



*The only high-level European meeting on sports sustainability and innovation*

*2-3 May 2018, Amsterdam Arena, Amsterdam, The Netherlands*

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## About the 3<sup>rd</sup> Sustainable Innovation in Sport Forum

**Sustainable Innovation in Sport** is a two-day conference bringing together **leaders** within in the **global sports sphere**; Governments, UN, sports leagues and clubs, governing bodies, brands, sports venues, NGOs and broadcasters, to discuss the unique **opportunity** that the realm of **sports** offers the **climate change effort**.

### Event Highlights Include

- + Crucial topics to drive sustainability in sport forward, including:
  - Financing sustainability projects and projected return on investment
  - Building more sustainable, innovative and safer sport venues
  - Sustainable sports culture in mega sport events
  - Creating sustainable memories and influencing your fans
- + World leading sustainability speakers from IOC, UEFA, BBC Sport, Aviva Stadium, Wimbledon, Formula E, Philadelphia Eagles, Roland Garros, Arsenal, Land Rover BAR
- + The Sport & Sustainability International (SandSI) annual General Assembly meeting
- + Sustainability Innovation Tour of the Amsterdam Arena
- + Panel discussions and round tables for optimal deep dive discussions and networking
- + An exhibition of cutting edge innovations making sustainability in sport a reality

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*"I was incredibly encouraged to be in the room with high profile sports experts who all have the same focus on sustainability. I liked not being surrounded by sales professionals who constantly vie for your business but rather surrounded by like-minded business professionals. I also appreciated the scale of knowledge, from scientific to hands on. Very cool!"*

**Norman Vosschulte, Director of Guest Experience, Philadelphia Eagles**

## Joan Fontserè, General Manager, Circuit de Barcelona-Catalunya

**Climate Action: Could you tell us more about the latest sustainable initiatives your organisation has put in place?**

**Joan:** At the beginning of the new millennium, Circuit de Barcelona Catalonia decided to promote the Sustainable Development Goals (SDGs), taking advantage of the enormous potential for this within international sporting activities.



Joan Fontserè,  
General Manager,  
Circuit de Barcelona-  
Catalunya

In 2008, Circuit de Barcelona-Catalunya received a certification stating that the environmental management system of the racetrack complies with all the requirements of the ISO 14001-2004 standard for the activities of event organization and facility leasing. After receiving this certification, the Circuit became the only one in the world to be approved according to this standard.

With this certification, Circuit de Barcelona-Catalunya **committed itself to continuous measurable improvements of the company's environmental behaviour**, recognising its responsibility to the environment and setting itself a main aim of progressively reducing its negative impact on the environment.

**The most significant sustainable initiatives are:**

- Electric supply with 100% renewable origin – Estabanell
- TESLA recharging point for electric vehicles
- Electric vehicle fleet of the Circuit – Nissan
- Donation of food excess at races and events – El Xiprer Foundation

**Climate Action: Could you tell us a bit more about your work and projects?**

**Joan:** Every day, Circuit de Barcelona-Catalunya shows its strong commitment to the 3C Management of CirCuitCat; **“Consciousness, Commitment and Coherence”** with sustainability, with the aim of reducing the environmental impact of the facilities and reducing the CO2 footprint as well, in order to become the first racetrack in the world with a zero carbon footprint.

Promoting sustainable mobility, reducing resources and recycling, are some examples.

Our new objectives are focused on improving the biodiversity of the Circuit Forest (about 25 hectares): replacing invasive species with ones typical of the Mediterranean climate, in collaboration with the expert Social Forest Company.

There is a growing recognition that biological diversity is a global asset of tremendous value to present and future generations (species extinction caused by human activities continuous at an alarming rate). Ecosystems purify the air and the water that are the basis of life. They stabilise and moderate the Earth's climate.

**Climate Action: What do you see as the key requirements for an orderly and efficient move to a lower footprint in the sports industry?**

**Joan:** Events take a heavy toll on our resources and the environment. They can generate significant waste; put a strain on local resources like water or energy, or biodiversity. First of all, we need to educate and grow awareness of sustainability and commitment to its principles. Also, it's necessary to demonstrate improvements in line with the strict sustainability standards required of a certification, such as ISO 20121, or a higher level ISO 14001 or EMAS, no matter the size or nature of the event.



**Circuit de  
Barcelona**  
CATALUNYA

**We need to educate and  
grow awareness of  
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principles**

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Joan:** Tackling waste reduction, sustainable mobility, and increasing renewable energy are critical aspects to improving the environmental performance of sporting events. This means mitigating against negative impacts right from the outset, highlighting the importance of consumer messaging and changing behaviour. It is also about involving everyone. A good and necessary improvement is, first of all, reducing resources and secondly circular economy management, thinking always in giving a new life for resources not in waste.

**Climate Action: As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Joan:** Sport has **the power to unite people around common projects** due to its global popularity. Therefore, sport can take the lead in showing other sectors and the public the road and the benefits of sustainability. Moreover, sports organizations can act as catalysts to protect and enhance the environment.

In my opinion, this forum can inspire and involve all the sporting events to advance sustainability around the world. Therefore, it is a great opportunity to improve education, sensitivity and commitment in this field.

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## Norman Vosschulte, Director of Guest Experience, Philadelphia Eagles

**Climate Action: Could you tell us about and what are the latest sustainable initiatives your organisation has put in place?**

**Norman:** With the opening of Lincoln Financial Field in 2003, the Philadelphia Eagles, led by Chairman/CEO Jeffrey Lurie and Christina Weiss Lurie, pioneered a company-wide sustainability program called *Go Green!* It originally started out with just blue recycling bins under each employee's desk. Since then, it has turned into a robust and comprehensive initiative that helps the organization divert more than 99% of its waste from landfills and operate on 100% clean energy.



**Norman Vosschulte,  
Director of Guest  
Experience,  
Philadelphia Eagles**

Just to put things into perspective and offer some insight as to how we got here, our leadership looked at the very first power bill in that inaugural 2003 season and were blown away by how much energy we were consuming. Having seen that, and after closely monitoring and evaluating our overall footprint on the environment, it was decided that we had to make some serious operational changes and use our unique platform as a professional sports team to stand up as leaders in this field. Our *Go Green!* program did not happen overnight. It has taken shape, starting with that first year in 2003, and continues to evolve with time.

