,000 litres on site, has been replaced with a modern, efficient gas system. This is now monitored and optimised through our BMS.

While this has increased our gas consumption, it has eliminated our use of heating oil which has a comparatively higher carbon content per unit of energy.

## Finding opportunities for efficiency

"Over the last two years at St. George's Park, there has been a real focus on how we can become more efficient – it's not always straightforward but it is a critical part of my day-to-day management of the facility. We have increased and improved our metering which means we can more effectively track our consumption. With this improved data we are continually looking at opportunities for further energy saving solutions. Looking ahead, the focus is to ensure that, where possible, the SGP 2.0 development is delivered whilst seeking further reductions in utility consumption, leaving no stone unturned and embracing all technologies available to us in the future"

Mike Mountney – Facilities Manager, St. George's Park



# MEASURING & MANAGING OUR CARBON FOOTPRINT

Our total carbon footprint is made up of two key aspects:

- 1. Core operational footprint** – covering all scope 1, 2 and 3 activities under The FA's direct operational control, including those associated with running the organisation as a business and national governing body for football.
- 2. Fan travel and accommodation** – covering emissions associated with ticketed fans attending FA-owned events held at Wembley Stadium.

## Our targets compared to our 2018/19 baseline

### Near-term

50% absolute emissions reduction across our core operational footprint by 2030.

### Long-Term

Net Zero emissions across our core operational footprint by 2040.

### Fan Travel

A key upcoming focus will be developing a fan engagement target aimed at raising awareness, educating supporters, and working with partners to help reduce emissions from fan travel.

Our core operational footprint has reduced by 17% compared to our 2018/19 baseline. This has been driven by three key factors:

**Energy efficiency** – Across both Wembley Stadium and St. George's Park, facilities teams have focused on improving energy performance.

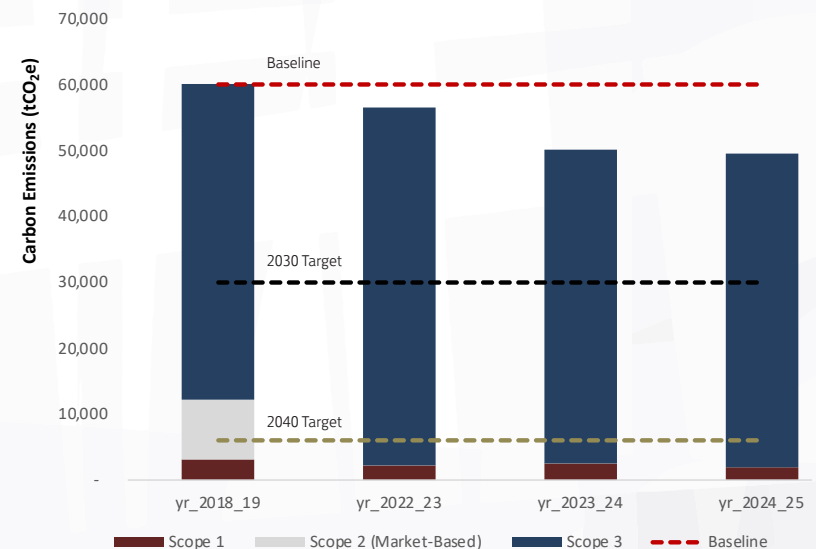
**Renewable electricity** – In 2019, The FA switched to a renewable tariff for 100% of its electricity. In 2023, recognising the shifting landscape surrounding Renewable Energy Guarantees of Origin (REGOs), we moved to a Power Purchase Agreement (PPA) with an onshore wind producer in Scotland.

**Supply chain and data quality** – Improving data capture across our supply chain has been a key focus over the last two years. As our largest and most challenging emissions source, we're continuing to explore how we can engage more suppliers to improve reporting and reduce emissions. At the start of 2025, we introduced a supply chain engagement target. While it will take time to embed, we hope this target will support improved data quality and enable our supply chain to contribute more effectively to our overall targets.

**Data quality:** We're working hard to continually improve the quality of data used to calculate our carbon footprint. Since establishing our baseline, we have strengthened data quality with a focus on scope 1 and 2, and particular aspects of scope 3 such as staff and teams business travel, logistics and catering. We proactively assess data quality alongside emissions reporting, and our carbon reduction plan includes a dedicated data quality improvement plan. Looking ahead, we'll continue focusing on how best to navigate the challenges of collecting accurate emissions data across our wider supply chain.

**Fan travel:** While we measure fan travel emissions as part of our wider organisational carbon footprint, we do not include them within our 50% reduction target. This is due to difficulty in accurately measuring this source of emissions, and the limited control we have on individual travel choices. Typically, a high percentage of fans already arrive to the stadium locality by public transport with our transport team continuing to engage with the local authority on optimising public transport options to the stadium. However, we recognise the important role we can play in educating fans about lower-emission options and collaborating with delivery partners to support their adoption. Developing a fan engagement target is therefore a key upcoming focus area.

Core operational footprint over time



**Footnote:** Our carbon footprint approach has been developed in accordance with international best-practice, including The Greenhouse Gas Protocol and principles set out by the UNFCCC Sports for Climate Action Framework. See appendix for further information on the carbon footprint boundary and calculation approach.





