

ENVIRONMENTAL SUSTAINABILITY STRATEGY

2022 2024



ACT NOW FOR THE
**TEAM OF
TOMORROW**



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WHY WE NEED TO ACT

Climate change is impacting all of us. From disruptive floods on our pitches to extreme heat in our training camps – our community is already experiencing the threat to the longevity of our sports.

Collectively, high-performance sport has a unique platform from which to power positive, meaningful and lasting change for people and the planet.

TOGETHER, WE CAN DO SOMETHING ABOUT IT.

UK Sport is on a mission to corral the UK and international sporting systems in the fight against climate change: to positively impact our planet, and use our voice to inspire others to act.

Why now? Because we want to ensure that we can all continue to create extraordinary sporting moments for years to come.

We do this for the future of our planet, our sports and the success of our athletes – not just for our teams today, but for the Team of Tomorrow.

ABOUT UK SPORT

We are the UK's trusted high-performance experts, powering our greatest athletes, teams, sports and events. Our purpose is to enable high-performance sport to deliver extraordinary moments that enrich lives.

UK Sport supports high-performance sport through strategic leadership and investment of National Lottery and Government funds. We've seen incredible progress since we began in 1997 - leading to the UK winning more Olympic and Paralympic medals than ever before and being recognised as one of the top nations in the world for event hosting capabilities.



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OUR VISION

**OUR TEN YEAR STRATEGIC PLAN
INCLUDES AN AMBITION TO INSPIRE
POSITIVE CHANGE:**

We will contribute to a happier, prouder and more connected society, using the power and platform of sport to inspire positive change.

**SPECIFICALLY, WE HAVE COMMITTED TO
POWER POSITIVE CHANGE FOR PEOPLE
AND THE ENVIRONMENT:**

We will harness the power and platform of sport to drive positive change across well-being, diversity, inclusion and sustainability; we will walk the walk and use our voice to inspire others to act.

**OUR VISION FOR THIS SUSTAINABILITY
STRATEGY IS TO:**

Accelerate the progress of high-performance sport in addressing our collective environmental impact.

WHERE WE ARE NOW

You can't manage what you can't measure. Here, we've assessed UK Sport's carbon emissions using a baseline year of 2021/2022. This is the first step – allowing us to identify areas for improvement and develop a plan for reduction.

Scope 1: direct greenhouse gas emissions from sources we control or own such as combustion of gas in boilers and fuel in vehicles.

Scope 2: indirect emissions from the generation of purchased electricity, steam, heating and cooling.

Scope 3: indirect emissions from our value chain, upstream and downstream emissions from activities that we do not directly control.

[Read the full Carbon Emission report](#)