**Climate Action: Could you tell us a bit more about your work and projects?**

**Norman:** Under our *Go Green!* umbrella we have narrowed our focus to five specific areas to help us become a more environmentally responsible organization.

### **Green energy production and purchasing**

Our solar wind project, which is in partnership with NRG, is the largest solar power system in the NFL (11,000 solar panels & 14 wind turbines). It produces around four megawatts of clean energy a year, which is roughly 30% of our annual energy usage and six times the amount needed to power all 10 home games each season. The other 70% of energy that is not generated by the solar wind project is covered through the purchase of renewable energy credits via NRG, allowing our team's operations to be completely "off the grid."

### **Recycling and composting**

We recycle more than 850 tons of material each year and through our energy-from-waste program, we are able to divert more than 99% of our waste from landfills. We went from 8% in 2006 to 99% in 2012. We recently installed two bi-digesters at our team facilities (one at NCC and one at LFF) to decompose pre-consumer food waste such as food scraps and leftover ingredients.

### Energy conservation and efficiency

Since 2003, we have cut our annual electricity usage by more than 50%, saving us more than \$7,000 in annual electricity usage.

Replaced lights with LED and fluorescent alternatives, lower wattage lightbulbs and utilization of timers and sensors to prevent unnecessary energy usage.

### Reforestation

We offset 100% of all team travel through the “Go Zero” program, an endeavor that focuses on tree planting, reforestation funding and renewable energy projects.

This includes participating in yearly tree planting events at the 6.5 acre “Eagles Forest” in Bensalem, PA. Since 2007, we have planted 6,500+ trees to offset 5,900 tons of CO<sub>2</sub>e.

### Water conservation

By adding water filtration fountains to both Lincoln Financial Field (eight) and the NovaCare Complex (four), we have saved more than 97,000 water bottles since 2015.

Rain sensors are located in the irrigation systems that shut off the water when enough rain has fallen.

**Climate Action: What do you see as the key requirements for an orderly and efficient move to a lower footprint in the sport industry?**

**Norman:** Above all else, you need everyone to collectively buy in. Fortunately for us, it starts at the very top. Jeffrey Lurie and Christina Weiss Lurie truly believe that we are more than just a football team. We have the power to positively impact our communities and the environment through our innovative efforts. Sometimes it is easy to find the solutions, but in many cases, those solutions can be costly and they may not necessarily be a priority for those who are making the executive decisions. Jeffrey, Christina, our team president Don Smolenski – we are all passionate advocates for creating a greener world. When it starts at the top and trickles down to the entire support staff, you find that moving things along in a progressive manner is much easier and more effective that way.

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Norman:** **The biggest challenge we face is the sheer amount of energy and waste we consume. Every Eagles game day is essentially the biggest party in the city**, so that right there is an incredible amount of waste in just one day. It would be extremely difficult for us to stay ahead of the curve if it wasn't for the support of our great environmental partners. The best way to overcome sustainability challenges is to collaborate closely with other like-minded organizations who share the same vision as you.

NRG and our solar wind project (see above for details). Aramark and Flik are two food vendors who help us with proper composting after each game. Waste Masters Solutions handles all of our recycling and waste disposal needs. The Conservation Fund and the PA Department of Conservation and Natural Resources help us offset our team travel through various tree planting projects.

**Climate Action: As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Norman:** **This is a once-in-a-lifetime opportunity for some of the world's foremost industries to come together and share best practices about sustainability measures.** In the NFL world, we are competitors on the field but teammates off it. We are humbled anytime one of our *Go Green!* methods is considered and then implemented into another organization's operation. We are always working with our partners on identifying ways to improve our operation, both from an environmental and financial perspective. The same can be said for this forum.

## Dan Reading, Sustainability Programme Manager, World Sailing

Spoke with Melina Diamantopoulou, Head of Production at Climate Action about **all things sport & sustainability**

**Climate Action:** What is the role of governing bodies to establish a sustainability culture and operations in its respective industries?

**Dan:** Governing bodies have huge potential to influence positive change with regards to sustainability. In some instances, it can be amplifying successful national campaigns to a global audience. Many international governing bodies through their governance structure decide on the equipment used at the highest level of the sport as well as the rules which affect everyone competing and this provides an excellent avenue to contribute to Sustainability related issues.



**Dan Reading,**  
Sustainability  
Programme Manager,  
World Sailing

**Melina:** What challenges is World Sailing facing in trying to build such a culture and what makes you hopeful that sustainability can become 'business as usual'?

**Dan:** Our sport is very broad and is heavily reliant on equipment, this means that there are plenty of opportunities but the challenge is tacking the right issues. Of course, one of the challenges is looking at the adoption of more sustainable equipment without increasing participation costs. In general, there is a lot of support for our sustainability strategy, most sailors have an intrinsic respect for the environment as we see that as our playground, furthermore we are one of the only sports to actually harness the power of nature.

**Climate Action:** The World Sailing recently announced its Sustainability Agenda 2030. Can you give us the 'executive summary'?

**Dan:** I have mentioned environmental sustainability but our overarching Sustainability Agenda 2030 has been constructed with a holistic approach. With the help of a newly formed sustainability commission consisting of professional sailors, sustainability professionals and industry experts, we looked at what World Sailing's scope was and spheres of influence. The 'Sustainability Agenda 2030' is split into 6 operational areas such as training and events with multiple targets for each section. The ambitious targets are linked to the internationally recognised UN Sustainable Development Goals so are not just focused on environmental targets. We have also referenced the International Olympic Committee's sustainability targets which I think really demonstrates our collaborative approach to making the world a better place through sport.

**View the Sustainability agenda 2030 [here](#).**

**Climate Action:** Procurement in the sailing industry has a significant carbon footprint. Why is that and what actions has the World Sailing taken to minimise this?