# SAVE OUR RESOURCES

## OPTIMISE RESOURCE CONSUMPTION

We recognise the importance of optimising resource consumption across both Wembley Stadium and St. George's Park.

### OBJECTIVES

To **minimise impact from waste** through procurement choices, avoiding waste, identifying reuse opportunities and maximising recyclability



**ACTION HAPPENING,  
BUT CHALLENGES EXIST**

To **reduce water consumption** by 30% by 2028 from a 2019 baseline (across Wembley and St. George's Park)



**ACTION HAPPENING,  
BUT CHALLENGES EXIST**



To **maximise water recycling opportunities**



**ON TRACK**

To **protect biodiversity across our venues** – animals, wildlife, plants, and micro-organisms



**ON TRACK**



# RESOURCE MANAGEMENT

Waste management remains a key priority at both Wembley Stadium and St. George's Park. We continue to maintain 100% diversion from landfill, and recycling rates across all major Wembley events in 2025 averaged 65%, despite a growing and increasingly complex event calendar. Reducing overall waste volume remains a challenge, with total waste increasing due to the scale and variety of events. Nonetheless, it remains a core operational objective.

**64%**

Average recycling rate across major events at Wembley Stadium in 2025

**77%**

Highest event recycling rate achieved at South Africa vs Japan Rugby, November 2025

**Recycling rate ↑**  
from 42% in 2013 to 70% in 2024 at the UEFA Champions League Final

**120**

Children from 12 schools attending circular economy workshops at the stadium

Waste management training delivered to **184** operational staff in person and **390** online, as of October 2025

**460+** items from SGP logistics given a new life through coordinated management of surplus assets in 2024

## Inspiring shared responsibility

"We're acutely aware of the environmental impact that comes with hosting world-class events. Our waste and housekeeping teams take great pride in the role they play, not just in maintaining the stadium, but in driving real, measurable progress in sustainability. Sustainability is embedded in our day-to-day operations and long-term decisions, guided by the FA's 'Save Our Resources' pillar and our ISO 20121 certification.

Whilst consistently achieving high recycling rates is a core part our approach, we are going further by actively targeting waste reduction, reuse opportunities, and circular solutions. It's inspiring to see growing engagement from our event owners, partners and stakeholders. Together, we're embracing our shared responsibility to reduce event impacts and protect our resources for the future."

Joe Harte, Soft Services Manager, Wembley Stadium





Our waste management strategy is built on four core pillars to align operational performance, reducing environmental impact and enhancing social value delivery.

### **Avoiding Waste - Becoming More Circular:**

#### **Expansion of free water refill points**

10 new public refill stations have been added since 2023, bringing the total to 25 across the stadium. Additional refill points have also been installed at the stadium and St. George's Park in staff and back-of-house areas to reduce single-use plastic bottle use.

#### **Collaborating with stadium stakeholders**

We work closely with partners and event organisers during the planning phase to reduce unnecessary materials, especially around food and drink packaging, fan activations, branding and giveaways. A good example of this was the all-aluminium approach to serving drinks across the ten shows of Coldplay (August-September 2025), which required coordination between key operational teams. This initiative replaced around 400,000 plastic cups and more than one tonne of aluminium cups and cans were collected for recycling – with the aim now to repurpose the aluminium into items for local schools and community groups.

#### **Reuse and donation**

We continue to increase reuse across our operations, prioritising the donation of surplus or redundant materials to extend the lifecycle of items and reduce waste.

### **Educating stakeholders - Empowering Better Waste Decisions:**

#### **Staff and supplier training**

Annual structured waste training is provided to contractors, suppliers and key staff, with additional resources accessible via QR codes for wider on-site access.

#### **Fan education**

With different audiences at every event, we're continually improving signage, messaging and targeted campaigns to support recycling and reuse behaviour.

### **Maximising Recyclability - Smarter Infrastructure and Data-led action:**

#### **Real-time contamination checks**

At every event, our teams carry out live bin inspections to identify contamination, provide instant feedback, and guide corrective action.

#### **250 waste separation bins introduced across our concourses**

We're expanding guest-facing infrastructure to support guest recycling and improve recycling rates, ensuring clear and consistent disposal options.

#### **Early waste assessments in capital projects**

We analyse likely waste streams and materials during the planning stages of capital projects to build in recovery and diversion opportunities from the outset.

#### **Data-led waste management**

We collect detailed data across all waste streams and transport movements to identify inefficiencies, reduce vehicle trips, and improve carbon performance.

### **Social value - Delivering Community Impacts Through Waste:**

#### **Education and engagement**

We've hosted circular economy sessions for local schools to build awareness of sustainability and waste reduction.

#### **Donations to local communities**

We regularly donate surplus or legacy items, including stadium seating and equipment, to grassroots football clubs and local groups.

#### **Waste management partnership**

Our shared sustainability and social value principles are underpinned by an annual fund from Wembley Stadium's waste and recycling provider to support joint social impact initiatives with the Stadium.





# MANAGING OUR WATER CONSUMPTION

Compared to our 2019 baseline, our water consumption across Wembley Stadium and St. George's Park has increased by 6%.

High water use across both sites is driven primarily by bathroom facilities (particularly during stadium events), irrigation, and grounds maintenance. Historically, access to accurate and timely water data has been limited. However, we've introduced a number of initiatives to better monitor and manage consumption at both locations.

