



RSK



Forward Cardiff: From Pitch to Planet

Cardiff Rugby's 2026 Sustainability Strategy

150 Years of History. Committing to a sustainable future



“Sustainability is not a standalone initiative. It runs through every part of the club from rugby to our operations, our community and supporters.”

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1. Foreword

Jamie Muir, Cardiff Rugby Managing Director

Over the past decade at Cardiff Rugby, I've seen first-hand what this club represents to our city. It is more than a team - it is part of Cardiff's identity, a community hub, and a force for positive change.

As we mark 150 years of Cardiff Rugby, this strategy reflects a shift in responsibility. Success is not only what happens on the pitch at Cardiff Arms Park, but the impact we have across our city, the wider region and beyond.

Sustainability is not a standalone initiative. It runs through every part of the club from rugby to our operations, our community and supporters. It shapes how we make decisions and measure success.

Through my own connection to the outdoors, I see how important it is to protect the places and communities around us. As a father, that responsibility feels even more immediate. This is about ensuring the future of our game, our city, and the environment it depends on.

Cardiff Rugby has a unique platform within the city. Through match-days and community work, we can engage thousands of people every week.

This strategy sets out how we use that influence to deliver meaningful change across Climate, Nature and People.

We are building on strong foundations, from reducing our footprint to the work of our Community Foundation. Now, the focus is on embedding this into how we operate, partner and grow.

This is about legacy. The next chapter for our club and for our city.

Alan Ryder, RSK Group Chief Executive Officer

At RSK, we work with organisations to understand their environmental and social impacts and to translate ambition into practical, measurable action. What stands out in Cardiff Rugby's approach is the clear intent to embed sustainability into the way the club operates and makes decisions, not treat it as a separate initiative.

The club has a significant platform within its community. By focusing on climate, nature and people, and by taking a structured, evidence-led approach, it is well positioned to deliver meaningful, long-term impact both on and off the pitch. RSK looks forward to working with the club on these endeavours.

2. Sir Gareth Edwards' Reflection

For 150 years, Cardiff Rugby has been woven into the fabric of our city. It has shaped identity, pride and community across generations.

In rugby, we carry the ball for a time before passing it on. The same is true of this club. Our responsibility is to protect what has been built in Cardiff and leave it stronger for those who follow.

Our legacy must be more than success on the field. It must be leadership within our city and making the world a better place for all.

3. Josh McNally – Player Champion

As players, our success comes from collective effort and the same applies to sustainability. Across Cardiff Rugby, we are already taking small but significant steps, from supporting community projects to reducing our environmental impact.

We're proud to represent the Blue & Blacks on the pitch, but we also want to lead by example off it. We can do this by setting an example, by supporting our communities and helping protect the environment for the future.

4. Rhianon Griffiths – Safety and Sustainability Coordinator

Leading Cardiff Rugby's sustainability work in our 150th year is a privilege. After more than a decade with the club, it's clear how important this work has become. The challenges we all face, from climate change to resource pressures, require action, collaboration and leadership.

Cardiff Rugby has always been a source of pride and connection within the city, but we now have an opportunity to use that platform to drive positive change.

This strategy marks the start of that next chapter for Cardiff Rugby and the communities we represent.





“We are committed to leading positive change on and off the pitch, building a low carbon, nature positive and people-centred future for the Blue & Black family.”

2. Executive Summary



Our Sustainability Vision

Cardiff Rugby will become a leader in sustainable sport, driving change through action, partnership and inspiration



Our Sustainability Mission

We will leverage our operations and influence to act positively for climate, nature and people. By reducing our environmental footprint, inspiring supporters, and celebrating progress together, we will create a legacy that reaches far beyond the pitch.

Cardiff Rugby's Sustainability Strategy sets out a clear, practical and ambitious plan to reduce our environmental impact, strengthen community wellbeing and build long term resilience for the club, our supporters and our city. With Cardiff Rugby's brand and connections, we can not only transform our own operations but inspire and enable progress through our spheres of influence. Together, as a wider rugby family, we can win big.

For 150 years, Cardiff Rugby has stood at the heart of Welsh sport; a club built on excellence, community, and a deep sense of identity. Our 150th anniversary is not only a time to celebrate our past and present, but a point from which to shape a more sustainable future. The next century and a half will demand new forms of leadership. Just as Cardiff Rugby fights for success on the pitch, we want to grow a greener, fairer and more resilient future. Sustainability is not a side project; it is central to all decisions we make.

We have already begun to build a platform for long-term sustainability: reducing our environmental footprint, strengthening community wellbeing and preparing the club for the challenges ahead.

Our strategy is built around three themes: Climate, Nature and People, and is aligned with, and supports other local, regional, national and global sustainability strategies, plans and frameworks.

These three themes guide our actions across nine focus areas: energy, climate resilience, travel, biodiversity, water, waste & circular economy, community engagement, diversity & inclusion, health & wellbeing.

Our Key Commitments

- Climate: Reducing our climate impact by improving energy efficiency, and reducing carbon emissions across the board.
- Nature: Understanding our impacts and dependencies on nature, and acting to support biodiversity both directly and indirectly.
- People: Delivering inclusive rugby and community programmes that strengthen education, health and social inclusion across our communities.

These commitments will be supported by strengthening governance, increasing measurement and monitoring, and clear communication with all of our stakeholders.

The sections below lay out the detail of what we want to achieve in each of these areas.

We are committed to leading positive change on and off the pitch, building a low carbon, nature positive and people-centred future for the Blue & Black family.

3. The Context

3.1 Celebrating 150 Years of Cardiff Rugby

Honouring the past. Training for the future.

For 150 years, Cardiff Rugby has been a cornerstone of Welsh sport in the heart of the capital, founded on a tradition of excellence, strong community ties, and a proud sense of identity. Founded in 1876, Cardiff Rugby has produced more Welsh internationals and British & Irish Lions than any other club, with stories, memories, and traditions passed from one generation to the next. It is a legacy stitched into the fabric of Welsh rugby, binding supporters across ages.

Cardiff Arms Park has always been more than a stadium. It is a meeting place, a family 'home', a community hub. Every season, hundreds of thousands pass through the Gwyn Nicholls gates with more than 800 children taking part in pre-match activities, discovering the joy of rugby and the values that come with it. Cardiff Rugby has never just played for a city it has played with it.