**Dan:** As with other sports that rely on technical equipment there is always going to be a carbon footprint associated with the production. At the high end of the sport there is an increasing use of carbon fibre and the sailing industry have been leading the way when it comes to carbon fibre recycling which is still in its infancy. We are hoping to launch an

equipment redistribution scheme which some other sports have successfully implemented and hope to extend the life of usable equipment and reduce the cost burden to sailors in emerging nations. Finally, we have long term goals where we are will be working with our members to reduce wastage at the production stage as well as incentivise new Olympic class boats to be 90% recyclable

**Climate Action:** What do you see as the biggest barrier to mainstreaming sustainability in the sport industry? How do think this might be overcome?

**Dan:** In general, one of the problems that I think is becoming a barrier to mainstreaming sustainability into sport is 'green fatigue', this results in a number of people being fairly defensive about change. Secondly, a lack of a

Governing bodies have huge potential to influence positive change with regards to sustainability. In some instances, it can be amplifying successful national campaigns to a global audience.

common framework to work against, I think the UN SDG's is a great framework and this can be a way to all work on common issues.

**Climate Action:** You will be joining the 3<sup>rd</sup> Sustainable Innovation in Sport forum in May. What do you hope to discuss with your peers and achieve with your attendance?

**Dan:** The majority of sports have similar problems with supplies and I'm looking forward to hearing from innovative suppliers who can cater for the demand in more sustainable branding/equipment/temporary power etc. Examples of successful sustainability related schemes are always welcome and I hope to hear about a number of these. I will be speaking about what has worked for us and if that helps another sport learn from our experiences that will be great.





## Aileen McManamon, Founder and Managing Partner, 5T Sports Group

**Climate Action:** Could you tell us about and what are the latest sustainable initiatives your organisation has put in place?

**Aileen:** Within 5T, we've been working hard on our travel-related emissions. Like many organizations, this is our biggest carbon factor. We've reduced single occupancy auto trips by 80% over the last 2 years. We were also able to do roughly one third of our mid-range travel by train/transit combinations which was terrific - and took a lot of air travel hassle out of our days. We have begun documenting our local and social procurement policies so that we **can share them with our suppliers and clients**. This is also part of our journey in becoming a certified B Corp – hopefully by the end of 2018.



**Aileen McManamon,**  
Founder and Managing  
Partner of 5T Sports  
Group

In Canada, we continue to work with multiple levels of government, the private sector and professional associations about advancing local and social procurement, which aids the sustainability of the local business community economically, but also contributes greatly to reduced footprint of the supply chain as well as ripples out social benefits such as greater circulation of money to community charities and causes and job security. Currently we sit on a national roundtable on procurement as well as conduct workshops for supply chain professionals.

**Climate Action:** Could you tell us a bit more about your work and projects?

**Aileen:** We are currently **working with an operator of multi-sport complexes (ice rinks, indoor soccer, gym space) on the development and implementation of their Corporate Social Responsibility strategy**. This has been really rewarding as it touches on both environmental and social/community-based programs. In addition to supporting their own in-house waste reduction and education efforts across 22 facilities in North America, we also recently connected them with the NHL's Greener Rinks program - extending the reach of the NHL to additional community touchpoints (our client operates 57 ice rinks!), and strengthening the connection of the community to the NHL and its franchises.

Projects currently under development stem from our **Fan Mobilization Playbook**, which is a set of fun-first, and fan-first personal challenges, enabling fans to show how much they truly support their team/community. Hopefully by the time of the conference we'll be able to share more !

**Climate Action:** What do you see as the key requirements for an orderly and efficient move to a lower carbon footprint in the sports industry?

**Aileen:** Well, this is a loaded question and one up for endless debate among the sports sustainability crowd, but sure, I'll have a go:

## 1. Competition

We can't discount the importance of a challenge. And competition. And recognition. I mean significant recognition. If there were a World Cup for Sports Sustainability, you can bet organizations will show up to vie for it. Whether that's a UN Prize, an IOC Prize or perhaps a combination of those, but of significant visibility and status. Because it starts with awareness and clear, well-understood examples.

I could potentially argue that **high-level commitment** organizations like the Philadelphia Eagles, the Minnesota Twins, the Portland Trailblazers, the Deutsche Fußball Bund or Manchester City are already positioning for it when it finally comes along. Face it, this is the language of this industry. The Olympics aren't just about the athletes' achievements anymore, but also the host cities' triumphs (or failures). Each successive city wants that coveted 'Best Ever' acclamation. **Competition fuels aspirations.** Winning begets adulation. Sports brands and city brands get that.

## 2. Rules

Without a rules structure, no competition is legitimate. Or for that matter, much of any endeavour, such as business, education, government. And although many of us deny it, we all generally prefer having them. I'd suggest that **federations, leagues and international rights holders setting baselines for operations will go a long way toward bringing about the efficient adoption of sustainable operating standards.**

## 3. Proactively Shared Tools and Resources

Without elaborating too much here (since we'll be focused here in Amsterdam!), but to keep the sports analogy going, research, technologies and experienced practitioners will all be needed to accelerate orderly and efficient lowering of the sports footprint. It's exceptionally exciting to see resources becoming available across the globe and even more exciting to have this burgeoning community of practice talking to each other/connecting at the various conferences. We must continue to push for shared, open resources wherever possible, and for collaborative work everywhere we can. There's too much to do to not, as one of my favourite colleagues in this space, Claire Poole, would say 'Crack on with it!'

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Aileen:** The sports industry is show business. By nature it's unrelenting. Schedules, costs and the utter dependence on capturing people's attention at a fixed place and time – whew! Many franchises (in the bricks-and-mortar leagues) are barely breaking even. Major events? Well, you've noticed the bidding pool is thinning. How can you add requirements or tasks to this tricky mix? And how will you pay for it?

Look to the digital and social media impact on sports for examples. At first, **why would a team hire a blogger? What in the world would they need WiFi coverage in the arena? How could they justify the cost or quantify the ROI?** Initially, they couldn't. But some explored it anyway, curious enough to try to peer into the future. But you know, there's a correlation between some of those open-minded front offices and the sports industry's most respected and highly-valued properties.

Sustainability is no different. The biggest challenge? **What to do and how to pay for it. How do you mitigate the risk? Find the right corporate partners and find the win-win/risk mitigation of not going it alone.** There's a reason we call them partners now and not sponsors. Many sports relationships are synergistic – the club gets high performance technology, the partner gets a high-visibility reference client. Win-Win.

