Foreword

We want to build a sustainable future for our sport.

We are all aware of the need for action at a global scale on climate change, but climate change has been impacting on cricket in England and Wales for some time, whether that is clubs devastated by flooding or the temperatures exceeding 40 degrees centigrade we experienced in the 2022 season.

As the national governing body for cricket in England and Wales, the ECB has frequently supported clubs to get back on their feet and become more resilient to climate change impacts. But we recognise these impacts will become more frequent and more severe so, as a game, we need to go further.

We also acknowledge that what we do as an organisation, whether that is travelling to play cricket in India, hosting Ashes Test Matches or running the Hundred, all has an impact on our climate and our environment. As a responsible organisation we want to do more to reduce this impact and work to inspire change for the better.

Cricket has positive impacts on the environment too. Our grounds provide essential green space and are a key part of our urban and rural landscapes. It is these green spaces that allow communities to come together for recreation and to live active lives.

They do this not only for our society but also for nature, providing valuable habitat, food and refuge and helping to connect wildlife across the patchwork of green space in our local environment.

Our vision is for cricket to be an inclusive game for all, that is growing sustainably. That starts with what we do as an organisation.

The ECB is committed to build on what we have done so far and take the next steps to reduce our own footprint, build more resilience, to use resources more sustainably, cut waste and protect and enhance our environment.

To demonstrate that commitment, the ECB has signed up to the UN Sports for Climate Action Framework which includes key targets of reducing our greenhouse gas emissions by half by 2030 and of reaching Net Zero by 2040.

We see this as an important challenge for the organisation, but it is just one of many targets and actions we shall be undertaking to improve the sustainability of the game.

We want to inspire and support others across the game to join in the ever-growing cricketing community already making a difference in this space.

I hope that whatever your engagement with cricket, you will be able to help us build a more sustainable future for the game. We want you to be involved in that future. Throughout this plan you will find actions you can take as an individual, as a club and as an organisation - read on to find out more.

RICHARD GOULD, CHIEF EXECUTIVE
ENGLAND AND WALES CRICKET BOARD

We want to tackle climate change, take action on the environment and inspire others across the game to build a sustainable future for cricket.
The ECB is supporting grassroots cricket clubs to transition to electric machinery through the Tackling Climate Change theme of its County Grants Fund.
Somerset County Cricket Club were the first professional cricket club in the UK to install LED floodlights which are around 50% more energy efficient than traditional floodlights.
Climate change is already impacting on cricket in England and Wales. Increased flooding and more frequent periods of drought have affected cricket from test match venues to grassroots cricket clubs. Players, coaches, match officials and volunteers are having to adapt to hotter conditions with more frequent extreme-heat events.

Over the last 20 years, the ECB has invested millions of pounds and worked hard to tackle the impacts of flooding and drought on cricket in England and Wales. This is a continual and growing challenge.

The ECB recognises that the long-term success of cricket will require the whole game to act, and is committed to supporting the game to build a sustainable future. The game will need to adapt to become more resilient to the effects of climate change, to become more flood resilient, to use less water and adapt to warmer temperatures.

We shall also need to minimise our impact on the environment by reducing our greenhouse gas emissions, reducing the waste we send to landfill, reducing single use plastic and sourcing products and materials responsibly. But there is also an opportunity to help the environment and improve wellbeing by building habitat and enhancing biodiversity on our grounds.

As the national governing body for cricket in England and Wales we want to lead by example and are committed to taking action on environmental sustainability. We will do this through our sustainability plan which reinforces our commitment and accelerates our efforts to address environmental sustainability in a strategic and coordinated way.

To outline the ECB's commitment, we have signed up to the UN Sports for Climate Action Framework (UN SfCA) joining other cricket organisations such as Gloucestershire, Surrey and MCC, and other sports worldwide, to take action on climate change and the environment.

We have set ourselves targets which align with those of UN SfCA, including halving carbon emissions as an organisation by 2030 and being net zero by 2040. Like most sports, the large majority of our emissions come from the goods and services we procure and deliver so we will need to work closely with our suppliers, partners and network to achieve these targets.

We know that the ECB taking action on its operation only addresses part of the total environmental footprint of cricket in England and Wales.

We also want to support the wider game to achieve its sustainability goals. A number of professional cricket clubs have already developed great sustainability plans and cut their greenhouse gas emissions and waste.

The ECB is working with these clubs to support them and will help other counties to build and deliver their plans. There are many examples of grassroots cricket clubs taking action by recycling, restoring habitat for wildlife, installing solar panels to generate electricity on site and improving their irrigation efficiency to cut water waste.

In this document we show what the game is already doing to improve sustainability. We want to help more to act on environmental sustainability.

The ECB has appointed its first Sustainability Manager, who is working across the game to support improved sustainability, working with professional game partners to understand and reduce environmental impacts from cricket and is helping to support those volunteers in the recreational game who want to do more.

We outline our plans and commitments for the ECB, and how we shall support the game as a governing body. Tackling these environmental challenges will not be an easy task and sport and society does not yet have answers to all the issues we face.

We also know that there will be further challenges as we grow as a sport and that will mean we need to work harder. But the ECB is committed to the ambitions of its ‘Inspiring Generations’ strategy by supporting and securing an environment that allows more and more people to enjoy playing and watching cricket.

Introduction

This document sets out how the ECB will work with the game to improve environmental sustainability by:

- Improving the sustainability of the ECB.
- Helping cricket organisations in the professional game to build and deliver their sustainability plans.
- Invest in and work with our County Cricket Boards (CCBs) and the rest of our recreational game network to build more resilient clubs, reduce environmental harm and maximise benefits for a more sustainable game.

Throughout we will use case studies and examples to show how we can improve environmental sustainability in cricket.
Appleby Eden Cricket Club in Cumbria saw their pavilion condemned and their outfield so damaged that they could not play at the ground following flooding during Storms Desmond and Eva in 2015-16.

The ECB and Sport England supported the club’s recovery by constructing a new flood resilient pavilion and installing a new drainage scheme that meant that when the ground flooded in 2020 (shown here) the clubhouse was unaffected and the ground was ready for play once the floodwater subsided.

The cricket ground plays a vital dual role in the community as a facility for participation and enjoyment of sport and as a vital part of the Appleby’s flood defences.
How our changing climate is impacting on cricket

Cricket has a long-established reputation for shaping the summer for so many people, however, extreme weather events are increasingly affecting how we enjoy the game.