1

Rented office in London

10.2

tCO₂e base / employee

2%

Scope 1 and 2 emissions

159

Employees

1,626

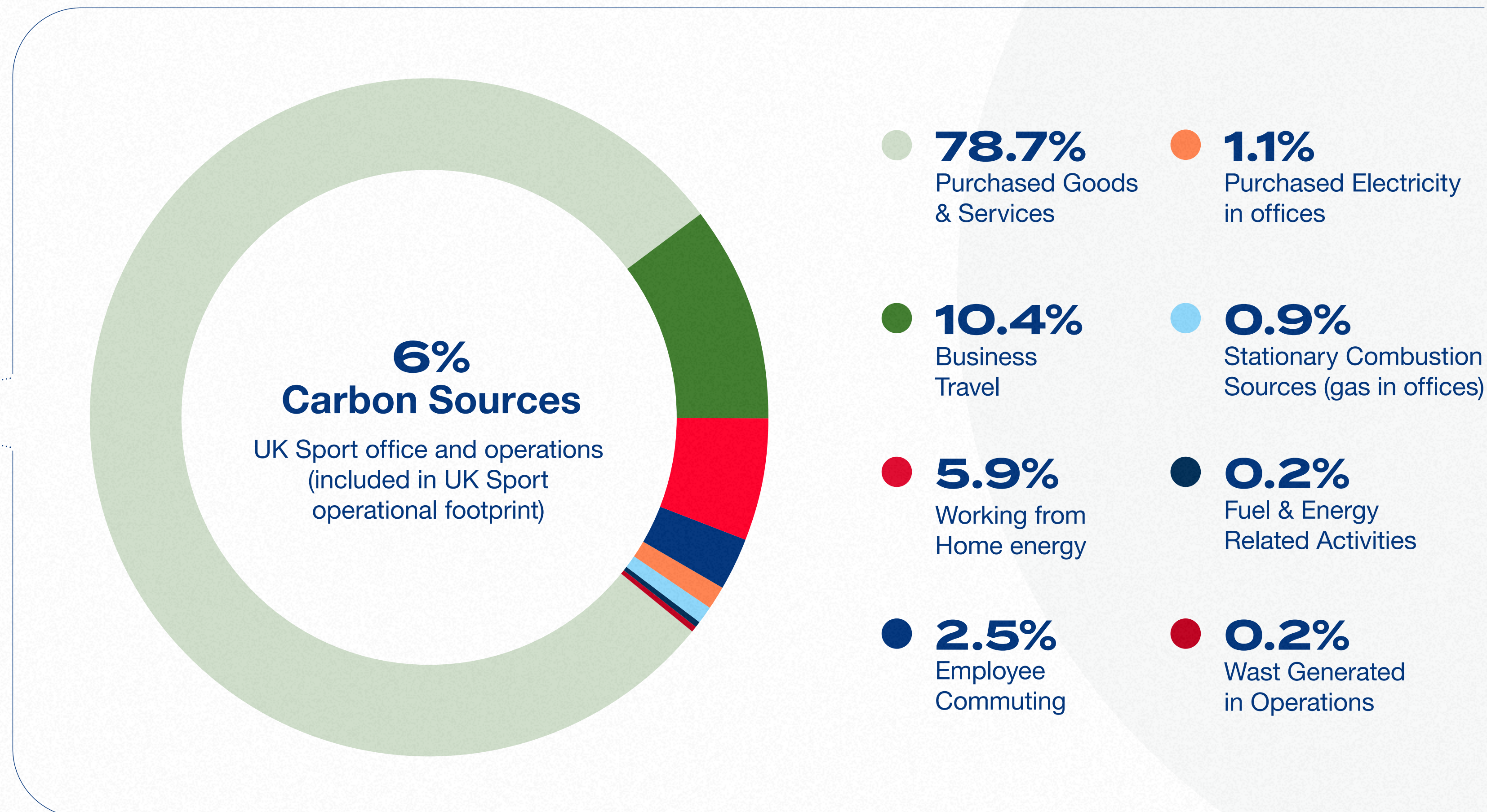
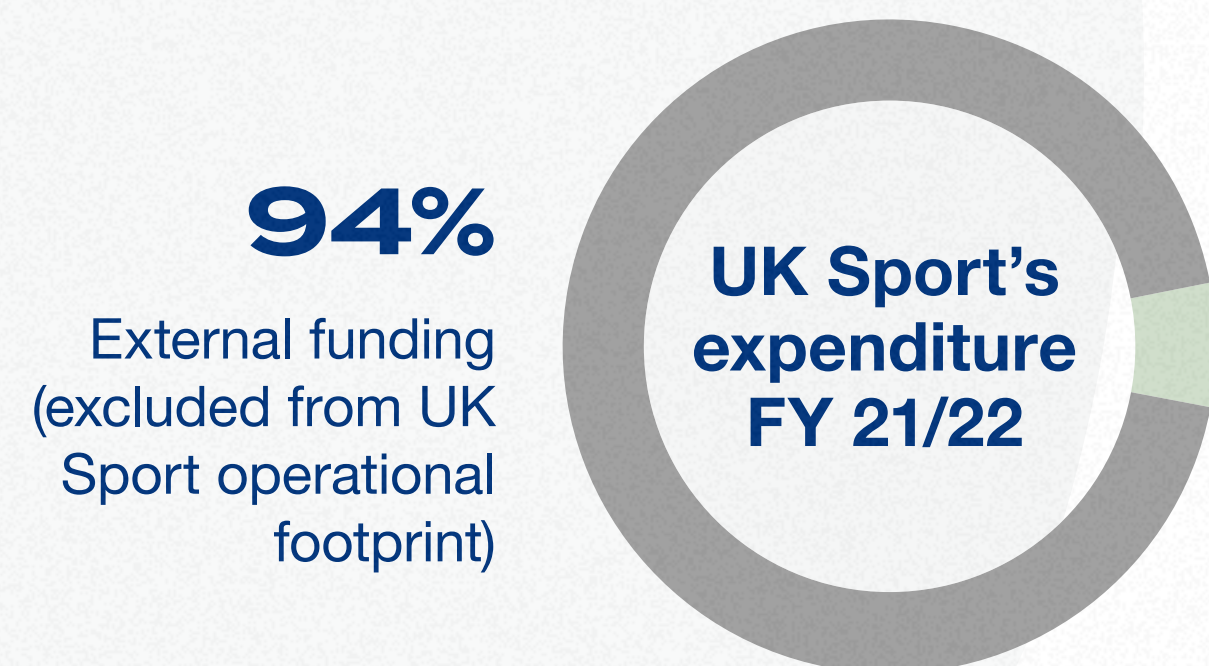
tCO₂e base year emissions

98%

Scope 3 emissions

Where tCO₂e is the standard for quantifying greenhouse gas emissions, meaning tonnes of carbon dioxide equivalent.

WHERE WE ARE NOW



WHERE WE NEED TO GET TO

LONG TERM GOAL (2040)

For British Olympic and Paralympic sport, and Major Events, to have a net positive impact on the environment by 2040.

SHORT TERM GOAL (BY 2025)

Over the next two years we will lay strong foundations for achieving our 2040 goal, identifying where we can have the most impact and taking action in these areas.

Coordination and collaboration is critical. We will consider the relationships between each impact area, focusing on the whole rather than individual parts. Furthermore, we will spur collective action through shared leadership, consistent support and facilitation of change.

Our actions will be focused on where we can have the most significant impact:

- UK Sport as an organisation
- UK Sport as an investor in high-performance sport
- UK Sport as an enabler of extraordinary sporting events

Our strategy will take us to March 2025.

OUR STRATEGY

WE WILL LEVERAGE OUR FOUR KEY SPHERES OF INFLUENCE:

UK Sport as an organisation

It starts with us. By building sustainability into UK Sport practices and operations, we set a clear example and forge a path for others to follow.