Our sesquicentennial season is both a celebration of our journey and a launch play for a more sustainable future. The next century and a half will call for bold leadership. As Cardiff Rugby fights for victory on the pitch, we are equally committed to building a greener, fairer, and more resilient world. Sustainability is not a separate initiative; it is at the heart of everything we do.



“As Cardiff Rugby fights for victory on the pitch, we are equally committed to building a greener, fairer, and more resilient world.”

3. The Context

3.2 Protecting our game, our city, our future: The challenges we're up against

The climate stripes for Cardiff tell a clear story: temperatures are rising, weather patterns are shifting, and the risks to our sport, our city, and our communities are growing. Acting is no longer optional, it is part of protecting the game we love for generations to come.

Cardiff Rugby's first 150 years shaped its legacy. The next 150 will shape its impact.

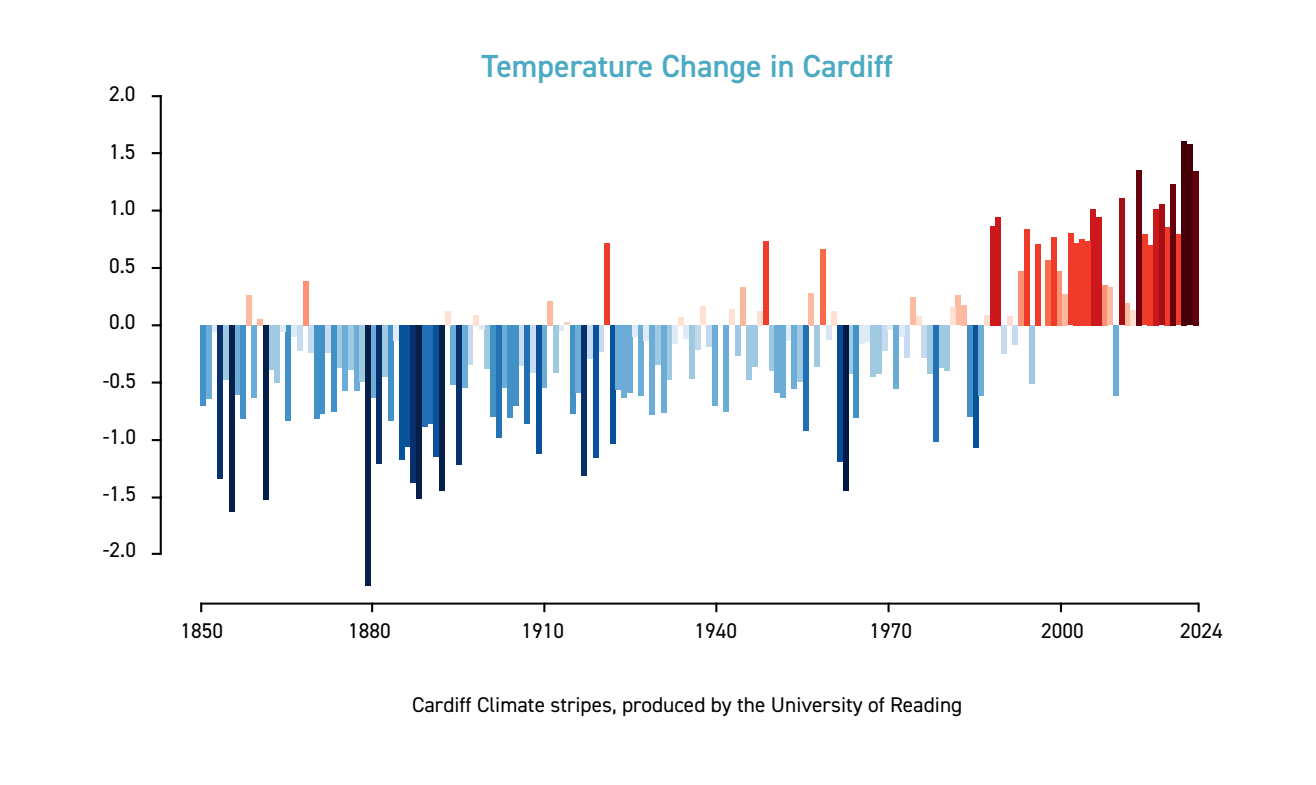
Successful rugby, in common with most aspects of life, is influenced by environmental, social, and economic conditions, from the weather overhead to the ground underfoot, and the wellbeing of the communities who fill the stands. Today, those foundations are under pressure, and the game is being pushed onto the back foot. Wales has faced the second wettest winter on record, with heavier rainfall and more intense storms disrupting fixtures, waterlogging pitches, and increasing risks to player welfare. Cardiff is now the sixth most at risk UK city for sea level rise, with flooding affecting homes, transport routes, and community spaces. We have also already seen extreme weather events in our region, causing devastating flooding in Rhondda Cynon Taf.

Social challenges are mounting, with nearly half of over 65s in Wales vulnerable to heat exposure as extreme temperatures become more common. This increases pressure on already unequal communities, where older people, those with chronic conditions and residents in deprived areas face the greatest health risks. These social pressures are part of a wider climate-risk landscape: 32 of Wales's 61 assessed climate risks require more action now, according to the UK Climate Change Risk Assessment (CCRA3) including risks to health, infrastructure, flooding and the natural environment.