The top ten hottest years since UK records began (in 1884) have all been since 2003, while 2022 - the hottest on record and sixth-driest summer - saw temperatures exceed 40°C for the first time. But at the same time, six of the ten wettest years have occurred since 1998 and the last decade has seen increasing frequency and intensity of rainfall - which results in delays in play and in the worst cases - flooding.

The impact on cricket is significant. More frequent flood events have impacted the whole game.

Worcestershire’s New Road ground now floods during most winters, and in the past the ECB has helped to fund recovery. In the recreational game, where resources to plan and adapt are even tighter, our challenge is scale - a Cranfield University study showed that over a third of cricket clubs are at risk of flooding and many others are at risk of drought.

The ECB has invested £5m to support more than 180 recreational clubs to recover from flood damage but with changing rainfall patterns the risk continues to grow. As periods of drought and intense heat become more frequent, we will require new approaches to water conservation, pitch preparation and how we run our matches.

Over the last decade, the ECB has provided support and guidance to more than 1,000 recreational cricket clubs on how to manage the impact of flooding and drought, including grants worth £5m to the 181 clubs most severely affected.

This is especially so as the population grows, more houses are built, and water becomes scarcer. Players, officials, and spectators are increasingly vulnerable to heat exhaustion, and changing weather patterns will lead to new pests and diseases affecting turfgrass.

While we have had to take action in response to climate change impacts over the past 20 years, this is an ever-growing challenge. It is clear that as a sport, we shall need to redouble efforts and do even more.

The ECB’s plan sets out the further steps we must take to ensure we can sustainably maintain the cricket grounds to play the game on, and to allow people to be active and healthy in a natural environment.
How cricket impacts on our environment

Most recreational cricket clubs fit well within their landscape and local community and use relatively small quantities of energy, fuels, water for irrigation and pesticides. But if we look at the combined impact across all clubs in England and Wales, this does add up.

Venues used for the professional game will consume relatively more resources because they use floodlights, irrigate outfields and host thousands of spectators.

We know we have got to work to reduce our impacts from:

- **Playing the Game**
  Providing the ground, the playing equipment and the social functions of cricket.

- **Travel**
  From travelling to watch the game, to play the game in the local league or to take part in world cup finals overseas, travel forms the largest segment of cricket’s greenhouse gas emissions.

- **Running Events**
  Whether that is junior training sessions or Ashes Test Matches, we consume resources and energy, create waste and omit greenhouse gases.

- **Digital**
  Broadcast, streaming, communication and data are all vital to the success of cricket in England and Wales but all consume energy, fuels and resources.

- **Building Facilities**
  New build, retrofit and temporary structures all have an impact.

These impacts are difficult to calculate, and we do not want to stop playing and enjoying cricket, but if we can find ways to reduce these impacts we can grow and play the game sustainably.

How cricket benefits our environment

Cricket provides many environmental, health and amenity benefits.

- The playing areas form part of the local patchwork of green space providing habitat, foraging and resting space for a wide range of birds and other wildlife.

- Extend this to the whole cricket ground and the environmental value is considerable: trees, hedges, uncut grassy and wildflower areas, landscape planting, drainage swales and ditches, and even green walls and roofs on buildings.

- Cricket grounds can connect green space, providing a corridor for nature to move into and through urban and rural environments.

We can do more to enhance these benefits by making small changes to the way that we manage our grounds.
SECTION 03

Environmental sustainability priorities for cricket
Environmental sustainability priorities for cricket

Three priorities for action have been identified across the game in England and Wales. These are: tackling climate change, managing resources, and protecting and enhancing the natural environment.

These three priorities have been identified through consultation across the ECB, talking to First Class Counties and County Cricket Boards, and reviewing experiences across the network, university research and specialist consultancy projects.

All three priorities are interconnected in various ways and positive action on one often results in positive outcomes for the others.

As a game we will need to take action on these. We can all do our bit.

Section 05 shows what the ECB will do, but the scale of the challenge is large and significant for the future of cricket, so we also want to help others to take action too.

We will invest, we will provide guidance and support, and we will help everyone in the game to do what they can to build resilience, improve the environment and build a future for cricket.
Priority 1: Tackling Climate Change

As a game, we need to adapt and build resilience to address the threat of climate change, and to play our part by minimising and neutralising our own greenhouse gas (GHG) emissions.

The impacts of climate change are becoming more apparent and more severe, meaning that we all need to intensify and accelerate action. Some solutions are relatively straightforward, others will be more complex and will need new technology, solutions and resources.

The game needs to combat climate change in two ways:

1. **Mitigate**
   - Reduce our greenhouse gas emissions.

2. **Adapt**
   - Become more resilient to the impacts of climate change (such as flooding and drought).

**Climate Change Mitigation**

First and foremost, we need to reduce our GHG emissions as far as possible. A common target is to try and halve current emissions by 2030. This is followed by a longer-term target for Net Zero - reaching a real reduction of all GHG emissions by at least 90%, and then offsetting any residual emissions that cannot be eliminated. The UK government target is to be Net Zero by 2050.

Some emissions will be very difficult to eliminate completely, particularly in the short term, because of the limitations of current technology. It is possible to compensate for these emissions by offsetting them responsibly with schemes that are permanent, additional, verifiable, only counted once and real.

Clubs are starting to take stock of their energy use, measuring their greenhouse gas emissions to understand how they are performing now. Some are also measuring the emissions associated with the production, transportation and use of goods and services they buy.

Some have made public pledges to reduce their emissions, showing the importance they put on this issue. Gloucestershire CCC, Surrey CCC, and MCC have already signed up to the UN Sports for Climate Action Framework, pledging their commitment to measuring, reducing and reporting, with more organisations looking to join.

Across England and Wales, clubs are reducing their direct and indirect energy use through more efficient operations, including the way they travel and how they run their activities. Clubs with built facilities are investing in energy efficiency improvements - from installing better insulation, to putting in systems in larger venues to control heating and lighting automatically. There is an increasing number investing in onsite and offsite renewable energy supply. It is not just about energy either, clubs are making more carbon conscious choices on what they buy, like sourcing more locally produced food.

At Carnforth CC, Lancashire, new cladding, doors and windows were installed to create a better insulated building, reducing energy consumption and operating costs. It also gave the club a more modern and welcoming look and feel.
Climate Change Adaptation

Venues at risk of flooding need to create flood plans and retrofit their facilities with flood defences and sustainable drainage solutions to respond to more extreme storm events. Some facilities have been retrofitted or rebuilt to take account of the higher risk of flooding. Key examples include Appleby Eden CC, Cumbria, (page 6) and Corbridge CC, Northumberland (above).