**Climate Action: As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Aileen:** I'd like to see a common, non-partisan, continuing and open forum materialize so that questions and discussions set in motion prior to and during the forum can be answered/deliberated afterward. I've been working in this space for about 8 years now (specifically sports and sustainability) and have attended quite a few conferences – as participant and speaker – and I note we often retire to our corners in between. Fair enough, we do all have our work to get on with, but I'd love to see a virtual home for the keeners to connect/chat/query one another. This takes 2 things: the actual agnostic, digital home (a LinkedIn group perhaps?) and the modest, but meaningful participation of the community of practice.

## Brian P. McCullough, Ph.D., Assistant Professor, Sport Administration & Leadership Program, Seattle University

### Climate Action: Could you tell us about and what are the latest sustainable initiatives your organisation has put in place?

**Brian:** At Seattle University we have created the **world's first** graduate certificate in Sport Sustainability Leadership through the Albers School of Business and Economic. The certificate is offered fully online and can be completed in nine months.



**Brian P. McCullough,**  
Ph.D., Assistant Professor,  
Sport Administration &  
Leadership Program,  
Seattle University

We have had students from all over the world enroll into the program. We are currently accepting applications for our fourth cohort, which starts in September 2018 with a completion date of June 2019. Our students complete four courses and a capstone class. Throughout the courses our curriculum focuses on sustainability reporting, strategic planning, marketing and communications, financing, event management, and facility operations. Students gain a wealth of knowledge on the processes and data behind GRI, ISO, LEED, Council for Responsible Sport, and other reporting and certification standards.

### Climate Action: Could you tell us a bit more about your work and projects?

**Brian:** I believe it is very important for students to receive the most current methods and data available from the industry. I am actively engaged in research

focusing on environmental sustainability in the sport sector. I focus on three areas: managerial decision-making processes to engage in environmental sustainability and the subsequent steps, fan engagement campaigns that evaluate the effectiveness of campaign messaging and evaluation of behavioral change, and the evaluation of fan behaviors and the environmental impact of those behaviors. I continue to work in these three areas but specifically I am working on evaluating sustainability campaign messaging of various sport events/organizations, evaluating what sustainability initiatives are most important/relevant to sport fans, and creating an assessment of the environmental impact of sport spectators.

Further, students are then able to apply my research and research from others in their various classes. This level of awareness and understanding allows for students to take a **different approach to advancing the sustainability movement within the sport sector**. To this end, students apply this transfer of rich knowledge in their assignments as they work directly with sport organizations, whether with their employer or not, to create or enhance their sustainability efforts and engagement.

### Climate Action: What do you see as the key requirements for an orderly and efficient move to a lower footprint in the sports industry?

**Brian:** The first key requirement would be to **get all sport organizations involved**. The sport sector has a tremendous amount of social influence but also a tremendous amount of buying power. Imagine if all sport organizations from

community level sport to professional all desired to be zero waste, carbon neutral or even just compost. That collective would have tremendous influence among vendors.

The second key requirement would be for sport managers and practitioners to **educate themselves on the best practices** and strategic choices necessary to support a comprehensive and robust sustainability program. This educational factor is extremely important because of the timeliness of this issue and the sensitivities of the industry to actively engage in such initiatives.

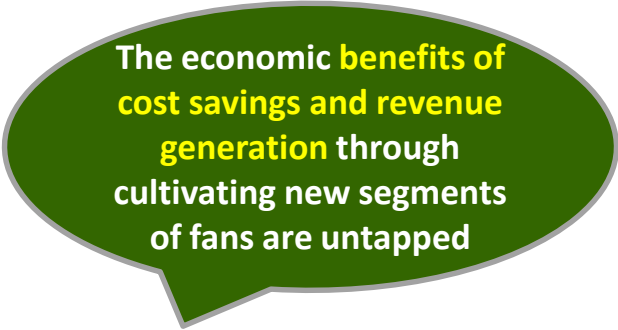
The third key requirement would be to get sport organizations proactively engaged in the following areas: **transportation, energy, food, waste and water**. If all engaged sport organizations can start here, we would make a major strides in meeting the Paris Agreement goal of carbon neutrality. This would increase the creditability and legitimacy of sport organizations as good stewards of the natural environment. This then can align with the brand and become part of its DNA.

The fourth requirement would be to **actively engage sport fans** to participate in sustainability initiatives at the event/facility but also in their everyday lives. The buying power of the sport industry can then be magnified even further by incorporating and involving the billions of sport fans throughout the world.

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Brian:** The main challenges that the sport sector faces to be more sustainable involve knowledge and understanding. This is not to say that all sport managers or practitioners do not know what they are doing. In fact, we have many examples of individuals, teams, leagues/federations, and organizing bodies that are very knowledgably, but we still have misperceptions of how fans and other stakeholders will react to an active push by sport to actively engage and promote environmental sustainability.

There is the educational component of what environmental sustainability looks like in practice and the strategic process that is necessary to build a comprehensive and robust sustainability program. **This is a marathon not a**



The economic benefits of cost savings and revenue generation through cultivating new segments of fans are untapped

**sprint; however, we must start running now!** The economic and environmental benefits for being environmentally responsible are too great to ignore such a strategic decision.

Education is key whether it is through meetings like this, informal networks that organically develop, or through formal education. Our certificate program enriches the knowledge base of practitioners whether they have little or extensive experience with sustainability initiatives in or beyond the sport industry. These classes help increase the sophistication through incorporating data collection and analysis that coincides with sustainability reporting and certification programs.

**Climate Action As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Brian:** It is important to stress the great influence of the sport industry especially with a cause that is so closely related to the aesthetics of sport – the natural environment. Moreover, the timeliness of action is important.

**The time to act and engage is now.** Collectively we need to advance this cause by starting to engage our sport organizations with environmental sustainability. It is easy to see through a risk assessment the consequences of inaction and the tremendous benefits of being proactive beyond persevering the environment. The economic benefits of cost savings and revenue generation through cultivating new segments of fans are untapped and unrealized to a vast majority of sport organizations with the exception of a few early adapters.