UK Sport as an investor in high-performance sport

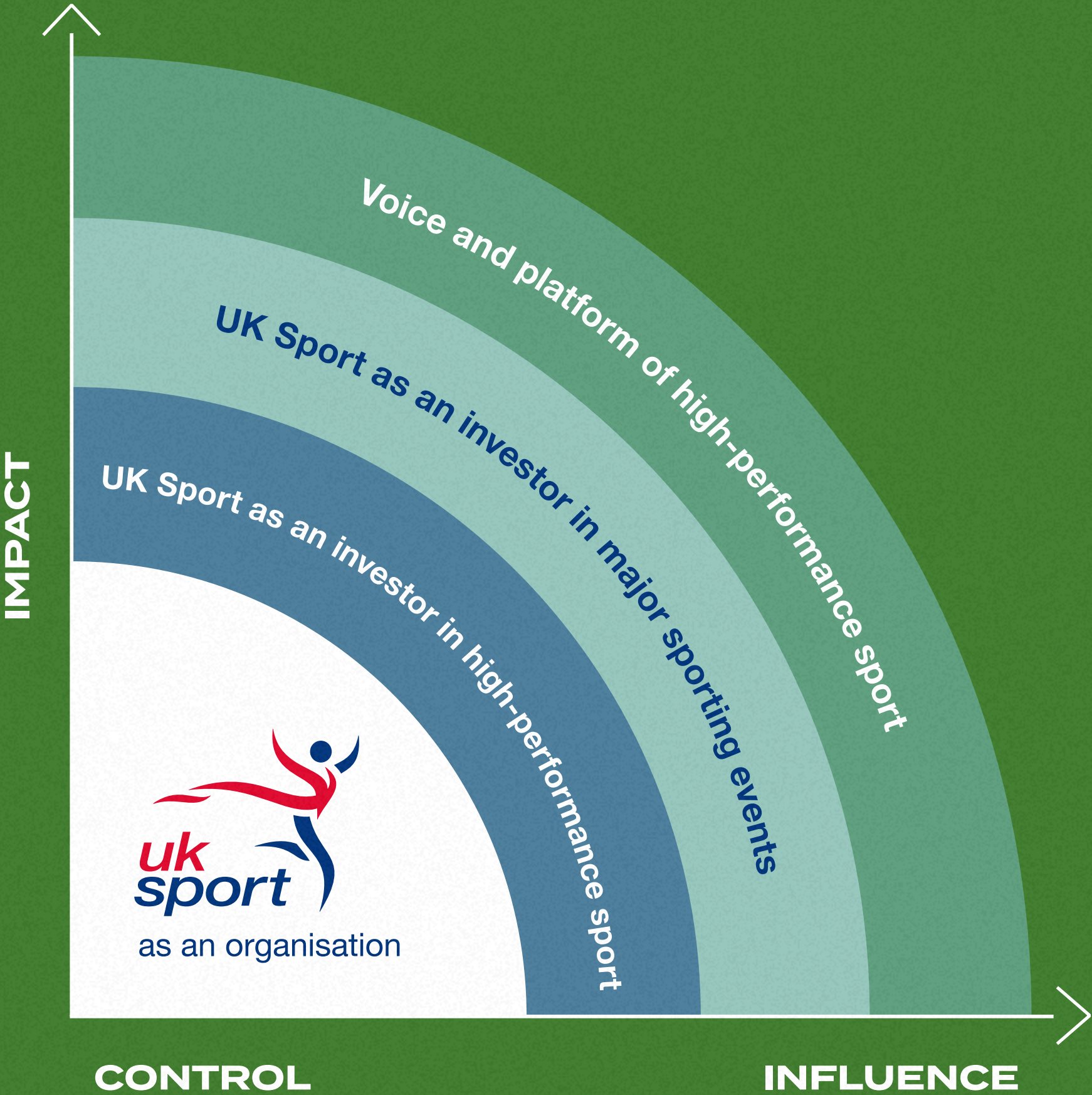
We'll support a high-performance system on this journey – providing resources and sharing knowledge along the way.

UK Sport as an investor in major sporting events

We'll extend support to facilitate the embedding of sustainable event management, sharing skills from across our network.

The role of high-performance sport in the wider world

We'll use our credibility to bring everyone, from athletes to fans, on the journey with us.



INTERNATIONAL ALIGNMENT

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The 17 SDGs are integrated – they recognise that action in one area will affect outcomes in others – and development must balance social, economic and environmental sustainability.