We need to adopt more efficient irrigation techniques and review water use in club houses to see where we can reduce usage. Some clubs, such as Addington CC in Kent (page 17) are installing rainwater harvesting systems to supplement mains water. Others are installing boreholes to become independent from the mains water network.

The game also needs to adapt to extreme heat. Clubs can adapt facilities by installing shutters and outdoor cover, and planting trees to create shade and reduce the impacts of higher temperatures. The ECB has issued extreme heat guidance to help protect players, spectators, volunteers and employees from the negative impacts from heat whilst continuing to play the game safely.

The ECB also provides grants to help affiliated cricket clubs to mitigate and adapt to climate change under the Tackling Climate Change theme in the County Grants Fund.

It is essential that we:

- Measure, and become more aware of, our own impacts through the way we operate and all the goods and services we purchase.
- Plan ways to continue GHG emissions reductions into the future.
- Mitigate GHG emissions as far as possible and consider responsible offsetting schemes.
- Reduce energy consumption to reduce GHG emissions and operating costs.
- Adapt the way we do things in response to the changing climate to be more resilient to extreme heat, flooding and the water availability challenges of the future.
- Engage with others to share lessons learned and communicate what we have done and achieved, to inform and inspire others to follow suit.

At Corbridge CC, Northumberland, the changing pavilion was flood proofed by design and the new social pavilion was built above flood level.

Want to be involved in Tackling Climate Change in Cricket?

Find out more at www.ecb.co.uk/sustainability where you can find examples on how you can help and the latest sustainability ideas.
We need to build a more circular economy with longer lifecycles and higher ‘end of use’ value for everything we use, rather than following the old models of buy-use-dispose-buy.

Many clubs are considering their needs, cutting excess, and working directly with their suppliers to reduce the amount of waste associated with the goods and services they offer. In this way, waste can be cut before it is generated.

When waste is generated, many are working hard to ensure it is treated responsibly. For instance, major cricket venues are addressing waste head on by:

- Working with waste contractors/local authorities that ensure that zero waste goes to landfill and what can be recycled or composted is.
- Employing reusable cups and compostable cutlery to minimise use of single use plastic.
- Dealing with food waste on site using clean food waste technology and donating excess edible food to local charities who distribute to those in need.

It is recognised that cricket uses a lot of playing equipment. Some organisations are ensuring that ‘preloved’ kit finds homes with new owners, helping to make that more circular economy and giving more people a chance to play.

Two great examples are the Lord’s Taverners and Cric-Kit by Yorkshire Cricket Foundation. Lord’s Taverners collect donated cricket kit and equipment from across England and Wales, refurbish it and send it to those in need and keen to play. Cric-Kit, set up in collaboration with Zero Waste Leeds, provides collection hubs for donations of equipment to be used for programmes across Yorkshire.

It is essential that we:

- Take a whole life-cycle approach to how we purchase goods and services - thinking about what happens at end-of-life right from the start.
- Reassess our material needs and ‘design out’ waste when planning activities or venues. Think of all the ‘R’s: Refuse, Reduce, Reuse, Refurbish, Redesign, Recycle.
- Extend the useful life of materials and equipment we already have.
- Use less single use or short life products and materials.
- Stop the use of single-use, non-recyclable plastic.
- Reduce waste sent directly to landfill.
- Engage with suppliers and networks to inform and inspire best practice.
Warwickshire County Cricket Club established the Edgbaston Garden so that the club can grow its own fruit and vegetables on-site to use across matchday and non-matchday menus. In 2024 Edgbaston will use at least one type of produce grown on site at each major match day during the season.

Ninety five percent of all food & drink is freshly prepared on-site at Edgbaston. There is no air freighted produce – everything is sourced in the UK. There has been a 50% reduction in red meat on the menus. By the end of 2021 over 1,615 covers of food were donated to ‘Let’s Feed Brum’ and other local charities.

Edgbaston maintains water refill stations and recycling points around the site and has a zero waste to landfill policy. There are no single use plastic products on site.

Edgbaston are continuing to improve on their resource management and are raising awareness by providing training and information to staff and visitors.

Want to be involved in Managing Resources and Cutting Waste in Cricket?
Find out more at [www.ecb.co.uk/sustainability](http://www.ecb.co.uk/sustainability) where you can find examples on how you can help and the latest sustainability ideas.
Priority 3: Protecting and Enhancing the Natural Environment

Nature has been impacted significantly by many factors over the past 50 years, particularly climate change, land use change and pollution (not just from chemicals but from light and sound too). We must all recognise the importance nature plays in providing a multitude of eco-system services including: providing resources, food, controlling local temperatures and supporting a healthy environment for us to play in.

To mitigate impacts, many clubs have environmental policies in place which promote protection of the natural environment. We all can ensure that those we purchase goods and services from are equally responsible in their own processes.

The following case study from Fillongley CC, Warwickshire, is just one example of many which provides evidence of cricket’s unique opportunity to connect local communities through proactive environmental actions. The green initiatives not only earned local community support, but also attracted people who were not part of the club to participate in undertaking those actions - which had direct benefits for local nature and also directly helped the clubs by building flood resilience.

The community gardens that have been established at Edgbaston and Gloucestershire’s Seat Unique Stadium also show the strong link between action to protect the natural environment and building local community engagement, which connects back to ECB’s Inspiring Generations strategy.

We believe more cricket clubs can use their unique and varied settings to help wildlife to thrive, enhance biodiversity and play a key role in our ever-changing built environment.

It is essential that we:

- Understand our responsibilities under UK legislation and ensure we have any relevant environmental policies in place.
- Ensure that suppliers of the goods and services we purchase behave in an environmentally and socially responsible way, and avoid impacts on the natural environment and protected species.
- Link the built and natural environments together to provide opportunities to enhance biodiversity whilst also enhancing the health and wellbeing aspects of community spaces.
- Promote positive action for nature among our friends and communities.

Want to be involved in Protecting and Enhancing the Natural Environment in Cricket?

Find out more at www.ecb.co.uk/sustainability where you can find examples on how you can help and the latest sustainability ideas.
How cricket will need to take action and play its part

Throughout this document we have been sharing examples of cricket taking action. This section explains why - we want to show real-life examples of cricket organisations taking action on environmental sustainability to inspire others to act.