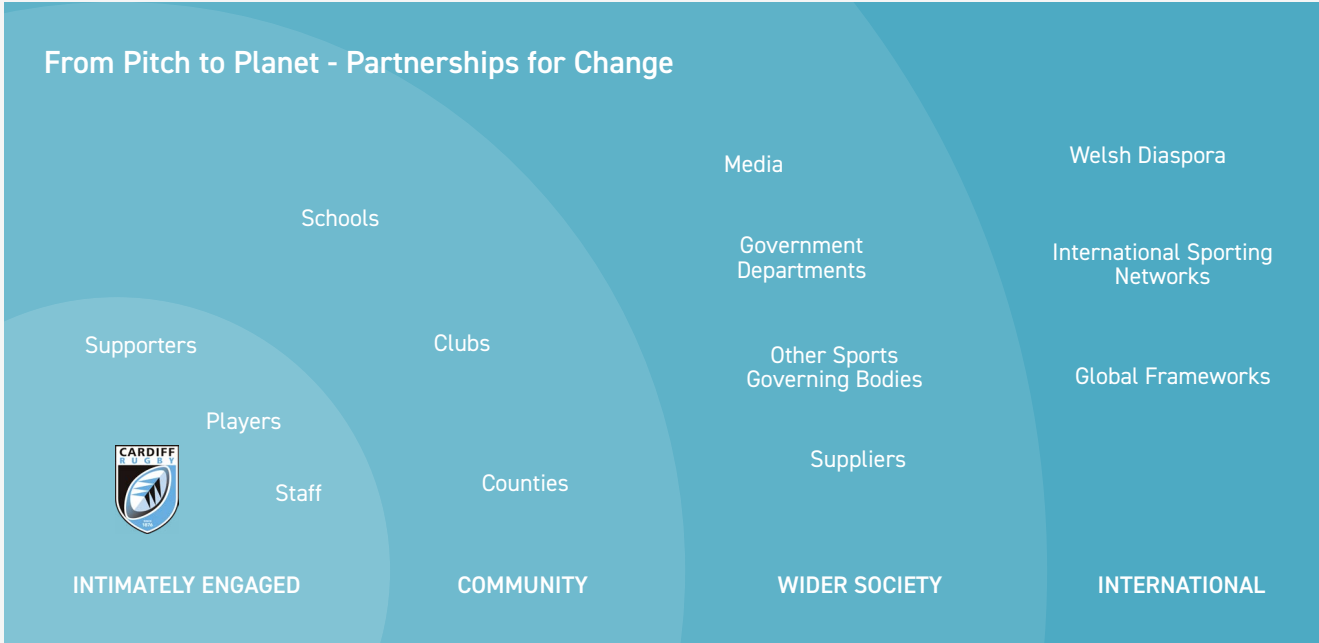


Wales also faces a severe nature and biodiversity crisis. The State of Nature Wales 2023 report shows that one in six species is at risk of extinction, and the abundance of land and freshwater species has fallen by around 20% since 1994. Continued pressures mean Wales is now considered one of the most nature-depleted countries on Earth.

At the same time, sustainability expectations are rising across the board, for businesses, organisations and sports clubs. Supporters, sponsors, and governing bodies expect credible environmental action, stronger social value, and transparent governance.



3. The Context



3.3 The Cardiff Rugby Family

Our sustainability journey is a team effort, and every part of the Cardiff Rugby family has a role to play. Fans, players, staff, partners and suppliers all help drive us to winning results. Supporting the team now also means supporting our planet, because when thousands of us take small actions together, we can reduce our climate impact, use fewer resources and restore our connection with nature. See section 10 for the winning line-up of our extended family.

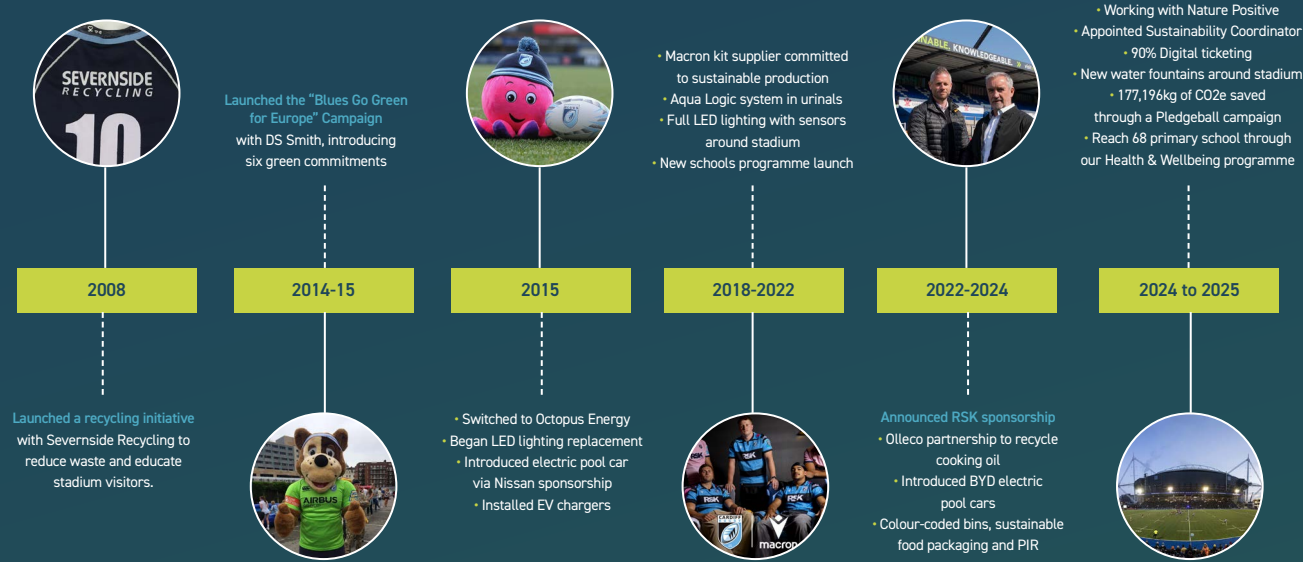
Cardiff Arms Park, our iconic home, will become a centre for sustainability innovation as we prepare for upgrades linked to the 2028 lease renewal. But our spheres of influence reach far beyond the pitch.

Match-days are evolving into Greener Games where supporters help reduce waste and emissions, inspired by player leadership and the natural tendency of fans to follow their heroes. Supporters remain the keepers of our traditions, passing on a culture of responsibility to the next generation.



Our partners strengthen this effort through enabling, for example: sustainable travel, energy efficiency, recycling, water stewardship, responsible sourcing and digital ticketing, ensuring Cardiff Rugby moves forward together as one united team.

Our Sustainability Progress so far



3.4 Analysis of form

Cardiff Rugby has already begun to build a platform for long-term sustainability: reducing our environmental footprint, strengthening community wellbeing and preparing the club for the challenges ahead:

Looking Back: Cardiff Rugby has already taken important steps to reduce its environmental impact from introducing kits made from recycled materials and reusable cups to expanding digital ticketing, adopting green energy tariffs, planting trees to offset carbon footprints and monitoring air quality around the stadium.

The Cardiff Rugby Community Foundation has strengthened this progress through programmes that support healthier communities, encourage active travel and build environmental awareness across the region.

Our Community Foundation works with hundreds of schools, colleges and grassroots clubs, supporting over 80,000 people annually through mentoring, education and inclusive rugby.

Looking Forward: Cardiff Rugby is preparing a new wave of sustainability initiatives, including community nature projects, water-recycling solutions, expanded and sustainable travel partnerships. The next section lays out our plans for the future.