We have selected the following UN Sustainable Development Goals within which to frame our action:

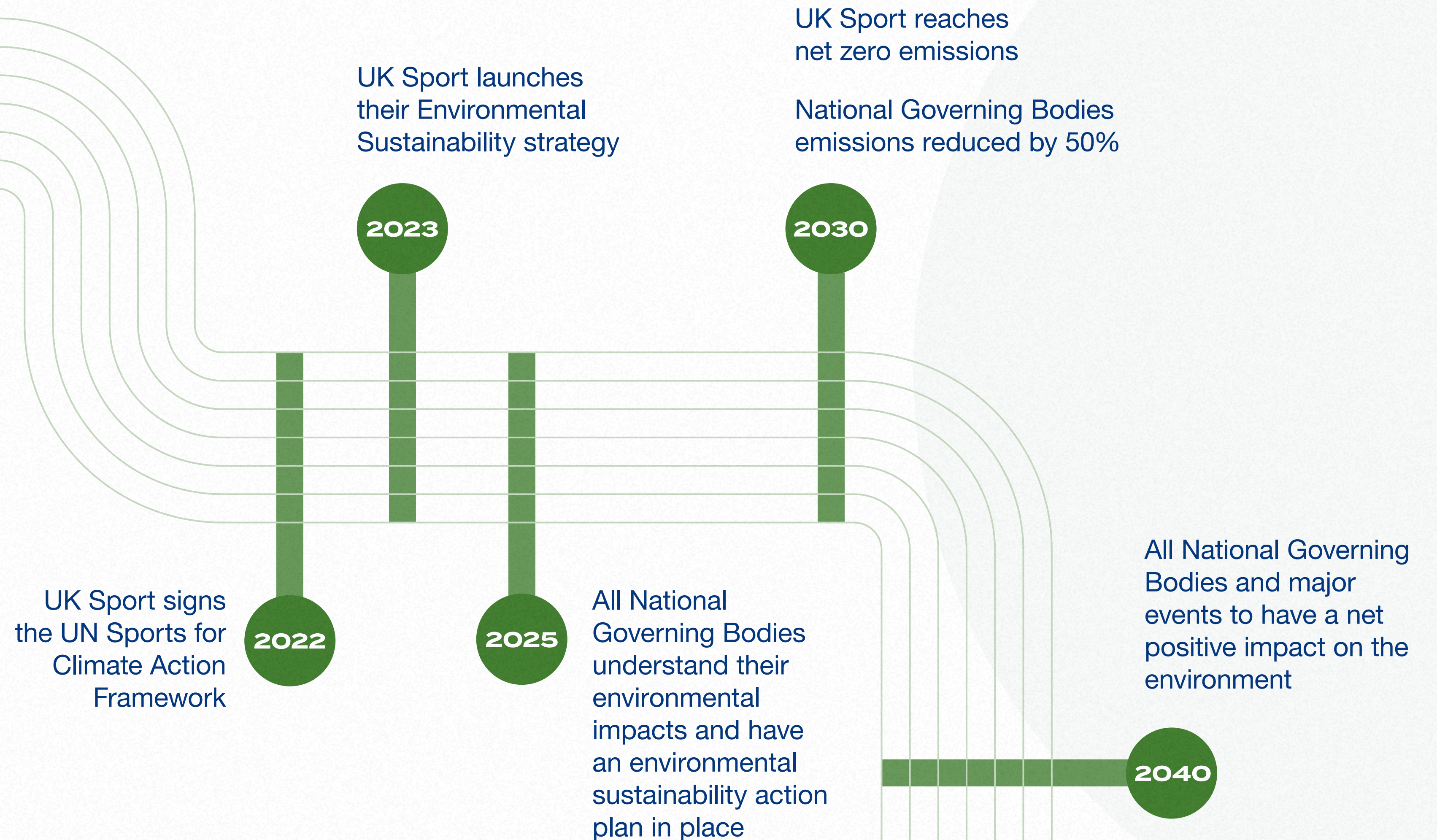
- **12 Responsible Consumption and Production**
- **13 Climate Action**
- **14 Life below Water**
- **15 Life on Land**
- **17 Partnerships for the Goals**



PATH TO 2040

In the first two years, we'll be working to identify the biggest environmental impacts. This will enable us to establish the actions that the sporting sector can collectively take in order to achieve our goal.

We want to understand the challenges National Governing Bodies are facing and how we can support them in achieving a net positive impact on the environment by 2040.



KEY PRIORITIES

GOAL

For British high-performance sport, and Major Events, to be having a net positive impact on the environment by 2040.

PRIORITY 1

RESHAPE OUR OPERATIONS

We will reduce the negative impact of our own activities and operations, targeting net zero for Scope 1, 2 and 3 emissions (within our organisational footprint boundary) by 2030.