The future of the game needs cricket to act now on the environment. We can all do our bit. We will build our advice and support over the coming seasons, but this section outlines the fundamentals and gives a flavour of what that support will look like.
All of cricket will need to act and play its part

We have explained why cricket needs to become more environmentally sustainable for a better future for the game, society and the environment.

To do this, all of us in the game will need to take action and this will benefit everyone in cricket.

Many of us have been changing the way we do things in our home lives to become more environmentally sustainable. In recent years, since energy, fuel and other inputs have become more expensive, more scarce, or more restricted, the multiple benefits - environmental, social and financial - of sustainable behaviour have become even more apparent. Action on environmental sustainability can also save money and vice versa.

This is no different for cricket.

At clubs, in cricket activities, at matches, by making changes we will become a more sustainable game. Taking small steps such as recycling or managing areas of the ground differently can soon add up. Taking those first steps in the right direction can enable the game to start to make bigger changes.

For example, in the club setting, some of these changes are free (turning off lights or taps when not in use), some require relatively small investments (switching light bulbs or insulating your loft), whereas others will require more significant investment (solar panels, rainwater harvesting).

But, almost all sustainability changes for the better have proven financial savings, whether that is in ongoing operating budgets or by reducing the cost of environmental impacts such as flooding and drought.

This is a win-win for cricket.

Whether you have taken your first steps or not, when setting out on any journey, it helps to make a plan. This can help to establish where you are, where you want (or need) to get to, how you will get there, milestones along the way and what (or who) you need to take with you.

The next page outlines a planning template that organisations of all shapes and sizes can use to improve their sustainability. We have used this five-point planning method to develop our own sustainability plan at the ECB (more in Section 05).

If you want to do more and want to build a plan for your organisation or activity, follow the five points on the next page.

CASE STUDY

Addington CC, Kent, installed a rainwater harvesting system that collects rainwater from the roofs of buildings on site and stores this in a tank underground. This water can then be used for irrigating the cricket square and for flushing lavatories in the village hall. This reduces dependency on mains water, reducing GHG emissions and operating costs (rainwater is free). It also means that when water use restrictions are put in place by the local water company - the club can continue to irrigate their pitches and play cricket. This was the case in 2023 when South East Water had to restrict the timing of irrigation to keep drinking water flowing to homes in their area due to very high demand.
Top five things cricket should do

The five things everyone in our game should do as an individual or cricketing organisation in the recreational or professional game are:

1. Take stock
   of your own environmental impact be it from energy, water or material resource use. Be conscious of the potential impacts, on both the local and global natural environment, of your own choices, actions and activities. To help you do this, seek understanding of the issues, check guidance and support from the ECB and look for information from other sources.

2. Plan
   out a strategy identifying those who need to be involved and the key actions to reduce any negative impacts of own activities and those of key stakeholders such as suppliers and participants. Consider sustainable and responsible consumption, becoming more energy and water efficient, and protecting the natural environment.

3. Act
   on plan, recognising that there are actions that are easy wins that can be completed immediately and there are others that are more difficult, take more time, but will lead to multiple benefits with respect to financial, social, and environmental impact.

4. Engage
   friends and communities in environmentally positive activities around clubs and facilities, boost the health and wellbeing benefits of participation through activities that protect and enhance the natural environment.

5. Communicate
   own progress, share experiences and lessons learned. Inspire and encourage others to follow example, to do the same and protect the game we love.
The Five-Point Plan in action at Surrey County Cricket Club

1. **Take stock**
   Surrey County Cricket Club began their sustainability journey as a by-product of other elements of the business, having changed from disposable cups to reusable cups for safety reasons back in 2015. More recently, sustainability became both a commercial imperative for non-match day business but also the right thing to do. To establish which areas to focus on, Surrey engaged a consultant to calculate their GHG emissions. These come from burning fossil fuels directly in equipment such as mowers and boilers (known as Scope 1 emissions), from electricity generated off-site (Scope 2) and from all other sources such production and supply of goods and services (Scope 3).

2. **Plan**
   After Surrey understood where most of their greenhouse gas emissions were coming from, they began the process of putting together a plan that interacted with each department. This plan is treated as a live document in the club, something that is developed and built upon as new innovations come about. Surrey knew that the largest element of their direct emissions was electricity consumption. Because of this they set reduction targets specifically for this area that are integrated into individual department targets.

3. **Act**
   Surrey first focused on embedding change within the culture of the club. This started with education of their staff. They also looked at ‘low hanging fruit’ such as utilisation of existing building management systems to reduce electricity, an audit of purchasing to look at what they were buying and where from, and a focus on waste management.

   Part of Surrey’s sustainability journey is the need to adapt to the consequences of the climate crisis. This includes, but is not limited to, exploring the use of active storm attenuation tanks under the outfield to help with both flooding risk and drought, exploring the adaptation of some of their stands to ensure more shade for guests and introducing more access to free drinking water within the ground to help during hot weather.

   Surrey has installed photo voltaic solar panels on top of the new Galadari Stand at the Kia Oval to generate renewable energy. This complements the 100% renewable energy tariff that supplies the venue. Through these initiatives, the club saved 1078 tonnes of CO₂e in 2022 alone. The Kia Oval also made carbon savings in other aspects of the business including: 11 tonnes of CO₂e a year in the swapping from virgin paper toilet tissue to a bamboo alternative. In 2022, Surrey started its partnership with Olio, a food sharing app. In July to September of that year, the club donated 3,400 portions of food and avoided 2.9 tonnes of CO₂e emissions from food waste.

4. **Engage**
   One of the key elements in Surrey’s sustainability strategy is to engage their staff, members, and suppliers. They are acutely aware that they cannot reach Net Zero without full buy-in from these parties. To do this, they engaged each department in the creation of their own targets, making sure they were agreed and achievable; they have conducted members forums to discuss sustainability and take questions and suggestions from them; and Surrey set up meetings with suppliers and sponsors to develop innovative ways of working.

5. **Communicate**
   Once Surrey had developed their plan, put together short, medium and long-term goals and created developmental tasks, they made these public to ensure that they were held accountable. Surrey are using their tickets, scorecards and emails to communicate their sustainability message as well as QR codes inside the ground with information accessible for guests. They are trying to make it as easy as possible for people to contact them about sustainability and have set up a dedicated sustainability email address for people to contact with questions or queries.
Examples of actions across the game to address the three priority areas of climate, resources and nature

Having taken stock, any plan will need to involve actions to achieve goals.