## St. George's Park

- Increased maintenance to ensure grey water systems are operating effectively.
- Water-saving solutions installed on taps throughout the National Football Centre.
- Upgraded irrigation controls to give the grounds team more precise control over pitch watering.
- More efficient irrigation heads installed to reduce water use without compromising pitch quality.
- Use of central utility management software to monitor water consumption and detect leaks more quickly, including successful early interventions on both irrigation and under-soil heating systems.

## Wembley Stadium

- Toilet systems upgraded with low-flush mechanisms, reducing water use per flush by 25%.
- New low-flow taps installed across the stadium, reducing both flow rate and run time.
- New water meters installed during summer 2024 to improve accuracy and insight into usage patterns.

Looking ahead, we recognise the challenge that water consumption related to irrigation and grounds maintenance is significantly impacted by a changing climate, so understand we will need to adapt our plans with this in mind. We are exploring further investments aimed at reducing water consumption across both sites, supporting our pillar target of achieving a

**30% reduction by 2028.**





# CREATING A 100% RECYCLABLE PITCH

After two years of collaboration, testing and refinement, the grounds team at Wembley Stadium successfully achieved a major milestone: recycling 100% of the iconic Wembley pitch.

## 1. THE ISSUE

Many professional playing surfaces today use hybrid pitch systems, combining natural grass with plastic fibres to improve stability, durability and playability.

While these surfaces perform well in variable weather and under high usage, they also present an environmental challenge.

Wembley's pitch, for example, uses a hybrid carpet made from **5% plastic** and **95% natural materials** including sand, grass and roots. Each full pitch contains around 8–9 tonnes of plastic.

## 2. THE CHALLENGE

Despite their benefits, hybrid pitches are difficult to recycle, largely due to the plastic content, which does not break down naturally. The challenge was twofold:

1. Separate the component materials efficiently and cost-effectively
2. Extend the lifecycle of those materials by finding practical, purposeful reuse solutions

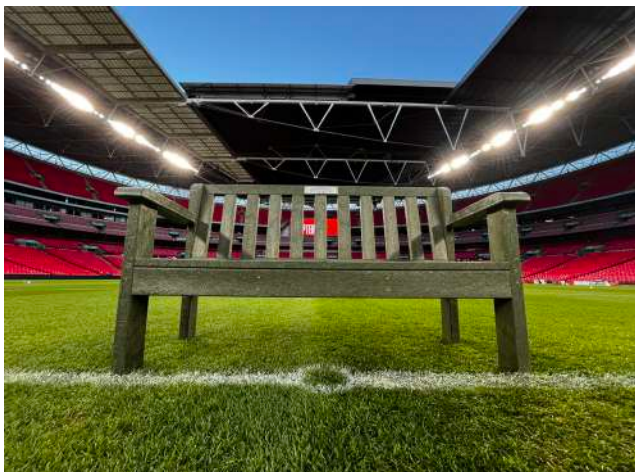
The ultimate goal was to demonstrate a model that could help make pitch recycling standard practice across the game.

## 3. THE SOLUTION

Led by Wembley Stadium's Grounds Manager, and in partnership with suppliers and internal teams, a new process was developed to separate and reuse the pitch's component parts:

1. The pitch is screened to separate plastic from the organic material and sand
2. The plastic is sent to a specialist manufacturer to be moulded into new plastic products
3. The sand is bagged and donated for end-of-season pitch renovations

The first product created was a prototype bench — with one full pitch estimated to provide enough material for up to 50 benches. We're now exploring additional uses to ensure future pitches can be recycled and reinvested back into grassroots football.



“Extracting the plastic from a hybrid pitch is notoriously difficult, due to its compound and structure. When we first mooted the idea of recycling it, we were told it couldn't be done. However, we were determined to find a sustainable answer to the problem. It's been a long journey, testing and re-testing, but we have finally produced a solution we are happy with. By ensuring old pitches don't go to landfill we can create a cycle that will ultimately reduce our impact on the environment and benefit community clubs up and down the country for a long time to come.”

Karl Standley, Head of Grounds and Surface Transitions



# BIODIVERSITY AND NATURE AT ST. GEORGE'S PARK

As well as being the proud home to all 23 of England's national football teams, St. George's Park (SGP) is home to a diverse range of flora, fauna and wildlife. Set within 330 acres of Staffordshire countryside, the site includes open grassland, mature trees, wooded groves and managed habitats. As the owners and operators of SGP, we take our responsibility to protect and enhance the natural environment seriously. Our Estates team leads year-round efforts to maintain and enhance biodiversity across the site.

## Nature Protection

When The FA acquired and developed the site, careful consideration was given to the protection of local ecology, including species such as great crested newts, bats, badgers and a wide variety of birds. Landscape features such as ponds, swales and dedicated newt passages were constructed to ensure that operational activity would not negatively impact the surrounding ecosystems.

## Woodland Management

Working with external partners, we regularly monitor woodland and veteran trees across the estate. This includes a number of ancient trees, one estimated to be over 700 years old. We are now expanding our veteran tree management plan for the next five years to include areas that were previously under-managed.