PRIORITY 2

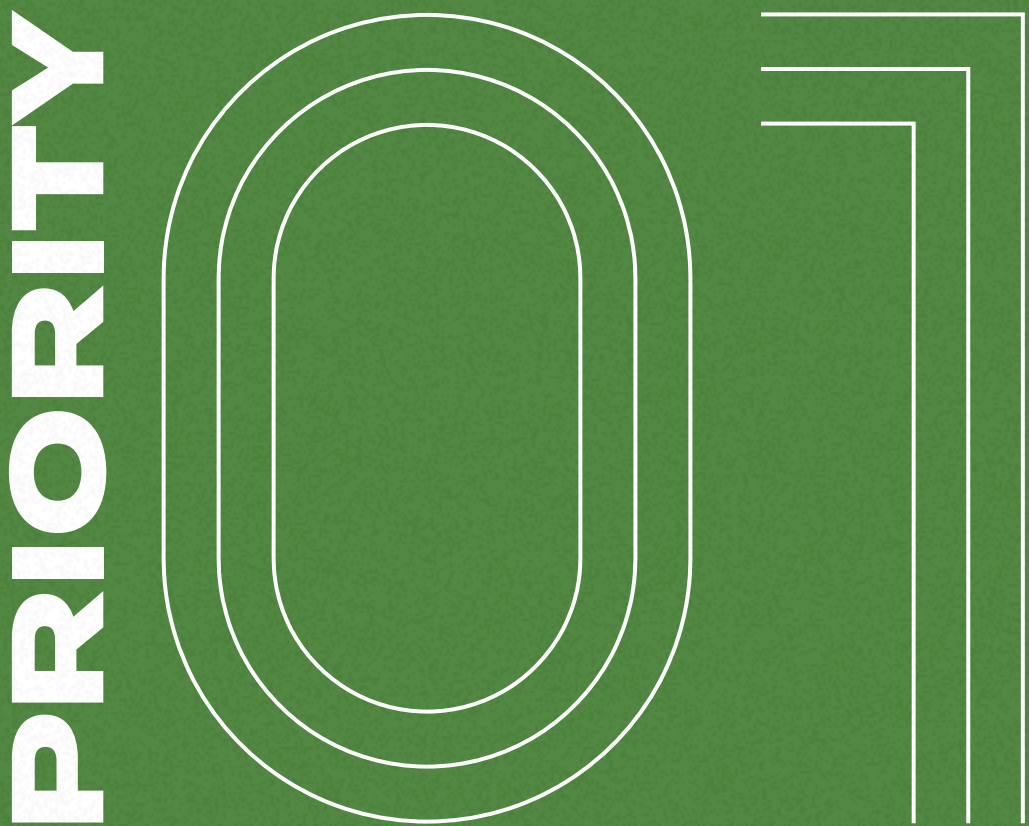
SUPPORT THE CHANGE

We will support our people, partners and sector to embed environmentally sustainable decision making and practices, and to share knowledge and skills.

PRIORITY 3

POWER PROGRESS

We will use our voice, influence and platform to advocate for a thriving sporting system that takes action on environmental sustainability.



RESHAPE OUR OPERATIONS

We will reduce the negative impact of our own activities and operations, targeting net zero for Scope 1, 2 and 3 emissions (within our organisational footprint boundary) by 2030.

PROCUREMENT

Procure goods and services responsibly to maximise social, environmental and financial value.

MEASUREMENT, MONITORING AND REDUCTION

Take a robust approach to the measurement of environmental impacts, reduction of emissions and transparent reporting.

POLICIES

Use policy as a lever to embed environmental sustainability across the organisation.

2024

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PRIORITY

02

SUPPORT THE CHANGE

We will support our people, partners and sector to embed environmentally sustainable decision making and practices, and to share knowledge and skills.

GOVERNANCE

Provide clear leadership and coordination to integrate principles and practices of environmental sustainability into our organisation and those which we invest in.

LEARNING & DEVELOPMENT

Facilitate people to develop their interests, understanding and confidence in various aspects of sustainability.

PARTNERSHIPS

Collaborate internally and externally to build productive relationships that engender meaningful action.

MAJOR EVENTS

Enable the incorporation of environmental sustainability action into the bidding, hosting and delivery of major events.

NATIONAL GOVERNING BODIES

Support National Governing Bodies to understand their environmental impacts and deliver plans to have a net positive impact.

PRIORITY

03

2024

POWER PROGRESS

We will use our voice, influence and platform to advocate for a thriving sporting system that takes action on environmental sustainability.

2026

PUBLIC AFFAIRS

Work with UK Government as a trusted partner to drive ambition and action in the sporting sector.

COMMUNICATIONS AND ENGAGEMENT

Use all of our communication and engagement channels to consistently promote awareness about environmental sustainability and mobilise resources to support action.

INTERNATIONAL RELATIONS

Use our partnerships to support and amplify environmental sustainability activity at an international level.

WHAT DO WE EXPECT FROM THE SPORTS WE INVEST IN?

We expect all National Governing Bodies to understand their environmental impact. Our March 2025 target is that each National Governing Body will have an environmental sustainability action plan aligned with the UN Sports for Climate Action Framework.

Rest assured that this is not a matter over which we would withhold funding. It is a progression of the requirements already outlined in the Code for Sports Governance.

Collaboration is key, so we encourage sports to sign the UN Sports for Climate Action Framework (as appropriate, in relation to size, for example). This is a unifying tool for the global sports community, bringing organisations together in a collective effort.



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OUR SUPPORT

PROVIDING EXPERTISE

Providing expertise and knowledge to calculate the organisation's environmental impacts, including organisational carbon footprints.

PROVIDING SUPPORT

Providing specialised support to develop environmental sustainability plans tailored to each organisation, focused on embedding long-term change.

LEARNING & DEVELOPMENT

Offering learning and development opportunities to boost skills, knowledge and confidence in engaging in sustainability, such as sports-specific Carbon Literacy training.