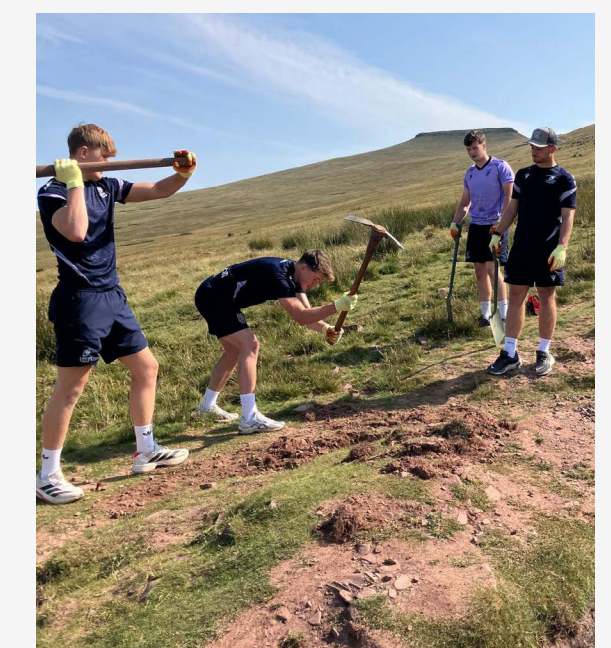
4. Our Sustainability Vision and Mission

The Cardiff Rugby Way: Strength Through Unity

Every decision we make and action we take is influenced by The Cardiff Rugby Way, and underpinned by our cultural values – **Respect, Passion and Family.**

We are joined by hundreds of thousands of others: our fans, partners and the communities and clubs we proudly represent.

The Cardiff Rugby Way has always been about more than rugby it's about how we carry ourselves, how we support each other and how we honour the communities and City we represent. That same spirit drives our sustainability journey. Our vision and mission outline how we will channel our values into meaningful action for climate.



Our Sustainability Vision

Cardiff Rugby will become a leader in sustainable sport, driving change through action, partnership and inspiration



Our Sustainability Mission

We will leverage our operations and influence to act positively for climate, nature and people. By reducing our environmental footprint, inspiring supporters, and celebrating progress together, we will create a legacy that reaches far beyond the pitch.

5. Our Approach and Sustainability Framework

Climate change, nature loss, and social inequalities are reshaping the conditions in which the Blue & Blacks, our city, and our communities live and work, and they are all interlinked. We understand our impact and responsibilities, giving us clarity on where Cardiff Rugby can make the biggest impact.

We need a destination to aim for, clear markers to guide the next phase of play, and the discipline to stay onside when the pressure comes on. And we need a way of keeping track of the score so that we know we're winning, and when we can celebrate together. That's what this strategy is for, and it is built around three themes:

- **Climate** – reducing our carbon footprint and transitioning to low carbon operations
- **Nature** – defending local habitats and cutting our environmental footprint through smarter resource use and waste management
- **People** – supporting our communities, promoting health, inclusion and opportunity for everyone connected to Cardiff Rugby



Our Focus Areas

These focus areas set out the key themes and goals that will guide Cardiff Rugby's sustainability work across Climate, Nature and People. Each theme is supported by action focused priorities that will shape our decisions, partnerships and investments in the years ahead.

Cardiff Rugby's sustainability journey doesn't exist in isolation. We are part of a wider regional, national and global effort to tackle climate change, restore nature and strengthen community wellbeing. Aligning our strategy with key frameworks ensures our actions contribute to shared goals and benefit from best-practice guidance.

Our strategy aligns with:

- For Cardiff & One Planet Cardiff – supporting the city's pathway to net zero and climate resilience, and ensuring our actions contribute to a greener, healthier capital.
- Welsh Rugby Union (WRU) – aligning with national rugby standards on environmental responsibility, community impact and inclusive participation.
- UN Sustainable Development Goals (SDGs) – connecting our work to global goals on climate action, health, equality, responsible consumption and strong communities.



Area	Focus Area		
 Climate	Energy	Climate Resilience	Travel
	• Improve energy efficiency and reduce energy consumption across the stadium and training facilities. • Transition to cleaner energy sources.	• Improve ability to withstand climate-related risks such as extreme weather and flooding. • Improve infrastructure and planning to ensure long-term operational continuity.	• Encourage and enable lower carbon travel options for supporters, staff and teams. • Improve communication and coordination with transport partners to reduce travel emissions.
 Nature	Biodiversity	Water	Waste & Circular Economy
	• Improve biodiversity in and around Cardiff Arms Park through targeted projects. • Support community-based nature initiatives and education. • Assess biodiversity impact in supply chains.	• Reduce water consumption and eliminate wastage across stadium and training facilities. • Explore longer-term opportunities for alternative water sources for certain applications, such as rain-water harvesting	• Phase out single-use plastics, further increase recycling and reuse rates and expand circular solutions, to reduce waste generation across all operations and minimise microplastic and other pollution.
 People	Community Engagement	Diversity & Inclusion	Health & Wellbeing
	• Programmes to inspire positive behaviour change and environmental awareness. • Strengthen and further expand partnerships with grassroots clubs, schools, communities and regional organisations to co-create programmes that support healthier & more connected communities.	• Ensure Cardiff Rugby is a welcoming, inclusive environment for all supporters, staff and players. • Embed inclusive practices across community programmes and match-day experiences.	• Promote physical and mental wellbeing through rugby-based health and wellbeing programmes. • Support healthier, more sustainable food and beverage choice across match-days, events and community programmes. • Improve monitoring and management of air and water quality and respond appropriately.

The next section sets out a game plan to bring these focus areas and themes to life. To make all of this work, our new governance and measurement systems will be brought together in the scrum, aligning decisions, tracking progress and keeping us moving forward as one team.

6. Delivering our Game Plan

Every team needs a game plan, to turn our ambitions into action.

The following sections for each theme outline where we are now, the progress already made (our first-half analysis), and the priorities that will guide our next phase of work (the second half). By embedding sustainability into the rhythm of match-days and everyday operations at the Arms Park, we aim to create experiences that are exciting, responsible and future focused, ensuring Cardiff Rugby plays its part on and off the pitch for the next 150 years.

6.1 Our Game Plan: Climate

Climate change affects and is affected by every part of our club, from match-day operations to travel, facilities and long-term financial planning.