## Monitoring of wildlife

In winter 2024, we carried out bioacoustic surveys at three sites across the estate to better understand the bird population. The survey identified 36 bird species, including 13 with a Birds of Conservation Concern amber status. The rook was the most frequently recorded species. We'll repeat the survey in summer and again next winter to continue monitoring trends and inform future action.

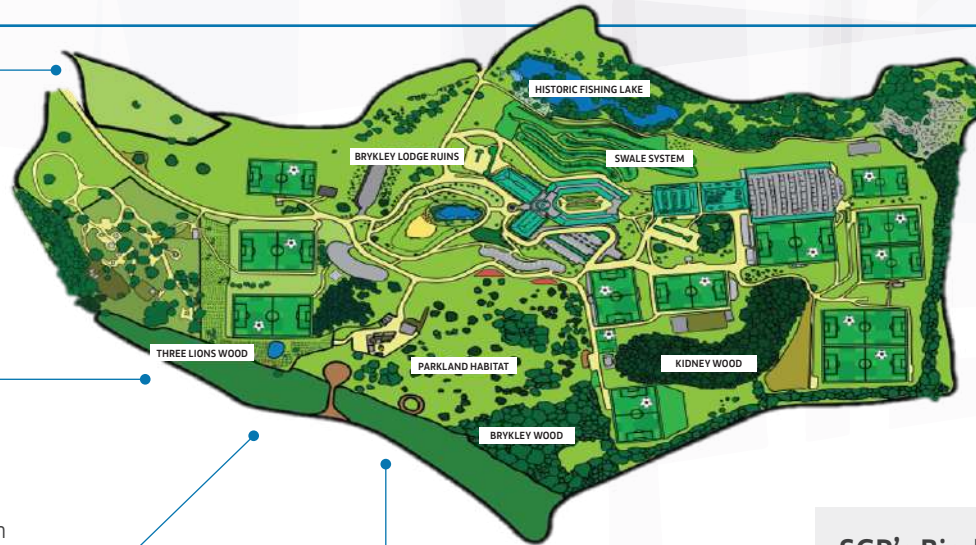
## Education and communications

Education partnership: We work with the University of Derby, supporting field studies for conservation and ecology students. This partnership provides students with valuable real-world experience, and in return, we benefit from access to the data they collect on-site.

## Nature Regeneration

**Tree planting:** In 2023, we planted over 4,000 trees on the estate in partnership with the National Forest, as part of the Changing Landscape Scheme, supporting long-term biodiversity improvements.

**Maximising the small spaces:** While we manage large areas, we also recognise the value of smaller pockets of land. We continue to improve planted areas across the site, adding not just colour but also habitats for invertebrates and pollinators.



## SGP's Biodiversity Action Plan

The variety and extent of habitats and species present on site requires a structured yet dynamic approach to maintenance and management. SGP's Biodiversity Action Plan is now in its second iteration, having been updated in 2022, and provides us with a clear framework to work towards. We work alongside key stakeholders and expert advisors to deliver the plan, whilst also continuing to identify ongoing opportunities to expand and enhance SGP's existing landscapes to improve biodiversity, through habitat creation, orchard creation, wildflower meadows, as well as installing bug hotels, bird and bat boxes.









# MAKE AN IMPACT

## DELIVER AND GOVERN CHANGE ACROSS FOOTBALL

As the governing body of English football, we are uniquely placed to drive wider environmental and societal progress by working with clubs, leagues and partners across every level of the game.

### OBJECTIVES

To create the operational framework to embed this strategy across our whole organisation and facilities, demonstrating success to all stakeholders



ON TRACK

To increase awareness and environmental sustainability practices across football – promoting mutual learning, driving broader sustainability awareness and delivering meaningful change



ACTION HAPPENING,  
BUT CHALLENGES EXIST



To govern and support wider change – embed strong sustainability governance across football and support County FAs and leagues with their own sustainability ambitions/targets



ACTION HAPPENING,  
BUT CHALLENGES EXIST

To ensure partners we work with are fully aligned with us and committed to our sustainability ambitions



ACTION HAPPENING,  
BUT CHALLENGES EXIST

# GOVERNANCE & REPORTING

## DRIVING SUSTAINABILITY ACROSS THE BUSINESS RELIES ON A GROWING NETWORK OF ENGAGED PEOPLE

When the Board approved Playing for the Future, they described their ambition for sustainability to become a “golden thread” running through the organisation.

Consolidating existing good practice to further weave this golden thread through the organisation has been a key focus in the two years since the strategy launched. While there is still progress to be made in fully embedding sustainability, we’ve taken important steps forward:

### **Expanding senior leadership buy-in and ownership**

For the first time, progress against key sustainability objectives has been presented to The FA’s Audit Committee and Senior Management Team (SMT).

### **Gaining SMT support for divisional objectives**

From 2025, every division will have sustainability embedded into its business planning, with accountability sitting at divisional level.

### **Establishing a new sustainability working group at St. George’s Park**

This group was created to champion sustainability across the organisation, guide the evolution of SGP’s Sustainability Plan, and support its operational delivery.

### **Launching a cross-football working group**

Set up in collaboration with the Premier League, English Football League, Women’s Super League Football, Football Foundation and DCMS, this group is helping increase knowledge sharing and collaboration across the game.