Over the next two pages we provide some examples of actions that can be taken by either individuals or organisations in both the recreational and the professional game.

It is recognised that not all of these will apply in every case, but they should provide ideas to help build plans.

At the same time, this list is not exhaustive. The ECB will be building a resource with case studies for interventions applicable across the game to be shared via the website: ecb.co.uk/sustainability.

The ECB welcomes updates and stories from across the game on initiatives taken to become more environmentally sustainable.

At club facilities and venues

- Measure and reduce energy use, change behaviour, address the energy efficiency of building and appliances within. See ECB’s Energy Savings Guidance for more ideas.

- Install onsite renewable energy generators and/or purchase renewable energy contracts with your supplier. See ECB’s Energy Savings Guidance for more ideas.

- Measure and reduce mains water use by following guidance for irrigation from ECB and the Grounds Management Association (GMA) and using water more efficiently in your clubhouse.

- Protect nature through responsible practices. Look for opportunities to support plants and wildlife around the site by creating natural habitats. Consider planting trees and wildflowers around non-playing areas, installing green roofs and/or green walls and rain gardens.

- Promote and support use of active travel (walking, cycling) to the location by providing bike storage and changing facilities. Work with local networks and authorities to ensure there are safe active travel routes to site.

- Provide charging facilities for e-bikes and other electric vehicles. Minimise reliance on personal vehicles at club and transition those that are essential to business to electric vehicles. Transition essential plant, generators and machinery currently running on fossil fuels to biofuels, or electric when they have come to the end of their life.

- Minimise waste through responsible purchasing and reuse. When waste is unavoidable, ensure waste segregation is as straightforward so recycling and composting is maximised. Work with your local authority or waste contractor for best results.

- When doing either retrofit or new build, consider sustainable design and construction. When working with designers and contractors, ensure that they design out waste as far as possible before construction. Request the use of more sustainable materials and ensure that all materials arising from deconstruction get reused or recycled as far as possible.

- Plan and prepare for major adverse weather events: flood, drought, heat. Talk to local authorities and emergency services about community plans and seek guidance and support from the ECB.

- ECB Flooding Guidance

- ECB-GMA guidance on how to water in drought conditions

- ECB Extreme Heat Guidance for the Recreational Game
Examples of actions across the game to address the three priority areas of climate, resources and nature

Sourcing equipment, kit, give aways, food for games and activities

- Support the care, re-use and sharing of existing kit and equipment. Engage with kit reuse schemes locally and nationally such as the Lord’s Taverners scheme.

- When buying new, look for products with recycled content and consider how they can be reused, upcycled, or recycled when you have finished with them.

- Source items from environmentally sustainable and socially conscious sources that take action to protect environment and community in the manufacture and distribution of their products.

- Buy locally sourced and produced food and drinks to cut food miles. Provide more plant-based options. Minimise food waste by considering portion sizes and partner with local charities who can distribute any excess food to those in need.

Attending games and activities

- Whenever possible use active travel (walking, cycling) to get about. Otherwise use public transport or car share.

- When attending events check out the venue’s sustainability policies and offerings. Many will have the ability to refill your water bottle for instance which helps eliminate plastic waste. Many have cup return schemes. Also look out for the various recycling bins and use them as instructed.

Running clubs and engaging with participants

- Identify sustainability champions across the club/organisation/team. They can have any level of skills and experience, but all will have an interest in playing a part in improving sustainability outcomes. Look for learning opportunities to help upskill club members interested in sustainability.

- Commit to a sustainability policy and develop a sustainability plan with specific and relevant targets and actions that can be communicated to all participants and stakeholders.

- Join organisations such as the British Association for Sustainable Sport and sign up to the UN Sports for Climate Action Framework to engage with others across sport working on sustainability, access learning resources and additional support.

- Engage participants and your local community in sustainability initiatives at clubs and activities. Share stories and learning experiences around sustainability and encourage all to get involved.

- Celebrate good outcomes and share success stories with others. Consider applying for sustainability awards run by your County Cricket Board - you never know you could go through to win a national award at the ECB’s Cricket Collective Awards. If you are in the professional game enter the ECB’s Business of Cricket Awards.

Want more ideas and examples? Find out more at www.ecb.co.uk/sustainability where you can find examples on how you can help and the latest sustainability ideas.
Throughout this document we have been sharing examples of cricket taking action. These have been selected to show real-life examples that others can use.

A brilliant example of this is Fillongley CC in Warwickshire, which achieved national recognition by winning the ‘Tackling Climate Change’ award at the ECB’s 2022 national Cricket Collective Awards.

They won this award for setting an outstanding example in environmental development, community cohesion and stakeholder engagement. A project that is not only tackling climate change, but also protecting the natural environment.

Since 2019, the club has been working with partners, including the Warwickshire Wildlife Trust (WWT) and the Woodland Trust, planting native trees to contribute to an ongoing flood reduction scheme and ensure the landscape develops in line with the traditions of the Arden Forest.

The WWT produced a habitat management plan for the club, which included rehabilitating a large, overgrown pond, creating dead hedges and developing wildflower meadows.

These initiatives have created a positive environmental impact both for the club’s immediate surroundings and its wider village community, and generated pride amongst the club membership.

The club also engaged two students from the Coventry University Sports Management master’s degree programme, who analysed and documented the process, lessons, and recommendations arising from Fillongley’s experience.

The club intends to go further and install solar panels on the roof of its changing rooms, giving it 100% renewable energy for heating and hot water. Grounds maintenance equipment will be replaced with electric models when old equipment is no longer serviceable. Alternative Water storage facilities are also under consideration, reducing the need for mains water for managing its pitches.

Part of our strategy to support and inspire the game to act on the three priorities, is to show how the game is already doing this, and the difference it makes.

CASE STUDY
Fillongley Cricket Club in Warwickshire have partnered with their local Woodland and Wildlife Trusts to enhance their natural environment and encourage biodiversity. Fillongley were recognised as national winners of the inaugural Tackling Climate Change award at the ECB Grassroots Cricket Awards in 2022.

Want to be involved in improving Environmental Sustainability in Cricket?
Find out more at [www.ecb.co.uk/sustainability](http://www.ecb.co.uk/sustainability) where you can find examples on how you can help the latest sustainability ideas.