## Maël Besson, Head of the Sport and Sustainable Development Mission, French Ministry of Sports

**Climate Action: Could you tell us about the sustainable initiatives the French Ministry has put in place?**

**Maël:** Since 2009, we have been conducting a very ambitious sustainability policy nationwide, based on three major areas: a) Setting the priorities of the common strategy for French sport in terms of sustainable development, b) Developing expertise and knowledge, c) Engaging and supporting sport stakeholders. To set the priorities of the common strategy for French sport in terms of sustainable development, we have developed **the National Strategy of Ecological Transition towards Sustainable Development of Sport**. This is the second national strategy built with and by all sport stakeholders. We have carried out several operations such as the development of a tool to optimise our sporting events, the change of regulations, the integration of environmental modules in the training of sports educators, sustainable events and the eco-design of sports equipment.



**Climate Action: Could you tell us a bit more about your work and projects?**

**Maël :** During 2017, in the presence of the French Sport Minister and the CEO of the WWF France, the organisers of the 24 biggest international sporting events in France, signed the **“15 environmentally responsible commitments to sporting events”**. Roland-Garros, Tour de France, the Women’s Football World Cup, ... they all took a very strong commitment to sustainability to be implemented before 2020, relating to sustainable food and sourcing, waste recycling, water and energy consumption control, sustainable mobility, biodiversity conservation, access for all, or promoting gender equality to leadership role. Each of the 15 commitments comprises ambitious and measurable targets. They attest that environmental responsibility is embedded in the specifications to organise international sport events in France. **Respect for the environment is now a condition to host major events across the French territory**. At the beginning of March 2018 we will organise a time "point of step" of this charter. New organizers will sign joined by hosting site managers of major events. Other novelty is underway. We experiment behavioural sciences in sports policies in order to develop sports practice.

**Climate Action: What do you see as the key requirements for an orderly and efficient move to a lower environmental footprint in the sport industry?**

**Maël:** We have four approaches.

**1. Their responsibility**

Sport is responsible for the impact it creates. Like other industries we need to reduce our negative impact and generate or even increase our positive impact.

**2. An obligation to adapt**

Sport must adapt to natural resource scarcity, to climate change and lead a change in behaviour for practitioners. In France, 71% of the population believes that sport stakeholders must act for climate attesting that more and more people are attentive to this issue. It is therefore strategically essential to adopt a sustainable development approach that will enable organisations to adapt to climate change while ensuring they meet the population expectations.

**3. The positive role of sport**

Sport can play a significant role in raising awareness among the population. It has a strong educational power. It can also play a key role regarding exemplarity. The champions are role models and can influence spectator's behaviours.

**4. A unique opportunity**

Sustainable development can also be an opportunity for sport. This is about turning sustainability into new opportunities in terms of development and innovation, while increasing the attractiveness of the sector.

As this is a strategic and mandatory issue, I think that sport must take a leadership role in this area, be proactive and develop the environmental benefit for society.



In 2017, the 24 biggest international sporting events in France, signed the “15 environmentally responsible commitments to sporting events”.

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Maël:** The biggest challenge is to agree to review our development and economic models. We must integrate the environmental cost into our activities. That's not to say that we need to find a technological alternative to continue doing what we were doing. We must accept to imagine our new behaviours, our new practices etc. Do we need to own the sports equipment we use? Do we have to continue to differentiate between working time, transport time and sports practice time? Can a gym absorb pollution? Should a stadium be a stadium or is it also a forest and housing? **I think that sport should not just reduce its impact on the environment, it must be part of the solution to the challenges of sustainable development.**

**Climate Action: You will be speaking on a panel at the Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Maël:** The forum must value good practices and make people want to act. But it must allow to imagine the sport of tomorrow and help the sports industry to understand the issues to act in the right direction. The Forum must open the horizons for the sports industry to become the engine of change in our society.

## Pierluigi Zacheo, Special Advisor, Sport and Sustainability International (SandSI)

**Climate Action :** Could you tell us about the latest sustainable initiatives your organisation has put in place?

**Pierluigi:** We are currently working with Formula E at the development of an event sustainability management system for their World Championship series in line with the ISO 20121 Standard on sustainable events.



Pierluigi Zacheo, Special  
Advisor, Sport and  
Sustainability  
International (SandSI)

**Climate Action :** Could you tell us a bit more about your work and projects?

**Pierluigi:** Our aim at SandSI is to offer bespoke technical advice as well as education to support sport organizations in the process of achieving a sustainable business competitive advantage in line with the SDGs.

**Climate Action :** What do you see as the key requirements for an orderly and efficient move to a lower environmental footprint in the sport industry?

**Pierluigi:** The key areas that need to be tackled for reducing sporting events and venues carbon footprint are in my opinion: Waste, Water, Energy and Transport.

**Climate Action:** What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?

**Pierluigi:** Educating people on how to develop awareness and therefore best practices on efficient use of resources (water, energy, materials, etc.); supporting organisations in the process of developing integrated waste management plans by sharing best practices and guidelines from the industry; promoting the adoption of smart policies to reduce freight/logistics impact in terms of CO2 and other emissions by working in synergy with the supply chain; promoting the use of public transport at events by developing initiatives in collaboration with local authorities and services suppliers.

**Climate Action:** As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?

**Pierluigi:** Our aim should be to enhance awareness on climate change and to better define what is the role that the sport industry can play nowadays to address this issue. At the same time, we should try to use events like Sustainable Innovation in Sport to: educate all sport industry key players and stakeholders on how to reduce their impact on the environment; engage them in the promotion of social inclusivity (both internally and externally) in their way of working; encourage the adoption of sustainable governance policies within their organisations.

## Cyrille Brisson, Vice President EMEA, Eaton Corporation

**Climate Action : Do you want to make a small introduction to Eaton?**

**Cyrille:** We're helping utilities, municipalities, businesses and homeowners re-think the impact they have on the environment. Whether it's using more energy-efficient products — or harnessing low carbon and renewable resources like solar, wind and hydroelectric power. Around the world, we're helping customers lower emissions and this includes stadiums and sport venues.