PEER NETWORK

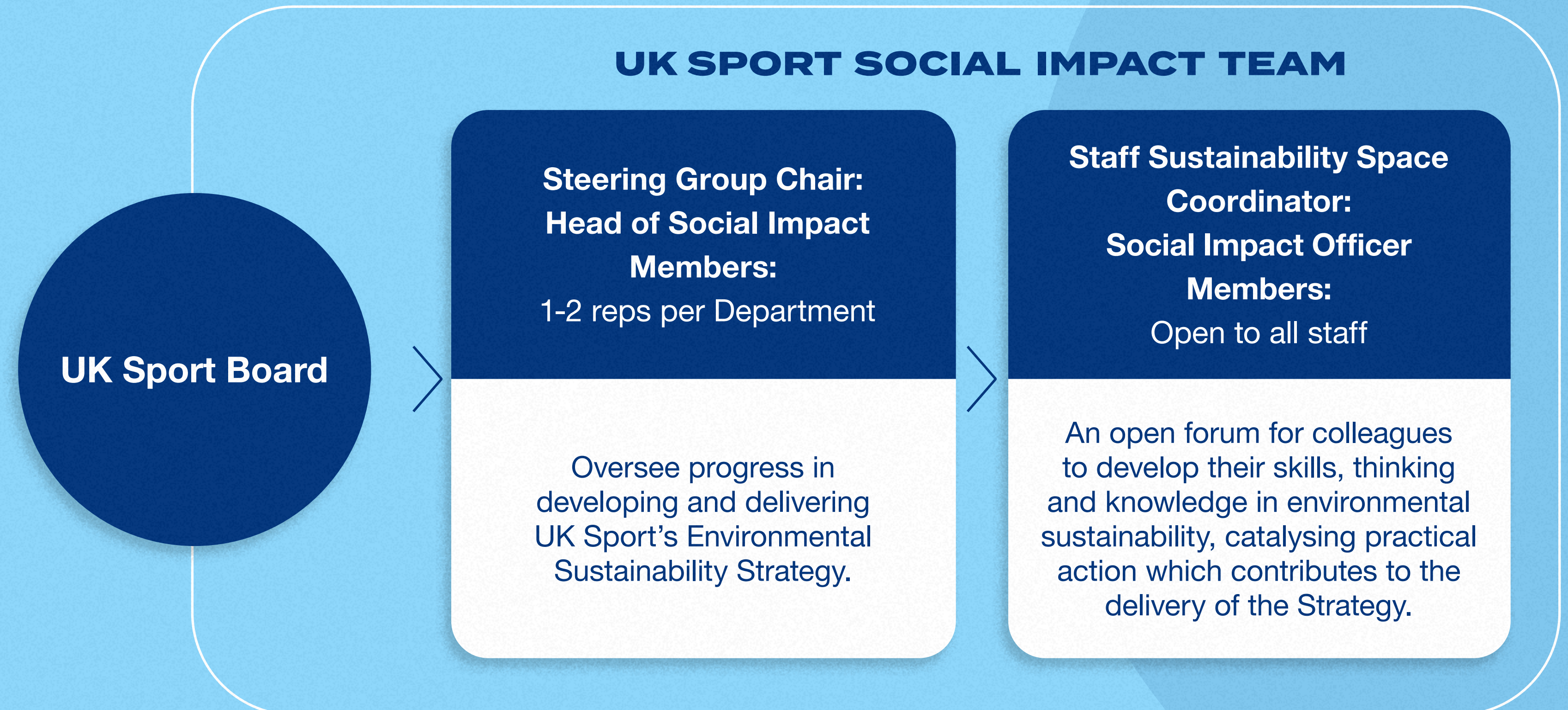
The creation of a peer network which focuses on environmental sustainability. It can be used to share ideas, experiences and challenges between National Governing Bodies, and provide opportunities to work collaboratively on issues.

TECHNICAL GUIDANCE

Commissioning the research and production of technical guidance in order to address collective challenges, such as the impact of travel and nature restoration.

GOVERNANCE

We will take an honest and open approach on our sustainability journey, committing to continuous learning and improvement. Regular monitoring and clear annual reporting on a wider range of sustainability measures will be developed, and progress of this plan will be reviewed annually.



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APPENDIX

1. RESHAPE OUR OPERATIONS

We will reduce the negative impact of our own activities and operations, targeting net zero for Scope 1, 2 and 3 emissions (within our organisational footprint boundary) by 2030

Focus Area	Action	Key Performance Indicator	Target
Measurement, Monitoring and Reduction	1.1 Develop and maintain robust measurement and reporting of environmental impacts.	Integration of environmental sustainability reporting in the organisation's financial and public reporting.	UK Sport environmental sustainability reporting is included in the organisation's regular financial reporting and in public annual reporting by Mar 2024 and each year after.
	1.2 A decarbonisation pathway is produced and implemented to meet a science-based 2030 net zero target.	Pathway production and publication.	UK Sport pathway produced and published by Dec 2023.
	1.3 Continue to implement avoidance, reduction, reuse and recycling opportunities for all material streams.	Quantity of materials reduced, reused, recycled and sent to landfill.	To be confirmed once monitoring is established.
Procurement	1.4 Procure goods and services responsibly to maximise social, environmental and financial value, and train contract managers accordingly.	Development, embedding and application of a sustainable procurement guide.	UK Sport sustainable procurement guide embedded and applied to all contracts by Mar 2024.
	1.5 Ensure that environmental sustainability is a key criterion in selection of any accommodation e.g. office space.	Instances of sustainability criteria being used in selection and outcome.	Sustainability criteria used in every selection and outcome of UK Sport accommodation.
	1.6 Develop and implement sustainability guidance for all internal and external events and activities organised by UK Sport.	Production of guidance and percentage of times it is applied.	Guidance produced and applied to 100% of UK Sport events and activities by Mar 2024.
Policies	1.7 Assess all relevant organisational policies with a sustainability lens e.g. travel and subsistence.	Percentage of relevant policies assessed with a sustainability lens.	100% of relevant policies have sustainability considerations incorporated by June 2023.
	1.8 Engage with pension scheme providers to ensure that assets are invested in a way that promotes environmental sustainability.	Carbon emissions generated as a result of UK Sport pension assets.	For the new scheme: Pension assets are carbon neutral by 2030. For the old scheme: UK Sport has used its influence to lobby for more sustainable practices.
	1.9 Meaningful consideration of environmental sustainability in all Board decisions.	Percentage of Board papers that draw out environmental considerations.	100% of relevant decisions consider environmental sustainability.