### **Maintaining an externally certified management system for major events**

Our event sustainability management system at Wembley Stadium has been successfully recertified to the internationally recognised ISO 20121 standard. We also hold management system certification across Health and Safety, including ISO45001, and in 24/25 achieved a British Safety Council International Safety Award with Merit (key performance metrics for these can be found in the appendix).

### **Completing annual reporting requirements**

We continue to publish data on our carbon emissions (via UNFCCC Sports for Climate Action, Streamlined Energy and Carbon Reporting, and ESOS) and climate risks and opportunities (via climate-related financial disclosures), with reporting overseen by a Director at Board level.







## Our sustainability working groups:

We have two sustainability working groups across The FA, aligned to the two assets we own and operate: Wembley Stadium and St. George's Park.

### FAST (Football Association Sustainability Team)

Established in 2009, FAST has been the foundation of our sustainability work for many years. The group meets three times a year and brings together representatives from across Wembley Stadium's operations team, including procurement, event operations, property and facilities management, communications, waste management, food and beverage, health and safety, corporate social responsibility, and transport. It is also actively supported by the Stadium Director.

Occasionally, FAST is taken off-site to support wider knowledge sharing. These visits have included the waste management facility that handles the stadium's waste and the brewery that produces most of the beer sold at Wembley.

### St. George's Park Sustainability Working Group

While there has been a strong track record of sustainability work at St. George's Park, 2025 saw the formation of a new cross-functional working group to accelerate progress. The group is responsible for embedding sustainable practices across the site and delivering the commitments set out in Playing for the Future. It also holds collective accountability for implementing SGP's Sustainability Plan.

The group held its first meeting in January 2025. Chaired by The FA's Head of Procurement and Sustainability and supported by SGP's General Manager, the group includes representatives from operations, logistics, facilities management, grounds and estates, health and safety and communications.

All beer served at Wembley Stadium is brewed in the UK with the vast majority from Magor Brewery in South Wales (run on 100% renewable electricity).

FAST is central to maintaining our ISO20121 sustainable events certification and has been a driving force behind the development of the Stadium's Sustainability Rider.

In August 2025, St. George's Park hosted a site visit and knowledge sharing day to 15 members of The British Association for Sustainable Sport (BASIS).





# ENGAGING WITH OUR STAKEHOLDER NETWORK

To achieve our goals, collaboration with suppliers, event partners and our value chain is crucial.

## Collaborating across events and suppliers:

### Launching our own Sustainability Rider

In 2024, we introduced a Sustainability Rider that outlines the key role sustainability plays in stadium operations. It provides practical advice and guidance for promoters, touring artists and organisations hosting events at Wembley Stadium.

### Changing pension provider

In 2024, we transitioned our defined contribution pension scheme to a new Master Trust provider, whose 2040 net zero commitments align with our sustainability strategy.

### Setting a supply chain engagement target

Following a review of our supply chain data and the challenges posed by scope 3 emissions, we developed a new supply chain engagement target. This sends a clear signal that we want to work with suppliers who actively contribute to Playing for the Future objectives.

## Over the past two years, we have also:

- Delivered sustainability presentations to more than 20 licensees.
- Evolved our sustainable procurement framework to ensure sustainability is embedded in our tender processes.
- Proactively reached out to our top suppliers to improve carbon emissions reporting.
- Engaged with our suppliers to provide educational site visits to the stadium's waste facility and our official beer supplier's brewery.
- Collaborated with UEFA on their Champions Innovate programme during the UEFA Champions League Final at Wembley, supporting selected start-up organisations to implement pilot solutions to identified sustainability challenges.
- Introduced an electric vehicle salary sacrifice scheme as part of our employee benefits.
- Contributed to the UEFA EURO 2024 Climate Fund to offset unavoidable emissions from the England team's tournament travel.
- Worked with our stadium waste partner to introduce a fleet of electric and hydrotreated vegetable oil (HVO)-powered vehicles for post-event cleaning.

## Increasing our industry engagement:

We continue to play an active role in wider industry conversations on sustainability. In the last two years, we have played an active role in:

**Conference sessions**, including at Sport Positive, the BASIS Sustainable Sport Conference, World Football Summit and the International Sports Convention.

**Webinars and panel discussions** in collaboration with UNFCCC Sports for Climate Action and the British Association for Sustainable Sport.

Wembley Stadium has also supported national and local initiatives, including:

- Hosting Brent Council's Green Business Summit.
- Participating in the UK-wide climate awareness relay, Running Out of Time.
- Hosting the 2024 launch event for Green Football Weekend.

## Awards and recognition

The 100% recyclable pitch project received awards at both the Stadium Business Awards and the BASIS Sustainable Sport Awards, and was shortlisted for the Sport Positive and Sport Industry Awards.



Alongside our contractor, we also won Lighting Project of the Year for the Wembley Stadium Great Hall's LED lighting upgrade.

## Shared values

"Delivery of Playing For The Future would be impossible without engaging with our stakeholder network. One of the most fulfilling aspects of this role is selecting and collaborating with organisations that share the same values and ambition as ourselves."

Ruaidhri Dunn, Head of Procurement and Sustainability



# A GREENER GAME THROUGH PARTNERSHIPS

We recognise that partnerships provide a powerful platform to drive meaningful change around shared values. In 2024, with the announcement of a new long-term partnership with E.ON Next, we launched Greener Game, our partnership-driven sustainability programme.