Our Commitment

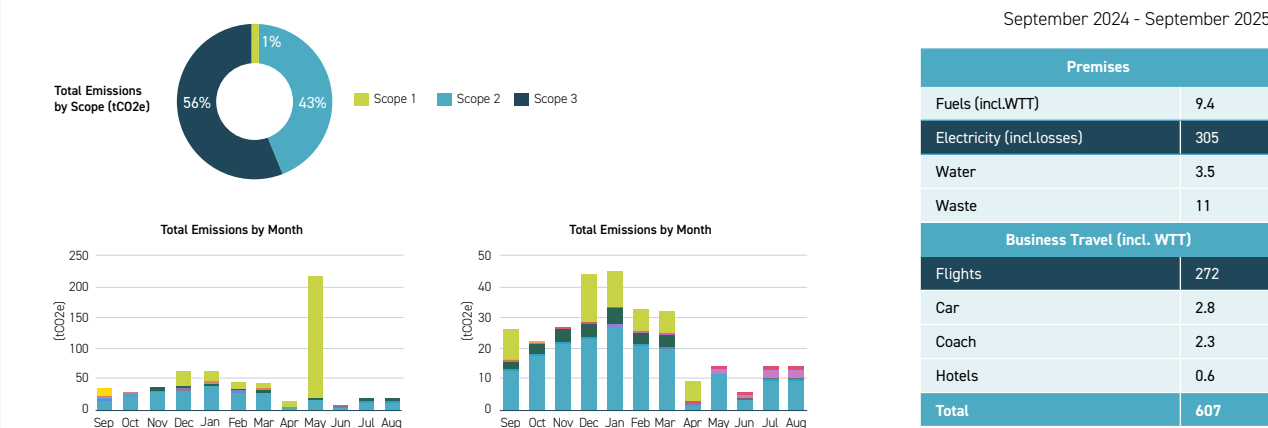
We are committed to reducing our environmental impact in line with climate science, building a low-carbon, energy-efficient club that can thrive long into the future. We will set clear emissions-reduction targets in the short, medium and long-term, and take practical steps to strengthen our climate resilience on and off the pitch.

First half Analysis

We've made meaningful progress in reducing our carbon footprint through LED lighting upgrades, 100% green energy tariffs, improved waste separation and increased recycling across our sites. To set a baseline against which to assess progress, we have undertaken energy audits with Amber Energy, and completed the first full year of emissions tracking using Nature Positive's carbon tool (see graph).

This baseline provides the starting point from which future targets will be set and progress measured. Travel impact assessments with our Principal Partners RSK, digital ticketing, and infrastructure reviews have strengthened our understanding of emission sources and reduction opportunities. We have also joined with Pledgeball to encourage our fans to make climate-related pledges, which helped supporters pledge 177,196kg CO₂e savings at a single derby fixture.

Carbon Footprint



The Second Half: Our Priorities for the Next Phase

Looking ahead, we have a variety of options to reduce our carbon footprint and increase our resilience:

Focus Area	Second Half Gameplan
 Energy	- Improve energy efficiency, and reduced energy consumption across the stadium and training facilities. - Improve energy efficiency across lighting, catering equipment, and stadium building controls, and transition to cleaner energy sources for residual fossil fuel use. - Explore infrastructure opportunities linked to UEFA Euros 2028, including EV charging, solar panels and substation upgrades.
 Climate Resilience	- Assess climate risks across the stadium, training facilities and wider operations, including flooding, extreme rainfall, heat stress and disruption to travel and fixtures, and improve ability to withstand those risks. - Improve emergency and continuity planning, so the club can respond quickly and confidently. - Engage supporters, partners and the community in understanding how climate resilience protects the future of rugby in Cardiff and across Wales.
 Travel	- Encourage and enable lower carbon travel options for supporters, staff and teams. - Strengthen communication and coordination with transport partners to reduce travel emissions. - Investigate options to mitigate unavoidable travel emissions.

Every action moves Cardiff Rugby closer to a resilient, low carbon future.

6. Delivering our Game Plan



“As we look ahead, we want to put more focus on contributing to nature positive projects within our operations, city and the wider Wales region.”

6.2 Our Game Plan: Nature

Nature is part of our home. It is crucial for the health and resilience of our city, our supporters and our sport. Cardiff Arms Park sits at the heart of the city’s blue-green network bordered by the River Taff and connected to Cardiff’s most important parks and open spaces. Healthy ecosystems reduce flood risk, improve air quality and create better places for people to live, work and play.

Our Commitment

We are committed to ensuring nature can flourish alongside our rugby heritage. We will assess our impacts on nature, our opportunities for action and set measurable targets that guide meaningful improvements to biodiversity across our beautiful Cardiff region and beyond. These steps don’t just support nature they help create a cleaner, healthier home ground for our players, staff, supporters and the communities who stand with us week in, week out.

First half analysis

We have already begun building a more nature-positive club by improving waste separation and recycling to reduce what ends up in landfill, installing water fountains and refill points to cut single-use plastics, and sourcing food locally through Castell Howell to lower food miles and support regional producers.

The second half: Our Priorities for the Next Phase

As we look ahead, we want to put more focus on contributing to nature positive projects within our operations, city and the wider Wales region.

Focus Area	Second Half Gameplan
 Biodiversity	• Explore opportunities to introduce biodiversity projects in and around Cardiff Arms Park, working through existing community programmes and our links to the River Taff and the city’s wider blue-green network. • Support and grow community-based nature initiatives and education engagement through fan, school and community programmes. • Include nature-friendly design in future improvements to Cardiff Arms Park, creating greener spaces for supporters, players and the local community. • Assess and reduce nature impacts across our operations by improving supply-chain and waste-stream transparency and practices.
 Water	• Reduce water consumption, improve water efficiency and reduce wastage across facilities. • Support local efforts to protect and celebrate the River Taff, a defining part of our home • Explore nature-based solutions such as rain gardens and using alternative water sources such as rainwater harvesting for certain applications.
 Waste & Circular Economy	• Phase out single-use plastics, further increase recycling and reuse rates and expand circular solutions, to reduce waste generation across all operations and minimise microplastic and other pollution. • Embed reuse-friendly infrastructure • Reduce pollution impacts from operations and infrastructure, including assessing pitch maintenance and replacement. • Improve IT infrastructure to support fully digital (paper-free) match-days.

These actions will help Cardiff Rugby play its part in restoring nature and strengthening environmental resilience.