Photo credit: Fillongley Cricket Club/Stephen Gardner.
We hope that this has given you an idea of how all of us in cricket can address the environmental challenges we face. The ECB will support all in the game that want to progress action on sustainability. The ECB will do this by providing guidance, investment* and platforms for engagement on the topic.

We are encouraging everyone to join the journey and asking the game to respond. At the same time the ECB recognises its own obligations, and over the following pages, we demonstrate how we as an organisation are responding, through our own Environmental Sustainability Plan.

Above: From 2022 England Teams promoted the refilling of water bottles to avoid single use plastic across host venues.

*Funding criteria and restrictions apply contact your local county cricket board.
What the ECB is doing - the ECB Environmental Sustainability Plan
What is the plan for?

The ECB is the national governing body for cricket in England and Wales. We support and promote grassroots and professional cricket. We work with our network, which includes the First Class Counties, the County Cricket Boards, MCC, and all the participants involved in our activities to ensure cricket can be a game for everyone.

We have been supporting the game to recover from and adapt to the impacts of climate change for over 20 years (see the timeline on the next page).

In 2019, the ECB started to look at the impact on the environment of our activity as an organisation, and the impacts of the wider game.

We know that this is only a part of the total environmental footprint of cricket in England and Wales, but we see it as our responsibility to make a difference where we can.

Using the 5 Point Plan approach on page 18, we have developed a plan that aims to reduce our negative impact and amplify our positive impact. We have already started making changes to our operation to improve environmental sustainability outcomes.

The plan aims to reduce the ECB’s footprint and sets out how we will work with the whole game to improve sustainability across cricket in England and Wales. There will be board-level governance and oversight of this plan.

The ECB’s plan targets the same three environmental priority areas outlined above with a range of actions to tackle climate change, manage resources and waste and protect the natural environment.

The plan sets out key targets and actions including reducing greenhouses gas emissions in line with the UN Sports For Climate Action Framework to which the ECB is now a signatory.

And importantly, throughout the ECB’s plan, there is emphasis on continued support provided to the game to improve sustainability outcomes.

The ECB will adapt our sustainability plan as new challenges and new solutions arise, as we build new partnerships, as our stakeholders’ situations change, and of course, in response to the ever-changing environment and climate.

The following pages show:

- What the ECB has done over the last 20 years to address environmental issues across the game.
- The scale of its impacts, in particular its greenhouse gas emissions.
- How it has developed its Environmental Sustainability Plan (ESP).
- What the ECB is doing to improve sustainability now and what we will do in the future.
The ECB’s environmental sustainability journey so far

Over the years, the ECB has acted to support the network in response to major environmental challenges. In 2019, the ECB made the decision to actively address the causes of these challenges head on.

- **2004**: Flooding added to ECB Risk Register after major storm event. Flood relief contingency fund established.
- **2007**: ECB supported clubs across Worcestershire, Gloucestershire and Oxfordshire following devastating flooding. ECB issued its first guide to flood planning and what to do after a flood.
- **2008**: Go Green Fund set up with small scale grants for energy and water efficiency for the recreational game.
- **2009**: ECB supported clubs across Worcestershire, Gloucestershire and Oxfordshire following devastating flooding. ECB issued its first guide to flood planning and what to do after a flood.
- **2011**: Cranfield University, commissioned by the ECB, highlight critical issues of water management, flooding, energy consumption, greenhouse gas emissions and facilities management. ECB became a founding member of the British Association for Sustainable Sport.
- **2012**: ECB issued its first guidance on sustainable club management, and efficient irrigation and water management. Additional £1m funding added to emergency fund in response to severe flooding events.
- **2013**: ECB carried out a resource efficiency study across all First Class Counties to help inform future investment to improve sustainability.
- **2015**: ECMO, commissioned a consultant-led review on sustainability in cricket for internal planning in particular ‘Climate Change and how the ECB should respond’. ECB funds clear up & recovery costs from uninsured losses. ECB created a £5m fund to support projects improving environmental sustainability in clubs such as LED lighting, energy efficiency, water efficiency, building fabric and flood and drought mitigation.
- **2017**: ECB carried out a resource efficiency study across all First Class Counties to help inform future investment to improve sustainability.
- **2019**: ECB commissioned a consultant-led review on sustainability in cricket for internal planning in particular ‘Climate Change and how the ECB should respond’. ECB submitted Energy Savings Opportunity Scheme (ESOS) Phase II report.
- **2021**: ECB established its board-level Environmental, Social and Governance (ESG) Committee. ECB appointed its first Sustainability Manager. ECB started to map out its greenhouse gas emissions.
- **2022**: ECB included its first Streamlined Energy and Carbon Reporting (SECR) submission in its 2021-22 annual report which will form part of the reporting of the ECB’s substitutability performance moving forward. Commenced a pilot to assess supply chain across ESG criteria set out following the UN Sustainable Development Goals (UN SDGs). Sky run their ‘Let’s Look After What We Love’ campaign throughout The Hundred. ECB piloted a bat collection and reuse scheme and general Sustainability Action Plan with key supplier for national programmes (All Stars and Dynamos). ECB gave its first sustainability awards in recreational and professional cricket.
- **2023**: ECB issues its first Environmental Sustainability Plan. ECB signs up to UN Sports for Climate Action. ECB prepares for submission of ESOS Phase III Report.
To achieve the UN Sports for Climate Action targets of halving greenhouse gas (GHG) emissions by 2030 and being Net Zero by 2040, we need to quantify the emissions from our activities and set a benchmark against which we measure reduction.

Calculating our emissions

We have calculated our GHG emissions using available information. This is mostly financial data at this stage. As we work with our suppliers to develop a better understanding of emissions from different activities, we shall refine these calculations.

Our calculation boundary is emissions within the ECB’s management control. We know that we also influence emissions by others and will support reduction of these emissions where possible.

Assessing our impacts - calculating ECB Greenhouse Gas Emissions

What this information tells us

We are relatively small users of fuel and supplied energy (Scopes 1 & 2). Almost all (99%) of our emissions are from goods and services that we purchase and supply (Scope 3).

Between 2020-2022, our largest emissions were from Cricket Operations, Air Travel and Business Operations. 2020 and to an extent 2021 were exceptions to the norm because of reduced activity under COVID restrictions.

In 2020 and 2021 charter flights were used to maintain international cricket under COVID restrictions. This increased emissions from air travel compared to 2022 when we returned to normal operation and the use of scheduled flights.