## The FA and E.ON Next partnership

**Why?** The grassroots game sits at the heart of football in England, and its health is vital to the future of the sport. Like all areas of society, grassroots football has growing energy needs. Research informing this partnership showed that energy consumption accounts for around 35% of club budgets.

**What?** This partnership is focused on supporting decarbonisation, promoting sustainable practices, and reducing energy costs for grassroots football clubs across the country. The ambition is to empower clubs by offering investment opportunities for sustainable upgrades, alongside a suite of educational resources and energy-saving tools.

**Impact:** Over the course of the partnership, the programme aims to invest £1.5 million annually, supporting approximately 75 to 100 grassroots clubs each year.

**32 sites**  
audited in Round 1  
With a further 70 sites  
planned for R2

**£1.5 million**  
invested annually into  
grassroots football

**200 Energy  
Support Packs**  
provided to grassroots  
clubs, as of July 25 –  
energy support packs  
have been provided to  
County FAs also

## What is it all about?

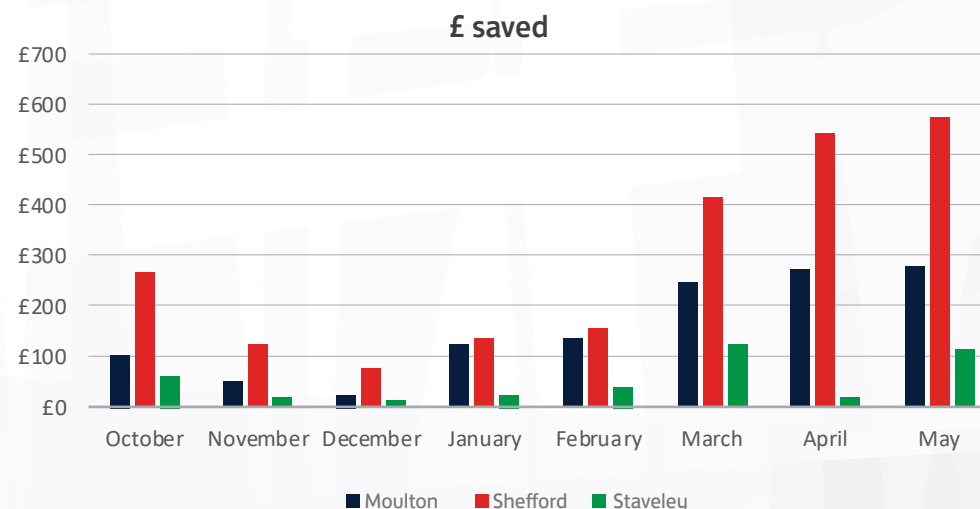
“Our Greener Game programme is a significant milestone for grassroots football and sustainability. Improving facilities is a key part of our grassroots strategy and our partnership with E.ON Next allows us to give grassroots clubs the practical tools and knowledge to embrace energy-efficient practices that will not only improve their operations and benefit the environment, but will also enable them to save money.”

Phil Woodward, Head of Clubs and Facilities at The FA



## Our pilot sites are already showing massive savings for clubs

As part of the programme, we identified three pilot clubs that would benefit from being part of the Greener Game programme. Following an energy audit from experts at E.ON Next, we carried out a number of energy infrastructure improvements at these sites, from solar panels to LED light fittings. Initial results can be seen here, with one club saving over £500 per month on their energy bills in April and May.





## Helping Staveley Miners Welfare FC cut emissions and save money

In July 2024, an audit team from E.ON Next visited Staveley Miners Welfare FC to assess the site and identify opportunities to reduce energy use and cut emissions. The review covered the full range of club facilities, including the floodlit pitch, car park, clubhouse and shop, changing rooms, spectator stand, toilets, classroom, gym and scoreboard building. A number of practical upgrades were identified, ranging from equipment improvements to changes in behaviour:

- Installing LED fittings
- Replacing windows
- Upgrading insulation
- Installing a solar thermal system
- Cleaning coils and heat exchangers
- Turning off equipment more effectively when not in use
- Fitting or repairing local controls

Together, these measures represent a potential energy saving of 34,281 kilowatt hours, which translates to an estimated £8,913 reduction in annual energy bills and a saving of 7.03 tonnes of carbon emissions.

Staveley Miners Welfare FC is just one of many clubs benefitting from these types of audits. By the end of 2025, we will have conducted over 100 audits at sites across the country.

## Growing the Greener Game's impact with Energy Support Packs

Another important feature of our partnership with E.ON Next is the rollout of Energy Support Packs, designed to share practical energy-saving expertise with grassroots clubs across the country.

Each pack is created to help clubs take immediate action and includes:

A practical energy management guide	This covers how to secure the best energy deal, make the most of metering, carry out a basic energy health check and identify impactful energy-saving actions.
An energy monitor	Used to spot equipment that consumes high amounts of electricity.
A plug-in timer	Helps schedule power-off times for individual devices.
Awareness materials	Including posters, stickers and coasters to encourage energy conscious behaviour among players, staff and supporters.

Plans are in place to evaluate the full programme, including the impact of Energy Support Packs on club behaviours.