6. Delivering our Game Plan

6.3 Our Game Plan: People

People are the heartbeat of Cardiff Rugby. Investing in people strengthens our club culture and creates long-term impact across the region.

Our Commitment

We are committed to creating an inclusive, supportive and inspiring environment across the Cardiff Rugby family where every participant, supporter and staff member can belong, grow and thrive, both on and off the pitch.

First half analysis

Through the Cardiff Rugby Community Foundation, we reach more than 80,000 people across 382 schools and five local authorities, using rugby values to inspire confidence, belonging and opportunity.

Cardiff Rugby is proud to champion an inclusive game across our region. From wheelchair and visually impaired rugby to deaf and mixed-ability formats, we're opening the pitch to everyone. Our programmes now reach 84 clubs and 16 Community First areas, supported by more than 200 leaders and 250 volunteers, with half of our coaching and delivery team made up of women. Through the Community Foundation, we deliver programmes that build education, health, inclusion and leadership from literacy in primary schools to family wellbeing camps, offender rehabilitation and active travel initiatives. Player visits, youth leadership training and CSR-funded partnerships help us connect with thousands of people from diverse and marginalised communities.

The second half: Our Priorities for the Next Phase

Our blueprint for Community action includes the following:

Focus Area	Second Half Gameplan
 Community Engagement	• Use match-days and outreach programmes to inspire positive behaviour change not only for health and wellbeing but also for climate and nature. • Strengthen and further expand partnerships with grassroots clubs, schools, communities and regional organisations to co-create programmes that support healthier and more connected communities.
 Diversity & Inclusion	• Ensure Cardiff Rugby is a welcoming, inclusive environment for all supporters, staff and players. • Embed inclusive practices across community programmes and match-day experiences.
 Health & Wellbeing	• Promote physical and mental wellbeing through rugby-based programmes. • Support healthier, more sustainable food and beverage choices across match-days, events and community programmes. • Improve monitoring and management of air and water quality at the stadium and training facilities and respond appropriately.

By investing in people, we strengthen our club culture and deepen our impact across the region.



7. Leading, Governing and Keeping Score



Strong leadership, clear accountability and consistent measurement keep Cardiff Rugby on the front foot, and enable us to drive, measure and celebrate progress.

Our Commitment

We are committed to strong, transparent and accountable leadership that keeps Cardiff Rugby resilient, united and ready for the challenges ahead; that gives the club stability, clarity and confidence during a period of significant change for Welsh rugby. We will ensure that decisions take all of the sustainability themes into account, are evidence-led, consistently measured and aligned with our long-term vision for Climate, Nature and People.

Measuring what matters keeps Cardiff Rugby moving forward with clarity and purpose. By strengthening how we track our environmental and social performance, we can make smarter decisions, demonstrate progress and celebrate success.

First half analysis: Leadership and measurement

Cardiff Rugby's governance structure continues to steer the club with purpose and transparency, with our leadership, senior rugby staff and player representatives providing strategic oversight and keeping the club firmly in the top tier of the Welsh game. Sustainability is now embedded across the organisation through a cross departmental working group led by the Sustainability Coordinator, bringing together operations, partnerships, finance, marketing, rugby and player voices in a full squad effort to coordinate actions and ensure sustainability is part of everyday decision making. This also involves the Cardiff Rugby Community Foundation, led and supported by the Community Director and Community Manager.

For measurement, our baseline carbon footprint provides a clear starting point from which to work.

7. Leading, Governing and Keeping Score

The second half: Our Priorities for the Next Phase

- We will:**
- Expand and empower the sustainability working group, bringing more voices into the pack and strengthening shared ownership across rugby, commercial and community teams.
 - Improve our understanding of climate and nature risks so we can build them into the club's game plan for future decision making.
 - Embed sustainability leadership across all levels, ensuring every department understands its role in moving the club up the field.
 - Explore partnerships with other clubs to increase buying power, influence supplier standards and secure more favourable commercial terms.

- To measure progress, we will:**
- Strengthen reporting and transparency, giving supporters, partners and stakeholders a clear view of progress, just as we analyse performance after every match.
 - Expand our measurement systems to cover key areas such as energy, travel, water, waste and community impact.

Key Performance Indicators (KPIs)
These KPIs give Cardiff Rugby a consistent way to track progress and identify opportunities for improvement across Climate, Nature and People.

Area	What We Measure	Purpose
Energy & Carbon	Operational emissions; renewable energy use; annual carbon footprint baseline	Track reductions and identify efficiency opportunities
Fan Travel	Estimated emissions; engagement with Transport for Wales and Pledgeball	Understand and reduce travel related impacts
Player & Staff Travel	Annual travel emissions; transport modes; cost transparency	Maintain accuracy and accountability for high impact travel, and seek to mitigate
Water	Litres per fixture; efficiency gains; refill point usage	Reduce consumption and eliminate wastage
Waste & Recycling	Total waste tonnage; recycling rates; reductions in single-use plastics	Drive circularity and improve match-day sustainability
Match-day Operations	Digital ticketing uptake; reusable cup return rates	Reduce resource use and enhance fan experience
Foundation Engagement	Number of schools, participants and community groups engaged, WIMD locations delivered in, hours delivered, participant feedback, case studies, social value outcomes	To describe and quantify not only the outputs of the Foundation (number of schools engaged, etc), but also the social outcomes – the difference made as a result. Measure both the scale of Foundation activity and the positive difference made in the community



8. Communication

A movement needs a full squad effort. Success breeds success, and people want to be part of a winning team, emulating what their peers and heroes are doing. By sharing Cardiff Rugby's sustainability journey, we can inspire supporters, partners and grassroots clubs to step up alongside us. When we show what's possible such as the wins, the learnings and the hard yards, we help others see that sustainable action is both normal and aspirational. This is how we build momentum across the region and bring everyone with us.

Our Commitment

We commit to clear and transparent reporting, internally and externally, to share performance and progress, and to galvanise a movement for change.

First half analysis

Our existing communications channels include our website, social media, match-day programmes, newsletters, posters and in stadium messaging; which all already give us strong platforms to tell our story. Sustainability content has begun to feature across these touchpoints, but it's not yet fully woven into the week-to-week rugby narrative.

Our partners and sponsors have also shown growing interest in sustainability storytelling, with several already engaging in joint campaigns, community initiatives or match-day activations. This gives us a strong base to build from.