We expect air travel will vary year-on-year depending on where our England teams are playing.

The increase of emissions from both Cricket and Business Operations from 2020 to 2022 reflects easing COVID restrictions and strategic growth.

2021 saw the introduction of The Hundred, full operation of new elite regional women’s competitions and the introduction of Dynamos, our national participation programme for 8-to-11 year old children.

This expansion of cricket has increased participation, diversity and engagement, and brought social value to our communities and stakeholders. But it has also increased overall emissions.

Reducing the amount of cricket and achieving less social value cannot be our approach to reducing emissions. We shall need to look at lower carbon alternatives and efficiencies to achieve reduction targets.

Setting a benchmark

Of the three years shown, 2022 represents a new post-COVID operational norm following COVID-19 disruption in both 2020 and 2021. Therefore 2022 will be the benchmark for our reduction targets.

Reducing our emissions

We are putting in place targets and actions to reduce emissions from air travel, cricket operations and all the other activities that contribute to our carbon footprint.

For example, we are developing an air travel policy to:
1. Reduce flights where possible.
2. Use efficiencies in the aviation industry as they become available.
3. Offset remaining emissions.

As Scope 3 emissions like air travel represent the large majority of emissions, we will be working closely with current and future suppliers and partners on sustainability outcomes of relevant products and services.

In 2024 we shall complete work on our Emissions Reduction Plan, which will set out how we will work towards the 2030 and 2040 targets right across our operation.

FROM 2020 TO 2022, OUR LARGEST EMISSIONS WERE FROM CRICKET OPERATIONS, AIR TRAVEL AND BUSINESS OPERATIONS WHICH VARY FROM YEAR TO YEAR.
How we are going to deliver our plan

To take action on the three environmental sustainability priorities of tackling climate change, managing resources sustainably and protecting and enhancing the natural environment, our plan is constructed on three pillars: Integrate, Act and Inspire. These pillars are recognised as key parts of a comprehensive and effective sustainability plan.

Integrate
The ECB is integrating sustainability into all aspects of the business ensuring think and act sustainably in everything we do. We will set environmental targets for the organisation and commit to building the policies, processes and training to meet those targets.

Act
Taking action to manage our impacts and to improve the environment through our activities, operation and events.

Inspire
Use ECB’s platform, partnerships, resources and tools to inspire the game to take action to tackle climate change and safeguard the environment.

We will deliver our plan over three phases. We are currently building the foundations in Phase 1 which includes setting targets and identifying the actions needed to achieve them. We anticipate that the plan will follow a timeline like this:

Phase 1: Building the Foundation (2021-2024)
Provides the foundation work to develop the ECB’s plan and put in place vital structures and processes. Key aspects include: gathering key data to set baselines and KPIs, updating policies, taking action on quick wins, setting mid-term and long-term targets, developing GHG emissions reduction plan, rolling out education programme.

Phase 2: Full Implementation (2025-2030)
Several of the actions require development work to determine full details of how we will deliver. This will need to be shaped according to sustainability context, emerging issues and new legislation.

Phase 3: Ongoing review & acceleration (beyond 2030)
We will report on a regular basis as we build the full implementation plan. As we move forward, we will integrate sustainability actions with our business strategy, which may require some further adjustments to timelines.
Key targets

To help drive our plan we have already set a number of targets for the organisation. These are targets for the ECB, not the wider game, but include commitments to support the game to take action too.

The ECB’s Environmental Sustainability Plan sets out many key commitments, including:

Reduce ECB’s greenhouse gas emissions by 50% by 2030 and become Net Zero by 2040. In line with our commitments to UN Sports for Climate Action Framework.

Aim to eliminate the use of single use materials especially single use plastic by end of 2025. And work with landlords and venues to ensure all waste to landfill eliminated by 2035.

Collaborate with key venue partners to develop fan engagement through commercial and broadcast activities to take place throughout the Hundred tournament from 2024.

Support and invest in the game to enable it to act on tackling climate change managing resources sustainably and protecting and enhancing the natural environment.

Collaborate and work with commercial partners to improve sustainability of our activities and collaborate on sustainability projects that benefit cricket and the communities where cricket is played by end of 2025.

Launch our new ECB website to bring the latest sustainability news, guidance, info and case studies from across the game. ECB reporting with key updates on its own progress annually with more comprehensive sustainability reporting done biannually from 2025.

Work with FCCs and the Professional Cricketers’ Association (PCA) to identify and train players interested in sustainability and support their championing and advocacy of sustainability, by end 2025.

Develop an education campaign with relevant water organisations on efficient water use in the club and on the ground by end 2025.

Work with County Cricket Boards to ensure that 100% of clubs in Flood Zones 2 & 3 in England and Wales have a flood plan in place by 2030.

Deliver guidance to support venues and event delivery partners to reduce GHG emissions and waste from materials, transport, energy and food in line with greenhouse gas and waste reduction targets.

Collaborate and work with commercial partners to improve sustainability of our activities and collaborate on sustainability projects that benefit cricket and the communities where cricket is played by end of 2025.
Actions to achieve targets

Having set targets, we have identified a number of actions that we can take to achieve those targets. These actions can be grouped by the three priorities we have set for improving sustainability in cricket. The following is a sample of the some of the actions the ECB will take to achieve our sustainability targets:

Our approach to tackling climate change

- Construct and implement an emissions reduction plan by the end of 2024 that sets out what we need to do to achieve the 2030 50% reduction and 2040 Net Zero targets. This will need to focus on cricket operations, business operations, air travel and event delivery.
- Report annually on progress against our carbon reduction plan from 2025.
- Offset emissions we cannot reduce, in a way that supports the game where possible, in line with the targets we have set ourself and the UN Sport for Climate Action framework.
- Continue to work with the aviation industry on reducing emissions as new technologies develop, and offset what we cannot reduce.
- Work with venues to implement extreme heat adaptations for spectators and participants.

Our approach to managing resources and reducing waste

- Work with our landlords, suppliers and staff to:
  - Eliminate waste to landfill,
  - Reduce risk of pollution from waste,
  - Use less single use or short life products and materials,
  - Eliminate single use plastic by 2025.
- Implement a sustainable procurement policy by end 2024 to purchase goods and services responsibly.
- Develop a guide on sustainable clubs for the recreational game by end 2024, to include purchasing and waste management.
- Identify sustainability improvements to the sourcing and lifecycle of materials used in our event delivery.
- Continue to actively support cricket equipment reuse and recycling programmes to reduce resource consumption.
- Engage with our network, suppliers and partners to inform and inspire best practice.