### We're already making a difference

"This is more than a football club – we're helping young people find their way. E.ON did a full energy audit and we now have 16 solar panels on our roof which should provide some big reductions in our energy bills. All of the money we save will be pumped back into the club."

Pat Lindley, Manager, Staveley Miners Welfare FC



# WHAT'S NEXT?

Like in football, it's important to celebrate success, but also to recognise the challenges ahead and keep looking forward. Over the next two years, we know we need to make significant strides forward again. Four key areas stand out.

## 1

### **St. George's Park Development**

Sustainability is one of three core design principles for the next phase of development at St. George's Park, known as SGP 2.0.

Recognising the potential environmental impact and our Playing for the Future commitments, it is essential that sustainability is embedded from design through to delivery.

## 2

### **Drive responsibility even further across the business**

To make sustainability a golden thread across the organisation, we must accelerate how we engage and empower people at every level. This includes improving governance and reporting to support Playing for the Future.

We will continue to develop the work of FAST and the St. George's Park working group, support divisions to deliver their sustainability objectives, report annually to the senior management team and audit committee and explore new ways to share ideas and progress from across the organisation.

We will also continue to look at how we can support learning, awareness and positive change across the wider football community.

## 3

### **Continuing to focus on carbon reduction and climate adaptation**

#### **Supply chain engagement**

We cannot meet our carbon targets alone. We need a supply chain that works with us to measure and reduce emissions. By aligning our procurement process with our new supply chain engagement target, engaging colleagues who manage supplier relationships, and streamlining how we collect supplier data, we aim to unlock more carbon reduction and wider sustainability opportunities.

#### **Next steps in our energy programme**

We will continue to reduce our reliance on fossil fuels across both Wembley Stadium and St. George's Park. This includes improving efficiency, exploring more on-site solar generation, and keeping track of emerging technologies.

#### **Driving climate resilience**

We will continue to identify and manage our climate risks and opportunities through annual climate disclosures and targeted projects to guide our climate action planning. For example, to better understand potential climate risks at St George's Park, an on-site climate risk assessment was conducted in November 2025.

## 4

### **Further develop and build the Greener Game partnerships programme**

Ensuring our partners are aligned with our sustainability ambitions remains a priority. Following the launch of A Greener Game, our goal is to grow the programme through new and existing partners, creating further opportunities for shared value and impact.

# APPENDIX

# CARBON FOOTPRINT BOUNDARY

Our carbon footprint approach follows international best practice, including the Greenhouse Gas Protocol, and aligns with the principles of the UNFCCC Sports for Climate Action Framework. We use the operational control approach, reporting annually from August to July in line with our financial year. The graphic below shows how this is applied within our context, using the categories defined in the Greenhouse Gas Protocol (shown in brackets).

## Core operational footprint

In scope of the FA's 50% reduction by 2030 target. This includes all activities, under The FA's operational control, which are part of operating The FA as a business and national governing body of football.



## Wider organisation footprint

Emissions associated with wider spheres of influence – not in the 50% carbon reduction target, but measured to drive low carbon actions through engagement.



Fan travel of ticketed fans attending FA-owned Wembley Stadium events



Not measured, focus on engagement only:

- County FA operations
- Spend of a purely transactional nature (e.g. grants & funding)
- Pensions
- Digital and broadcast
- Fan travel for non-FA owned events

# CALCULATING OUR CARBON FOOTPRINT

Our carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO2e) and includes greenhouse gas emissions associated to all activities stated on the previous page.

The FA calculates its scope 1 and scope 2 (market and location based) emissions. All relevant emissions are included from our direct operations and our value chain. Market-based scope 2 calculations are based on us purchasing a renewable tariff for 100% of our electricity consumption, evidenced through our power purchase agreement and supported by REGO certificates.

Emission factors stem primarily from the UK's Government conversion factors for company reporting of greenhouse gas emissions, which are updated annually. Where necessary, industry specific emission factors have also been used stemming primarily from emission factor databases such as ADEME. Where relevant, well to tank and radiative forcing emissions are included in the calculations.

## Data quality:

We are working hard to continually improve the quality of data being used to calculate our carbon footprint. We pro-actively measure data quality alongside our emissions and our carbon reduction plan also includes a data quality improvement plan. We rate data quality on a score of 1 to 3. Over time we are striving to increase the proportion of data which scores high and medium data quality.

	tCO2e		
	2018/2019 (baseline)	2023/2024	2024/2025
Scope 1	3,040	2,498	1,970
Scope 2 (market-based)	9,128	8	0
Scope 2 (location-based)	9,128	5,557	4,579
Scope 3	47,819	47,657	47,794
Scope 3 – fan travel (FA owned events only)	7,234	13,699	12,288

Data Quality	Score	Description
High	3	All activity data is primary, provided by the relevant data owner. The data is substantiated with appropriate sources and evidence. Emission factors match physical flows of data and are based on robust databases.
Medium	2	The data is a mix of primary and secondary sources, provided by the relevant data owner. The use of secondary data is supported by reasonable assumptions and estimates. These may include extrapolating from samples or applying physical, economic or industry proxies. All assumptions should be substantiated with evidence. Emission factors are relevant to the type of data and drawn from reliable databases.
Low	1	There is limited or no primary data available. Most data is derived from financial or spend data, or from industry or sector benchmarks. Assumptions and proxies are used extensively and should be substantiated with appropriate evidence. Emission factors are primarily based on financial flows.