2. SUPPORT THE CHANGE

We will support our people, partners and sector to embed sustainable decision making and practices, and to share knowledge and skills, exemplifying all that we ask of others.

Focus Area	Action	Key Performance Indicator	Target
Governance	2.1 A staff Environmental Sustainability Steering Group will report half-yearly to Directors and Board considering contemporary and emergent risks, opportunities and challenges.	Environmental sustainability incorporated into UK Sport governance structure.	Environmental sustainability incorporated into UK Sport governance structure by March 2024.
	2.2 Support National Governing Bodies to exceed the minimum requirement for item 5.2 in the Code for Sports Governance (The board shall ensure it factors impact on, wider society and the environment into the decisions it makes and the actions implemented by the organisation).	Percentage of National Governing Bodies evidencing clear environmental considerations in decision making.	100% of National Governing Bodies evidencing environmental considerations in decision making by March 2025.
	2.3 Use insights from the Organisational Health Tool to shape meaningful ongoing environmental sustainability support for National Governing Bodies.	Feedback from National Governing Bodies who have accessed environmental sustainability support.	80% positive feedback from National Governing Bodies who have accessed environmental sustainability support.
Learning and Development	2.4 Embed environmental sustainability into our learning and development offer both internally and externally.	Percentage of UK Sport staff certified as Carbon Literate.	80% of UK Sport staff are certified as Carbon Literate by March 2025.
		The development and roll-out of sports-specific Carbon Literacy training for the sector.	Sports-specific Carbon Literacy training is rolled out across the sector by July 2023.
	2.5 Incorporate environmental sustainability into our Knowledge Transfer programme.	Number of sustainability-focused Knowledge Transfer sessions per year.	1x sustainability-focused Knowledge Transfer sessions are delivered each year.
	2.6 Create a peer network for National Governing Bodies to share experience, knowledge and support further environmental sustainability activity, and utilise existing Communities of Practice as appropriate.	Participation rates and percentage who feel supported to take action on environmental sustainability issues.	Every National Governing Body has attended and 80% feel supported to take action on environmental sustainability issues.

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2. SUPPORT THE CHANGE

We will support our people, partners and sector to embed sustainable decision making and practices, and to share knowledge and skills, exemplifying all that we ask of others.

Focus Area	Action	Key Performance Indicator	Target
Partnerships	2.7 Map existing sustainability and performance innovation across high-performance sport.	Production and publication of the assessment.	Assessment produced and published by December 2024.
	2.8 Assess the environmental impact of the high-performance sport sector, identify the most significant issues and drive forward collective action against these.	Production and publication of assessment.	Assessment produced and published by March 2025.
	2.9 Work in partnership across high-performance sport to identify, scope and implement innovation projects seeking mutually beneficial opportunities for performance and sustainability advantage.	Number of partnerships that will deliver collective progress to tackle sustainability challenges facing sport.	Evidence of two partnerships that will deliver collective progress to tackle sustainability challenges facing sport by March 2025.
	2.10 Represent high-performance sport in sector partnerships e.g. Sport Environment and Climate Coalition and work with partners to drive consistency of action across the wider sport and leisure sector.	Our work is consistent and aligned with the broader sport sector.	Strategies launched by partners are aligned with UK Sport strategy
	2.11 Update excluded categories for partnerships to align with powering positive change and environmental sustainability ambitions.	Production of excluded categories review and integration into National Governing Bodies/Major Event funding agreements.	100% of UK Sport funding agreements reflect updated excluded categories work by March 2024.
	2.12 Work with Elite Training Centres hosts to ensure that they have clear, documented environmental sustainability plans which are being delivered.	Percentage of capital investments (part or whole) for refurbishment and/or new build include environmental sustainability as a key component.	100% of capital investments (part or whole) for refurbishment and/or new build include environmental sustainability as a key component by July 2024.
	2.13 Utilise the UN Sports for Nature initiative to understand the role of National Governing Bodies and major events in ecosystem restoration and biodiversity conservation.	Production of action-focused guidance for National Governing Bodies and major event organisers.	Action-focused guidance produced for National Governing Bodies and major event organisers by January 2024.

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2. SUPPORT THE CHANGE

We will support our people, partners and sector to embed sustainable decision making and practices, and to share knowledge and skills, exemplifying all that we ask of others.