We have a Communications Strategy, including mapping our stakeholders and how we could communicate with them better.

The second half – our priorities for the next phase

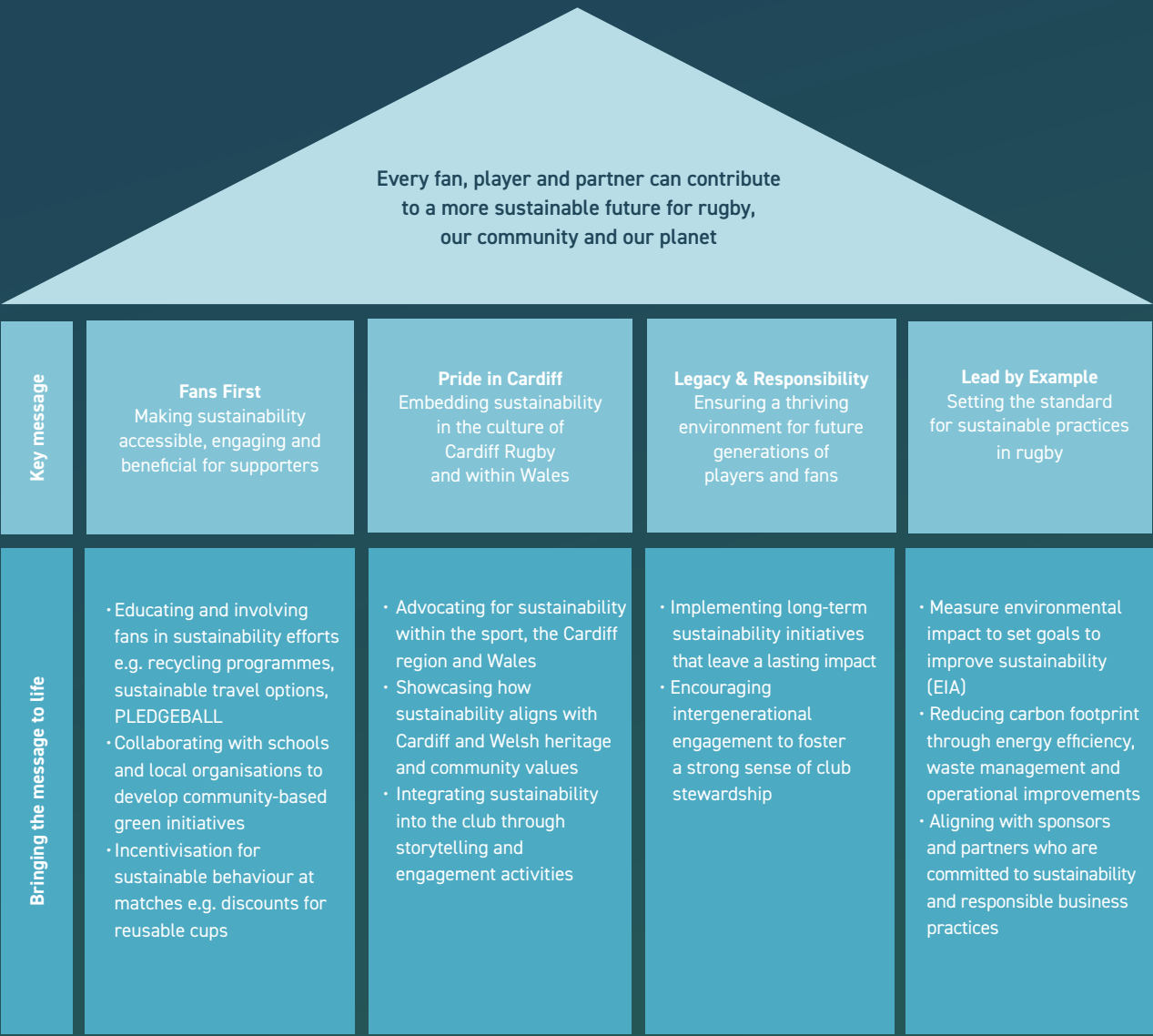
As we head into the next phase of play, we'll strengthen how we communicate sustainability, so it becomes part of the rhythm of the club just like team news, match previews and academy updates.

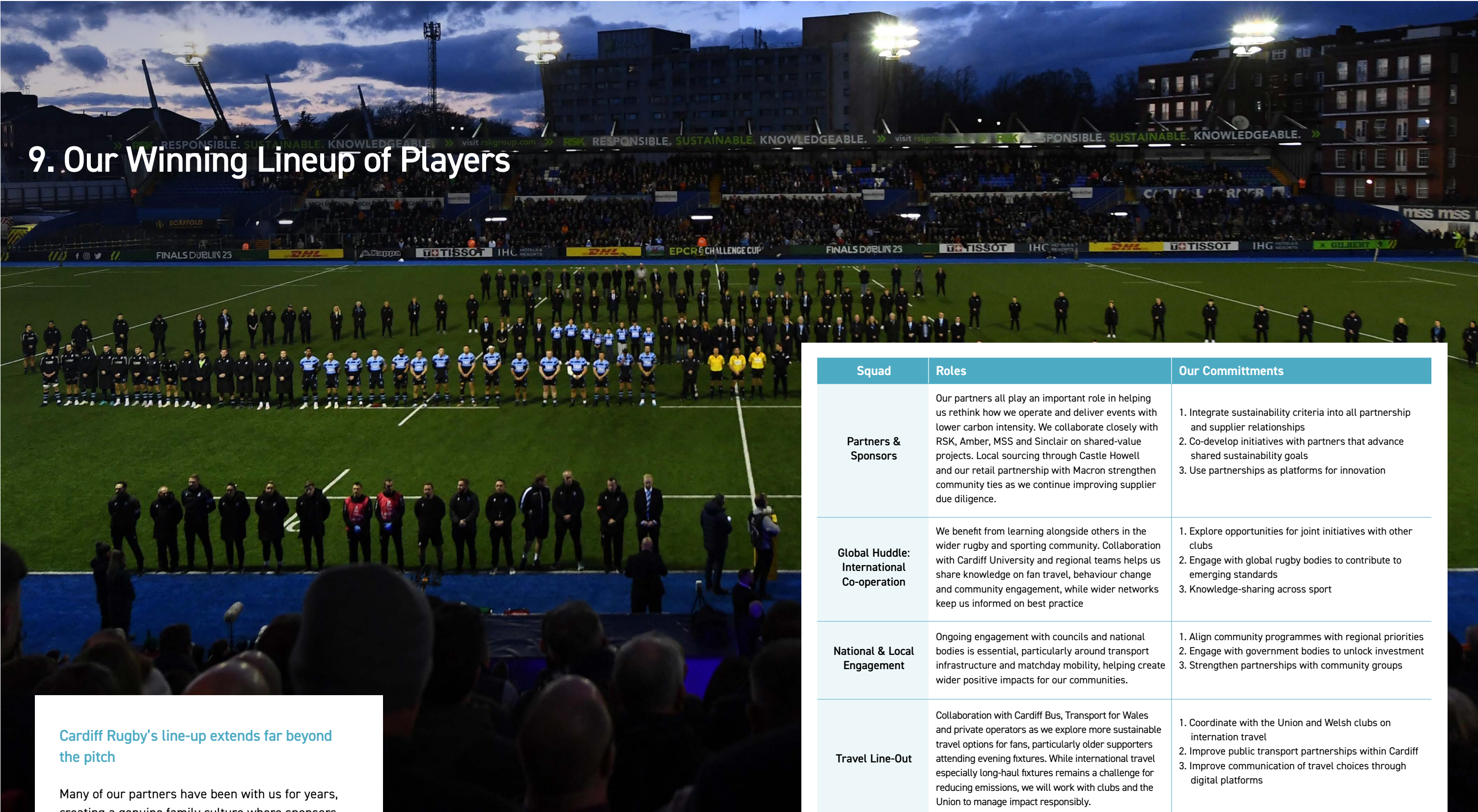
Our priorities include:

- Integrating sustainability messaging into our existing communications plan
- Celebrating success in a way that builds momentum, sharing progress in a clear, accessible way, and inspiring supporters, partners and others to make positive change, to join the winning team.
- Showcasing partner contributions, highlighting how sponsors are helping to drive positive change and positioning sustainability as a shared endeavour across our family.
- Using player and coach voices, making sustainable actions relatable and inspiring through trusted role models.
- Sharing challenges as well as achievements, reinforcing transparency and showing that progress is a team effort, not a straight sprint to the try line.

This approach will help Cardiff Rugby build a movement for change that grows stronger with every season – a full squad effort on and off the field.

The following 'messaging house' graphic illustrates the overall messaging framework:





9. Our Winning Lineup of Players

Cardiff Rugby's line-up extends far beyond the pitch

Many of our partners have been with us for years, creating a genuine family culture where sponsors are also supporters, and new collaborators join us because they share our values. This table lays out how we work with others to guide and maximise our impact and achieve common aims together.

Squad	Roles	Our Committments
Partners & Sponsors	Our partners all play an important role in helping us rethink how we operate and deliver events with lower carbon intensity. We collaborate closely with RSK, Amber, MSS and Sinclair on shared-value projects. Local sourcing through Castle Howell and our retail partnership with Macron strengthen community ties as we continue improving supplier due diligence.	1. Integrate sustainability criteria into all partnership and supplier relationships 2. Co-develop initiatives with partners that advance shared sustainability goals 3. Use partnerships as platforms for innovation
Global Huddle: International Co-operation	We benefit from learning alongside others in the wider rugby and sporting community. Collaboration with Cardiff University and regional teams helps us share knowledge on fan travel, behaviour change and community engagement, while wider networks keep us informed on best practice	1. Explore opportunities for joint initiatives with other clubs 2. Engage with global rugby bodies to contribute to emerging standards 3. Knowledge-sharing across sport
National & Local Engagement	Ongoing engagement with councils and national bodies is essential, particularly around transport infrastructure and matchday mobility, helping create wider positive impacts for our communities.	1. Align community programmes with regional priorities 2. Engage with government bodies to unlock investment 3. Strengthen partnerships with community groups
Travel Line-Out	Collaboration with Cardiff Bus, Transport for Wales and private operators as we explore more sustainable travel options for fans, particularly older supporters attending evening fixtures. While international travel especially long-haul fixtures remains a challenge for reducing emissions, we will work with clubs and the Union to manage impact responsibly.	1. Coordinate with the Union and Welsh clubs on internation travel 2. Improve public transport partnerships within Cardiff 3. Improve communication of travel choices through digital platforms
The Wider Rugby Family	We learn from others and avoid reinventing the wheel. Cardiff Rugby already networks with clubs across Wales and beyond, sharing resources and ideas to accelerate change together.	1. Participate in joint campaigns that promote environmental responsibility 2. Contribute to collective sustainability efforts across Welsh and international rugby 3. Support the development of sustainability leadership through player and staff ambassadors

Appendices

Playing to the World: How our Strategy aligns with others

Cardiff Rugby Focus Area	One Planet Cardiff	For Cardiff	Cardiff Capital Region	United Nations SDGs
Energy	One Planet Energy	Prosperity & Resilient Wales	Net Zero Transition	 
Climate Resilience	One Planet Energy	Prosperity & Resilient Wales	Net Zero Transition	  
Travel	One Planet Transport	Healthier Wales	Regional Transport Plan	 
Biodiversity	One Planet Green Infrastructure	Resilient Wales	Green Technologies	 
Water	One Planet Water	Resilient Wales	Green Technologies	 
Waste & Circular Economy	One Planet Waste	Globally Responsible Wales	Circular economy priorities	
Community Engagement	Behaviour change strategy	A Wales Cohesive Communities	A Resilient Region	  
Diversity & Inclusion	Behaviour change strategy	More Equal Wales	A Resilient Region	 
Health & Wellbeing	Behaviour change strategy	A Healthier Wales	A Resilient Region	

Some areas of operation and capital plans that cross-cut many themes

Project / Operation	Climate			Nature			People		
	Energy	Waste	Travel / Transport	Biodiversity	Water	Pollution	Community Engagement	Diversity & Inclusion	Health & Wellbeing
Catering & Hospitality	x	x	x	x	x	x			x
Pitch Replacement & Maintenance	x	x		x	x	x			
Kit & Merchandise Procurement	x	x	x	x	x	x	x	x	
Training Facility Development	x	x	x	x	x	x	x		x
Match-day Operations	x	x	x		x	x	x	x	x
Supplier & Partner Contracts	x	x	x	x	x	x	x	x	
Travel & Logistics (Teams)	x		x						x
Digital Infrastructure & Ticketing			x				x	x	