**Cyrille Brisson**  
Vice President EMEA  
Eaton Corporation

**Climate Action : How do you support stadiums and sports venues being more sustainable?**

**Cyrille:** Today's stadiums and sport venues are like small cities that come to life every match day. For the people who operate these modern-day wonders, the goal is to keep tens of thousands of fans not just

entertained but safe, comfortable and well-informed. And let's not forget about the millions of viewers watching as events are broadcast in real-time to homes, phones and devices everywhere. And the people in charge need to do all of this while minimizing their impact on the environment. That is not an easy task.

At Eaton, we are proud to put our power expertise to work energizing stadiums and helping make fully connected experiences possible in a way that is safe, reliable and sustainable. We enable critical electrical systems that light and power the stadium efficiently. We provide critical evacuation systems that keep everyone safe at all time. We provide reliable backup power for live broadcasts, from the cameras on the field to the LEDs high overhead. And we create innovative energy storage systems that help stadiums effectively manage their peaky energy usage even on days when no big games are being hosted, reflecting electricity consumed to ensure pitches are in optimal condition, for example in the operation of underground heating or lighting rigs in winter months.



**Climate Action: One of your most famous projects is at the Amsterdam ArenA, where you're installing an energy storage system using repurposed batteries from electric vehicles. Can you tell us a bit more about it and the benefits for the ArenA?**

**Cyrille:** The energy storage system will enable the Amsterdam ArenA to use and store energy in a smart way and this has multiple advantages. It will make the ArenA and the neighbourhood more resilient – ensuring that the light stays on at the stadium even during a power outage and enabling the local grid to remain stable. It will help the ArenA to lower her CO2 footprint: the battery will initially complement the back-up diesel generators in the stadium and eventually replace them. The Amsterdam ArenA will also optimise intermittent renewable energy coming from more than 4,000 solar panels currently on the stadium roof.

**Climate Action: How did you achieve this?**

The energy storage system is a concrete result of the Amsterdam Innovation ArenA, an innovation programme where knowledge institutes, government bodies and companies like Eaton work together on the stadium of the future.

**Climate Action: Are there any other partnerships with sports venues or clubs that you are particularly proud of?**

We're extremely proud of our partnership with Manchester City in the UK. In these times of rapid technological change and rising energy costs there is an ever growing need for innovation, creativity & leadership. The partnership we have with Manchester City brings together two world leaders, one at the forefront of sport, community & positive change, the other at the heart of energy management & technology innovation. Through advancing the technology of home battery storage systems, we are working towards a better future for our community and environment.



If there were a **World Cup for Sports Sustainability**, you can bet organizations will show up to vie for it. Whether that's a UN Prize, an IOC Prize or perhaps a combination of those, but of significant visibility and status.

**Climate Action: This year, you are sponsoring the Sustainable Innovation in Sport. What made you get involved and what are your expectations for the event?**

The purpose of the Sustainable Innovation in Sport Summit fully resonates with Eaton's mission. We are dedicated to improving the quality of life and the environment through the use of power management technologies and services. We're excited to have the opportunity to discuss with leaders within the global sports scene that share our values of operating in a way that promotes a positive impact on our community and environment. By supporting engagement and action from the sports industry around reducing its impact on the environment we have the opportunity to be an enabler in the fight against climate change at a larger scale.

## Anders Jacobson, President, Bluewater

**Melina:** Could you tell us a bit about Bluewater and your work around sustainability, and sustainability in sport?

**Anders:** Bluewater is a world leader in innovating, manufacturing, and commercializing water purification technologies and solutions that harness the company's patented reverse osmosis technology to remove virtually all pollutants from water, including lead, bacteria, pesticides, medical residues, chlorine, micro plastic fibres and lime-scale.

Our focus at Bluewater is on developing and introducing game-changing drinking water technologies and solutions with product innovations that deliver improved human and planetary health and that we believe makes it very natural to partner with sporting events that have a strong focus on sustainability.

A good example is our decision to become the **Official Water Provider and a key Sustainability Partner to the Volvo**

**Ocean Race.** The Race's sustainability values build towards the quest to create cleaner seas which plays to drive awareness around Bluewater brand and our own health and sustainability values. From a business-driving perspective, the Race's around-the-world nature gives us a vehicle to expand our brand presence in existing and new markets, while the clearly-defined sustainability objectives and success criteria squarely align with our own core business beliefs and aspirations. As a direct result of our Volvo Ocean Race partnership,

we have fast-tracked our business expansion in South Africa and Hong Kong, for example. And helps bolster our foothold in existing markets such as the United States.

**Melina:** Bluewater's Founder is very vocal about revolutionising the water distribution and consumption model and end single use plastics. Could you tell us more about this and how your work is trying to meet this vision?

**Anders:** Enough is enough. Euromonitor says humans produce around one million plastic bottles every minute, with global production set to reach 583.3bn year by 2021. Most of the bottles currently end up in landfill or the oceans. is why **Bluewater** founder Bengt Rittri, a Swedish environmental entrepreneur, is driving a movement to bring clean water access to everyone and help end the single use plastics plague. Our goal is to pursue a strategic push to fast-track wider public access to purified drinking water and **disrupt the global beverage's industry reliance on single-use plastic bottles using human ingenuity and existing technology.** Bluewater itself has both the technology and developed business models that can help spell end the need for single-use plastic bottles. Bengt notes that Bluewater offers a very viable solution because water generated at source stops the need for long-distance transportation. Bluewater's point-of-use water generation technology already leverages patented second-generation reverse osmosis solutions to deliver unmatched amounts of pure water and slash the amount of waste water by up to 80 percent (depending on product model) compared to traditional RO systems.




**Anders Jacobson**  
President  
Bluewater Group

**Melina:** Bluewater is a proud partner of the 11<sup>th</sup> Hour Racing. Why did you pursue this partnership and what are you hoping to achieve in terms of sustainability? What is the benefit for the team itself to partner with an innovative, sustainable provider like Bluewater?

**Anders:** Surrounding yourself with the right people and like-minded businesses can positively impact the growth and development of any endeavor. Since we first met 11th Hour Racing at the America's Cup on Bermuda we have enjoyed a deepening relationship based on a deep-rooted alignment around shared values, connect and engage in mutual efforts to achieve a real and lasting impact by addressing the root causes of issues like plastic pollution and ocean health. Bluewater and 11th Hour Racing have now also partnered to turn words into action with the launch of the 'Imagine H2O Global Innovation Challenge for Urban Water Scarcity', which is designed to create direct and scalable impact for water-scarce cities and at-risk communities, inspire community awareness and public action, and promote the role of innovation and entrepreneurship within the planet's water eco system.