Focus Area	Action	Key Performance Indicator	Target
National Governing Bodies	2.14 Support every National Governing Body to measure their environmental impact and develop robust environmental sustainability strategies and action plans (in line with the UN Sports for Climate Action Framework), which are targeted, proportionate, resourced, and inform decision-making.	Percentage of National Governing Bodies who have robust sustainability action plans in place and are measuring and monitoring their environmental impact.	100% of National Governing Bodies have robust sustainability action plans in place and are measuring and monitoring their environmental impact by March 2025.
	2.15 Embed environmental sustainability into UK Sport's Investment process for the LA 2028 cycle and beyond (checking that sustainability criteria is being delivered in-cycle), specifically requiring measurement of environmental impacts and development of action plans.	Inclusion of environmental sustainability requirements within the investment process.	Investment process includes environmental sustainability requirements.
	2.16 Support funded athletes to use their platform to advocate for action on environmental sustainability issues they are passionate about.	Number of athletes.	At least 1 athlete per funded sport uses their platform to advocate for action on environmental sustainability issues per year.
	2.17 Develop guidance for National Governing Bodies on reducing emissions from travel.	Production of action-focused guidance for National Governing Bodies.	Action-focused guidance produced for National Governing Bodies by January 2024.
Major Events	2.18 Ensure that every major event we invest in has calculated its potential environmental impact and puts in place an action plan to reduce negative impacts and implement initiatives that have a net positive impact.	Percentage of events with impact calculations and action plans.	100% of events have impact calculations and action plans by March 2025.
	2.19 Engage with venues, cities and regions during event bidding and hosting to incorporate environmental sustainability targets.	Percentage of bids including meaningful sustainability targets.	100% of bids include meaningful sustainability targets by March 2024.

3. POWER PROGRESS

We will use our voice, influence and platform to advocate for a thriving sporting system that takes action on environmental sustainability.

Focus Area	Action	Key Performance Indicator	Target
Public Affairs	3.1 Encourage the UK government (DCMS) to adopt an ambitious level of expectation for the role sport can play in tackling the climate and biodiversity crisis and to collaborate with UK Sport as an enabling organisation within this space.	Regularity UK Sport is consulted as a trusted partner by DCMS on issues relating to sport and sustainability. High-performance sport's role in driving environmental sustainability recognised in major DCMS strategies/action plans.	UK Sport consulted regularly. New government sport strategy includes clear direction on environmental sustainability.
Communications and Engagement	3.2 Mobilise the Olympic and Paralympic sector around a common vision and rationale for tackling environmental sustainability through the launch of the UK Sport Environmental Sustainability Strategy to stakeholders.	Percentage of responses to survey post-launch of strategy say they understand UK Sport's environmental strategy and are motivated to play their part.	80% of responses to survey post-launch of strategy say they understand UK Sport's environmental strategy and are motivated to play their part.
	3.3 Showcase sports and athletes contribution to delivering social impact, including environmental sustainability, throughout the Pathway to Paris campaign, in order to positively influence the public.	Perceived impact that British success in Olympic and Paralympic sport and from major events hosted in the UK has a positive impact on awareness of environmental issues such as climate change.	Score of 6/10 post-Paris Games for "Perceived impact that British success in Olympic and Paralympic sport and from major events hosted in the UK has a positive impact on awareness of environmental issues such as climate change".
	3.4 Utilise our internal communications channels to provide constant visibility of the importance and impact of tackling environmental sustainability in sport and for our organisation.	Percentage of responses to a staff survey say they a) see enough information on our approach to environmental sustainability b) understand UK Sport's environmental strategy and c) are motivated to play their part.	80% positive response rate post-launch of the strategy.
	3.5 Leverage thought leadership to demonstrate Olympic and Paralympic sport's commitment to environmental sustainability, to influence behaviour change and further action across the sector.	Percentage of pre-agreed messages appearing in proactively secured content (e.g. opinion articles, media interviews/articles, keynote speaker opportunities, podcasts etc.)	50% of pre-agreed messages appear in proactively secured content.

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3. POWER PROGRESS

We will use our voice, influence and platform to advocate for a thriving sporting system that takes action on environmental sustainability.

Focus Area	Action	Key Performance Indicator	Target
International Relations	3.6 Review and incorporate environmental sustainability into International Relations Investment Strategies (IRIS) activities.	Number of National Governing Bodies including environment sustainability as an objective or activity within their IRIS.	At least 10 National Governing Bodies include environment sustainability as an objective or activity within their IRIS before March 2025.
	3.7 Build environmental sustainability directly into relations with International Federations and relationships with others e.g. International Olympic Committee.	Percentage of plans being implemented by the IOC, IPC and other international stakeholders (such as future OCOGs and Mega Event hosts) that UK Sport has awareness of, and percentage shared with domestic partners.	UK Sport has awareness of 70% of plans being implemented by the IOC, IPC and other international stakeholders, and it shares 100% of these with domestic partners.
	3.8 Support postholders and British representatives to be advocates for environmental sustainability including through International Leadership Programmes.	Regularity with which international postholders are briefed on developments in environmental sustainability, and inclusion as a theme within the International Leadership Programme.	International postholders are briefed twice per year on developments in environmental sustainability, and included as a theme within the International Leadership Programme from March 2023.
	3.9 Promote environmental sustainability in International Partnership Programmes and in knowledge transfer activities.	Number of meaningful promotional opportunities utilised.	Three meaningful promotional opportunities per year utilised.

Get in touch with any questions, comments or progress updates:
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This document was last updated March 2023