Our approach to the natural environment

- Create, with partners, the ‘Green Ground Guide for Cricket’ to support grounds managers and clubs to enhance and protect biodiversity and the natural environment on their ground.
- To support the implementation of the Green Ground Guide for Cricket with training and funding.
- Work with the Grounds Management Association (GMA) to develop and deliver an education programme on limiting pollution from cricket grounds management.
- Develop our sustainable procurement policy and procedures to ensure that our procurement limits negative impacts on the natural environment and protected species.
- Use our platform to promote positive action for nature among our communities.
Actions the ECB has taken since 2021 to work more sustainably

As our timeline shows, we are already in Phase 1 and we have already been taking action:

- Transitioning to a ‘Green Fleet’ for staff business use and installation of EV charging at our offices.
- ECB commenced working with its travel management company to understand its impacts more accurately and ways it can reduce its emissions from air travel.
- Fitting out our offices to be more energy efficient and using more sustainable materials and minimising waste.
- Started work on sustainability supply chains for our All Stars and Dynamos programmes, including a recycling project for cricket bats.
- Working with our partners and suppliers on developing a more sustainable events overlay.
- Commenced audit of Environmental, Social and Governance (ESG) criteria and review of sustainability plans of our top 50 suppliers by spend.
- Including a ‘Tackling Climate Change’ theme in our County Grants Fund for grassroots cricket clubs.
- Introduced targeted sustainability training workshops for key staff and all new staff. Further training will be rolled out to all staff over the coming year.
- Switching to enhanced ESG default portfolio for all staff enrolled in the ECB Group Self Invested Personal Pension.
- In 2022 we issued our first sustainability awards in recognition of clubs delivering best practice on sustainability in professional and recreational cricket.

Collectively, these initiatives form an important foundation for establishing the ECB’s Environmental Sustainability Plan and will continue to develop and roll out over the coming years. Already these actions have resulted in an 60% reduction in listed vehicle emissions per kilometre from our company vehicle fleet and a reduction in diesel generator use when staging our events. Publishing the ECB’s energy saving guidance for the game saw grant applications for 365 kWp of solar panels - up from 35 kWp the year before.
It is the planet we live on.
There is no better cause to fight for.
There is no other planet B, no other option.

TAMMY BEAUMONT, ENGLAND BATTER.
‘CRICKET’S CLIMATE CRISIS - SHORT DOCUMENTARY’
SKY SPORTS (2021)
SECTION 06
What happens next and how to get involved
Your game needs you - what we can all do to bring the Environmental Sustainability Plan to life

In this document we have shown how important the environment is in helping to support the cricket we play, watch and love.

We have shown how climate change is already impacting on cricket and how the game impacts positively and negatively on the environment.

To minimise harm and maximise benefit, to become more resilient to climate change and at the same time reduce our operating costs we are all going to need to change the way we do things and take action.

We can focus our action on three priorities:

- **Tackling Climate Change** - reducing our greenhouse gas emissions, reducing our energy consumption and adapting to be more resilient to flood, water shortages and extreme heat.

- **Managing resources sustainably** - thinking about the full life of the resources from purchase to end of life, to minimise waste, to eliminate single use materials, to re-use and recycle more and to stop landfill.

- **To protect and enhance our natural environment** - to help enhance the value of our facilities to the natural environment, to support and encourage biodiversity and to enhance wellbeing.

We have shared examples and case studies that you can use to start to act on environmental sustainability and help cricket to play its part.

These are real examples of different organisations in both professional and recreational cricket taking a lead in making a difference.

**What the ECB will do next**

We have shared some of our plan, its commitments, targets and actions. That plan is in action and we will share our progress with everyone. We will reduce our negative impacts and increase our support to the game.

We will develop and share new guidance, support planning and action, and continue to invest for a sustainable future for the game.

**How you can get involved**

We will all need to take action, whether as a fan, player, coach, official, or you just want to see the game succeed.

**Why not get started today?**

[www.ecb.co.uk/sustainability](http://www.ecb.co.uk/sustainability) - If you are involved in the recreational game, head to our sustainability page where we will keep you posted on tips and tricks, guidance, funding opportunities and what other clubs have been doing. You will also find examples and case studies, and keep up to date on our progress as the ECB.

Speak to your club, your friends in the game and work together. Plan, take action and share your successes.

If you are at a First Class County in the professional game, join our Professional Game Sustainability Forum to see examples of great practice, work together to solve problems and see how the ECB and other counties can support you.

To protect and enhance our natural environment - to help enhance the value of our facilities to the natural environment, to support and encourage biodiversity and to enhance wellbeing.

Supporting the game is key to the success of our plan and ambitions. We will continue to create new, helpful guidance. We will train our network to support you and will continue to invest in the game to help it achieve environmental sustainability goals.

To find out more and for ideas and guidance to help you, visit [www.ecb.co.uk/sustainability](http://www.ecb.co.uk/sustainability).
Success for this plan

A vision of a sustainable future for cricket in England and Wales

Taking action on the environment and becoming more sustainable is essential for the game. We want our plan to be successful, but what does success look like? There are many components to our game and results will take different forms but here are three examples of what we think success will look like:

Participants
From elite players to school children, all players will be equipped with information and resources to champion climate action and help protect the environment. Our elite players will be supported to use their unique position and platform to get involved in positive action. Participants in the recreational game, including juniors should equally feel empowered and supported to advocate for change across their activities and within their communities. Players will be able to continue to play the game they love by helping to mitigate loss of play from climate change.

Places
All venues and clubs will benefit from improved sustainability outcomes with respect to energy, water, waste, and overall environmental footprint, which will also reduce costs over time. They will be resilient to more extreme climate change impacts and be able to recover better from major events. By taking action they can demonstrate sustainability to all participants, spectators, and fans. They will be exemplars and inspire others to follow.

The Game
Those of us working across the game will show leadership by making our activities and operations environmentally sustainable. All organisational staff and volunteers, in the ECB and across the game, will feel empowered to create a movement for change and engage their stakeholders, the network and our fans on the topic of sustainability. They will work with, learn from, and influence others (including sponsors and suppliers) to ensure sustainable outcomes up and down our value chain, provide support to the network by providing good guidance and tackle the most challenging questions.