**Melina:** How can the Bluewater products be incorporated into other sports and sporting venues? What impact can they have to their sustainability targets and vision?

**Anders:** In South Africa, Bluewater today is a regular provider of clean drinking water at major sporting events where access to municipal water is no longer an option due to a serious ongoing drought. In the opening months of 2018, we helped tens of thousands of people at events like the Cape Town Tens, the Cape Town Carnival and the South African Cheese Festival stay hydrated drinking pure still, fizzy and chilled water generated from water not normally considered safe or useable to drink. In Hong Kong, we have provided hydration stations at the world's largest outdoor yoga festival as well as other massive public events. The added bonus of all we do is that we demonstrate how we can work together to drive forward the agenda of a world without the need for single-use plastic bottles and also avoid the carbon-intensive need to transport bottled from one side of the world to another.



Our goal is to pursue a strategic push to fast-track wider public access to purified drinking water and disrupt the global beverage's industry reliance on single-use plastic bottles using human ingenuity and existing technology.

**Melina:** Bluewater is the Platinum Sponsor of the 3<sup>rd</sup> Sustainable Innovation in Sport Forum. What draw you to be part of the Forum and what are you hoping to achieve with your engagement?

**Anders:** We want to spread awareness that pure drinking water is a human right and it is possible to make it a reality. We need to make people aware that solutions are available already today to generate and deliver clean water on site in places that lack it without the need for single use plastic bottles or global transportations. Our bodies comprise 60 percent water, so its important to refill them with the right kind of water, no additives, no chemicals, no plastics and no impurities! Harnessing events like the Sustainable Innovation Forum is a incredibly important way for us at Bluewater to get across our messages to key movers and shakers across the sport and lifestyle event spectrum.

## Russell Seymour, Sustainability Manager, Lord's Cricket Ground and Chairman, BASIS

**Climate Action :** Could you tell us about the latest sustainable initiatives your organisation has put in place?

**Russell:** Lord's has used 100% renewable energy since 2016 but, in October 2017, switched to 100% wind power so reducing our overall carbon footprint (against our 2010 baseline) by 80%.



**Russell Seymour,**  
Sustainability Manager,  
Lord's Cricket Ground and  
Chairman, BASIS

**Climate Action:** Could you tell us a bit more about your work and projects?

**Russell:** My sustainability remit covers all of our environmental impacts. In practical terms this covers utility use and waste management. Carbon footprint has been the big priority in recent years and, though we have gone 100% renewable, we still have work to do to reduce energy use and bring down scope 3 emissions. The emerging priority of the last few months has been

waste management, especially unnecessary use of single-use plastics. We have increased the number of water fountains in the Ground to encourage spectators, and staff, to use their own refillable water bottles. We have some other plans to reduce single-use plastics, but these are in the process of being developed.

**Climate Action:** What do you see as the key requirements for an orderly and efficient move to a lower footprint in the sports industry?

**Russell:** The industry needs to embrace the concept and see the relevance of sustainable development principles. The UN Sustainable Development goals provide a very clear framework (albeit primarily for directing legislation for national governments), but applying the principle of considering environmental and social issues alongside economic impacts.

**Climate Action:** What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?

**Russell:** The willingness, or reluctance, to take a leadership position on these issues. Sport is in a strong position to influence others (as demonstrated by the fact that we are the only sector to be specifically mentioned in the UN Agenda for Sustainable Development document that introduced the Sustainable Development Goals). It is clear that sport needs a clean and stable environment to operate and for athletes to perform to the best of their abilities, so it should be an easy step for the industry to take a leadership position on sustainability issues as they impact our sector directly.

**Climate Action:** As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?

**Russell:** This forum, and others like it provide the opportunities to generate and develop concepts and ideas. Greater understanding of issues, impacts and opportunities must be the goal.

## Sheila Nguyen, Executive Director, Sports Environment Alliance (SEA)

**Climate Action: Could you tell us about and what are the latest sustainable initiatives your organisation has put in place?**

**Sheila:** We are an industry alliance and are represented by a number of incredible leaders who are doing so many fantastic actions to minimise their eco-footprint. Their initiatives demonstrate courage and are setting the pace for the industry as well as the communities who are influenced by them. The Melbourne Cricket Club invests in its future through water management solutions and setting progressive environmental policies, completely motivated by the return of a cleaner future; whilst the Victoria Racing Club, home of the Melbourne Cup, has committed to smart material management, successfully achieving 97% diversion rate. There are so many other brilliant stories of the courage shown in Australasia and we need to share them.



Sheila Nguyen,  
Executive Director,  
Sports Environment  
Alliance (SEA)

**Climate Action : Could you tell us a bit more about your work and projects?**

**Sheila:** The Sports Environment Alliance is a proud two and a half years old; working hard to create a fierce, proud and loud group of eco leaders, pace setters, and game changers.

In our year one, we were focused on raising the public and industry awareness that, 'yes' the sport industry should and could care about the environment, and to convince our communities that our natural environment is inextricably linked to our business. It is an absolute truism that: Without clean air, water and a 'trash free' natural environment, we put ourselves at risk of losing the spaces and places we need to play and watch what we love most, sport. Year two, and as we enter year three, we are interested in the 'spread of good work' through membership growth, encouraging eco-action, and supporting our alliance and our 'extended family' of #SEACHangers in their respective paths in being more engaged and doing more to reduce our negative impact. Our work manifests as sharing knowledge through case studies and events, and through these events and the environmental global family, we support the growth of the family. Through knowing more and being better supported, our members can do more good.