# HEALTH & SAFETY – TARGETS AND KPIS

Our certified ISO20121 management system, which covers Wembley major events (over 12,000 people in attendance), dovetails with a management system approach across health and safety.

While separate management systems, we are increasingly viewing them as mutually supportive.

Safe places are also, often, sustainable places.



## Our 'Health and Safety KPIs

**Leadership & Culture** - Demonstrate leadership commitment to the health, safety and wellbeing of employees, service providers and visitors to foster a strong safety culture.

- KPI - ISO45001 Certification
- **24/25 Outcome - Achieved for St. George's Park & Wembley in October 2024.**

**Risk Management** - Ultimately provide an environment free from uncontrolled hazards and risks through a sensible, risk-based approach to hazard management.

- KPI - All Departments to have Risk Assessments for General Activities reviewed every 12 months, including MH&W. Evidence of communication with employee's to be provided.
- **24/25 Outcome - 77/77 RAs Reviewed within 12mo.**

**Competence, Training and Awareness** - Ensure all those working across The FA do so competently, through the correct training, experience and hazard awareness.

- KPI - 95% of FA staff to complete H&S Induction and Mental Health Training.
- **24/25 Outcome - 94% (+2% YoY).**

**Communication, Consultation and Participation** - Drive engagement in health, safety and wellbeing through a range of communication and consultation channels.

- KPI - Increase in the reports of accidents/near misses/hazards using the online reporting tool. Target 80 Individual Reporters.
- **24/25 Outcome - 84 individual reporters.**

**Current Performance and Continual Improvement** - Track and document health and safety performance in a manner that enables and drives continual improvement, assessing performance against both internal and external metrics.

- KPI - Number of reported hazards/near misses (incidents) to exceed the number of accidents reported.
- **24/25 Outcome - Achieved (accidents < incidents).**



**FOR ALL**

**THANK YOU**



# SUSTAINABILITY AT ST. GEORGE'S PARK





## St George's Park is playing an active role in delivering the FA's sustainability strategy – 'Playing for the Future'.

We have made pleasing progress across all these areas, as indicated by some of the highlights below, and remain committed to continuous improvement.



**SHOOT FOR  
NET ZERO**



**39%** ↓

decrease in electricity  
consumption in 2024/25,  
compared to the 2018/19  
baseline



**17%**

of the St. George's Park Hilton  
Hotel's energy has been supplied  
by the solar array since it was  
installed in August 2024



**150,000**

litres of heating oil used to power  
under-pitch heating replaced by more  
efficient gas-powered system



**100%**

of Three Lions Yard energy  
is powered by electricity. It  
is the first building on site to  
operate entirely without gas



**SAVE OUR  
RESOURCES**



**460+**

items from SGP logistics  
given a new life through  
coordinated management of  
surplus assets in 2024



**36 bird species**, including  
**13** with a birds  
of conservation concern amber  
status identified across site



**4,000**

trees planted in 2023 in partnership  
with the National Forest, as part of  
the Changing Landscape Scheme  
supporting long-term biodiversity  
improvements

**700**

is the age of some  
our most ancient  
trees on on-site,  
protected by  
our veteran tree  
management plan



**MAKE AN  
IMPACT**

**1**

new sustainability working group  
set up at St. George's Park  
in January 2025

**NEW**



**15**

people from across sport visited St. Georges' Park in Summer  
2025 to exchange knowledge on sustainability



# SUSTAINABILITY AT WEMBLEY STADIUM



# SUSTAINABILITY AT WEMBLEY STADIUM

Wembley Stadium is playing an active role in delivering the FA's sustainability strategy – 'Playing for the Future'. We have made pleasing progress across all these areas, as indicated by some of the highlights below, and remain committed to continuous improvement.



**SHOOT FOR  
NET ZERO**



**27%** ↓

decrease in electricity consumption in 2024/25, compared to the 2018/19 baseline

**36%**

decrease in gas consumption in 2024/25, compared to the 2018/19 baseline

**15%**

reduction in average event day electricity use (like-for-like events)

**£7M**

has been invested in key projects to support reduction of electricity and gas consumption



**90**

new electricity meters have been installed, alongside upgraded gas and water meters to improve visibility and more accurate tracking of consumption



**100%**

of the FA's electricity is covered by a power purchase agreement signed in 2023 with an on-shore wind producer in Scotland



**SAVE OUR  
RESOURCES**



**77%**

highest recycling rate achieved at South Africa vs Japan Rugby, November 2025

**64%**

average recycling rate across major events at Wembley Stadium in 2025



**180+**

operational staff attending waste management training in person, and 390 online, as of October 2025



**25**

public water refill points across the Stadium

**100%**

recyclability of the iconic Wembley pitch achieved by an innovative new process to separate and reuse the pitch's component parts



**25%**

reduction in water use per flush due to toilet systems being upgraded with low-flush mechanisms



**MAKE AN  
IMPACT**



**2**

awards won for the recyclable pitch project



**120+**

children from 12 schools attending circular economy workshops at the stadium



**1**

ISO20121 certification maintained, demonstrating ongoing maintenance and improvement of our sustainable event management system



**1st**

sustainable events rider launched by Wembley Stadium