**Climate Action: What do you see as the key requirements for an orderly and efficient move to a lower carbon footprint in the sports industry?**

**Sheila:** As many take wayward paths to betterment, 'orderly' and 'efficient' may not necessarily be part of the equation, but certainly, there are key elements to consider when thinking about how to minimise our industry's footprint. Three key things we believe are necessary in this 'journey' are: **1. Measure so you can manage, 2. Kick one goal at a time, and, 3. Capture the low hanging fruit.**

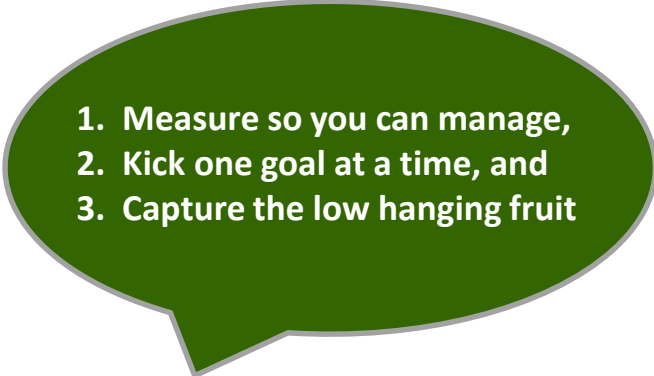
Yes, these are well known maxims, but they are robust, they work and they 100% are the necessary requirements to us playing an active role in contributing to a healthy and clean future.

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Sheila:** There are two main challenges, but certainly can be huge opportunities for our industry in tackling the behemoth task of protecting our natural environment. The first challenge is our industry's reliance on fossil fuel industries; consider the ongoing growth of global sport and the respective implications, such as increased air travel, growing material demand and thus, creation (e.g., apparel, merchandise, etc.), and other related consumption and its expected waste (e.g., food and beverage, packaging, etc.).

The second challenge is in the industry's image of excess and irresponsibility; the high life of elite and professional athletes is seemingly incongruent with that of prudence and minimalism expected of being a better neighbour to our planet; and further, the mega event circuit (e.g., Olympics, Commonwealth Games, etc.) is often equated to mega waste and short lived legacies (e.g., abandoned, underutilised facilities, etc.).

Whilst there are other challenges, these two are the most notable. Our industry must consider the solutions which will offset our fossil fuel dependencies, where better matched clean economy supply-demand environments can thrive; and to strategically account and plan for having the 'lightest footprint' possible through better designed event legacies. Our industry is powerful and most certainly can manage these challenges and all those that will be faced as our environment continues to change.

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1. Measure so you can manage,
  2. Kick one goal at a time, and
  3. Capture the low hanging fruit

**Climate Action: As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

**Sheila:** As the movement is in its infancy, there is so much growth and therefore, so many potential outcomes which could be achieved through forums such as the Sustainable Innovation in Sports 2018; the key indicator of success would be measured in making any step, large or small, so long as we do so in a more connected, more focused manner and towards the betterment of 'treading lightly' on the spaces and places we play.

**Timothy Kellison**, Director of the Center for Sport and Urban Policy, **Georgia State University**

**Climate Action:** Could you tell us about and what are the latest sustainable initiatives your organisation has put in place?

**Timothy:** My institution, Georgia State University, is an urban campus in downtown Atlanta, Georgia. Because of its place in a large, metro area, the university has committed to becoming a leader in understanding the complex challenges of cities and developing effective solutions. In support of that goal, my program recently launched the Center for Sport and Urban Policy, a research center that focuses **on how urban sports stadiums and organizational initiatives can be used to catalyze environmentally sustainable development** in the cities and regions in which they are located. In addition to evaluating how decisions are made to incorporate Sustainable designs in sports stadiums, we are working to examine the extent to which teams and stadiums impact urban and environmental quality, stimulate pro-environmental behaviour by other businesses and government, and induce behavioural change among local residents.



**Timothy Kellison**, Director  
of the Center for Sport and  
Urban Policy, Georgia  
State University

**Climate Action:** Could you tell us a bit more about your work and projects?

**Timothy:** A big part of my responsibilities at Georgia State are conducting research and then publishing and presenting the results of those studies. Last year, my colleague, Brian McCullough, and I published an edited book entitled the ***Routledge Handbook of Sport and the Environment***. We also co-authored several academic articles and book chapters related to sport and the environment in the past year or two. Another big part of my job is student development, and in January, I served alongside my students on the College Football Playoff Green Ambassador team. We had the opportunity to work inside Mercedes-Benz Stadium during the College Football National Championship, and there, we promoted environmentally sustainable initiatives and helped to enhance visitors' experiences.

**Climate Action:** What do you see as the key requirements for an orderly and efficient move to a lower footprint in the sports industry?


**Timothy:** In my view, the single most important requirement to move sport toward environmental stewardship is **leadership**. Although it will be difficult to tell during the excitement of SIIS18, the sport and entertainment industry as a whole has been slower to adopt and implement large-scale environmental mandates.

We need more leaders—at all levels of the organization, but especially at the top. Unfortunately, at least in the US, the environment has not been a top priority among team owners.

**Climate Action: What do you see as the main challenges for becoming more sustainable within the sports industry? And how do you think they could be alleviated?**

**Timothy:** The main challenge for becoming more sustainable within the sports industry is the lack of interest among fans and decision-makers. Don't get me wrong—a lot of people definitely think the environment is an important issue. But if you asked them to rank the most important issues related to their favourite sports club, you'd find it just isn't a huge priority to them. Because we have invested our careers (and lives) on sport and sustainability, I think we sometimes forget that we aren't always on the same page as ordinary consumers and industry professionals. But if you spend enough time talking with sport managers and spectators, you realize that sustainability isn't usually something they're thinking about during a match.

To “fix” this problem, I think we just have to realize it's not something that needs fixed. Instead, we should redouble our efforts on effecting change. As we all work to make environmental sustainability a mainstream issue, our charge is to press the many organizations that have committed either half-heartedly or not at all. Moving forward, we must find ways to nudge those unengaged organizations, whether it be through economic incentives, social pressures, or legal mandates.



In my view, the single most important requirement to move sport toward environmental stewardship is leadership.

**Climate Action: As a speaker in the forthcoming Sustainable Innovation in Sports 2018, what do you think can be achieved in terms of outcomes of the Forum?**

I'm always looking forward to learning more about what leaders in our industry are doing. It will be important to celebrate our many achievements, but I'm also interested in dialogue that acknowledges the challenges ahead and presents ideas for pushing sustainability forward with or without the industry at large support