

Priority Area	Theme		Action	KPI
Carbon	Energy	<i>Reduce the energy that we use whilst accelerating our transition to onsite generated energy</i>	Switch to HVO for powering generators	
			Prohibit any new gas provision	
			Prohibit the purchase of new diesel powered kit (hedge trimmers etc.) where there is a viable electric powered	
			Set plans for degasification including timescales	
			Further investment in onsite renewable energy generation (impact on FERA emissions)	
			Switch to rechargeable electric equipment, where suitable, for grounds management	
			Switch to electric vehicles, where suitable for site and track use	
			Encourage / support colleagues to switch to electric vehicles	
	Measurement & Monitoring	<i>Understand and monitor our carbon emissions to inform our reduction strategies</i>	Improve process for monitoring measuring and reporting	
			Understand what reductions are necessary in order to set a Net Zero target	
			Set incremental annual targets to reach Net Zero	
			Introduce process for measuring carbon from colleague	
			Improve process for measuring carbon from suppliers including a requirement to include in tender documents their capability	
			Investigate solution for improved monitoring of Calor gas	
	Business Development	<i>Improve the sustainability credentials of all events including Conferences & Exhibition offering</i>	Review opportunities to offer Greener C&E Packages	
			Review opportunities to report to clients on impacts of events	
			Review the largest contributors to the carbon impact of an event and identify where impactful change can be influenced, recommend changes	
	Procurement	<i>Procure goods and services responsibly to maximise social, environmental and financial value</i>	Set a policy with Group Purchasing for selection and retention	
			Set a policy with Group Purchasing for selection and retention of suppliers to include an appropriate emphasis on social	
			Push suppliers for calculation of carbon associated with their product or service	
Set KPIs for incremental reductions and include in contracts				
Obligate building contractors to include Sustainability considerations and Waste Management Plans in JCTs				

Yellow background	Waste Management	<i>Minimise the carbon impact of the disposal of waste</i>	Create site plans for separating organic waste for onsite	
			Understand the implications of banning burning and either set targets to reduce or eliminate burning on site	
	Carbon capture	<i>Better understand the carbon that our estate captures and how we can improve this further</i>	Calculate baseline carbon sequestration for all of estate,	
			Set annual targets for increasing carbon sequestration, understand the management implications	
			Set up and budget for a process for annual collection and verification of carbon sequestration data	
	Compensation	<i>Build a compensation portfolio including insetting and nature-based solutions to compensate for our unavoidable emissions</i>	Build a compensation portfolio including insetting and nature-	
			Ensure compensation portfolio is credible	
	Biodiversity	<i>Ensure every racecourse and estate makes significant and quantifiable improvements to the biodiversity at their site</i>	Identify quick win changes to increase biodiversity and share	
			Conduct site surveys for biodiversity, including local context and opportunities	
			Create site plans for improving biodiversity	
			Consider where interventions could be made in the supply chain, including investments, to reduce impacts on biodiversity	
Investment	<i>Commit investment to the resources and infrastructure necessary to meet our waste reduction targets</i>	Set a specific waste strategy that is compliant with the Waste Regulations 2011 and includes the waste hierarchy. To include priority of space and fit for purpose facilities. Set at Group level with adaptations for each site.		
		Commit budget to meet the needs and targets of the waste strategy		
		Site plans for necessary waste investment in order to achieve targets		
Measurement & Monitoring	<i>Better understand the waste that we produce and what</i>	Review current reporting and make sure it fits with		
		Work with waste contractor to improve the accuracy of data and ensure all waste streams included		
		Create an inventory of all waste streams, by site and where the waste is taken and managed beyond		

Waste	Measurement & Monitoring	<i>that we produce and what happens to it</i>	Create an inventory of all categories of items that end up as waste and plan to switch to higher up in the hierarchy including elimination	
			Agree and implement a process for ongoing monitoring of all waste streams and allocating to specific events	
	Plastic	<i>Minimise the use of single use plastic at our venues</i>	Set up a working group to look at all cup solutions that have been trialled and develop a plan for moving all sites to the best solution for them. Continue to seek new and innovative ways to manage cups	
			Revisit the "Plastic Inventory" and ensure there is a reduction / elimination plan in place for each item	
			Eliminate plastic water bottles, identify where they are still being used and find alternative solutions	
			Install adequate water fountains for public access to encourage use of own reusable bottles	
	Targets	<i>Set ambitious targets for reduction of waste and more efficient segregation of recyclable materials.</i>	Agree targets for reduction in total waste and general waste	
			Use the inventories created as part of Measurement & Monitoring to inform additional targets	
	Supply Chain	<i>Work with suppliers and contractors to reduce the waste associated with packaging, delivery and disposal of their products</i>	Challenge suppliers to reduce the amount of packaging used to	
			Challenge suppliers to consider the source of their packaging and switch away from virgin materials	
			Where single-use packaging is necessary, challenge suppliers to use that which is easily recyclable through our waste streams or returned to supplier	
			Impose the above three challenges on JCC suppliers	
			Obligate suppliers to understand the lifecycle of their products and share information as requested	
Obligate suppliers to define recycle routes for goods purchased				
Implement internal processes to find reuse for items before resorting to recycling				
Obligate building contractors to include Sustainability				

			Reinforce the requirement for contractors working on site to manage their waste using the waste hierarchy and remove any remaining waste themselves	
			Reinforce the requirement for event organisers to manage their waste using the waste hierarchy and remove any remaining waste themselves	
	Circularity	<i>Work with colleagues at all sites to minimise volume purchased and prioritise the reuse and recycling of items from purchase to replacement</i>	Ensure there is a clear and communicated policy on items which are branded or dated and therefore subject to waste	
			Ensure there is a clear and communicated policy on replacing signage / merchandise / operational items when new branding is launched	
			Agree a policy and communicate clear messaging on considering the waste implications when purchasing any items	
			Include a reminder and reference to the policy in the purchasing process	
	Training	<i>Ensure that our permanent and temporary workforce are fully trained to manage the waste that they will come in to contact with or are responsible for creating</i>	Create and implment a comms plan for waste education across	
			Obligate the Waste Management Supplier to support comms with appropriate bins and signage	
			Include waste lifecycle training for budget holders responsible for the purchase of goods	
Measurement & Monitoring	<i>Quantify current demand and supply by racecourse and identify quick wins to better manage use</i>	Quantify the current water consumption by demand area (e.g.		
		Quantify the current water drainage volume by demand area		
		Identify current water management systems in place by site		
		Identify quick wins to better manage use		
		Add water as a regular agenda item for clerks meetings, RFM Mtgs and PRB		
Infrastructure	<i>Commit to improvements in infrastructure across all aspects of water</i>	Identify quick wins for grey water and rain water harvesting		
		Identify investment plan for resevoirs and boreholes		
		Seek recommendations on water saving plumbing		

Water	Strategy	<i>Implement a Group water strategy which prioritises reducing reliance on mains supplies</i>	Set a specific water strategy, taking into consideration welfare and dependancy on water for the future of the industry, prioritise sites most reliant on mains supplies	
	Investment	<i>Commit investment to infrastructure necessary to implement our water strategy</i>	Budget for necessary expenditure to implement the water	
	Engage with Industry	<i>Engage with the industry sharing recommended solutions</i>	Engage with the racing industry / other sports to understand how others are managing water	
			Share any findings with racing / sports industry, outline a plan of how to do this, industry conference, media etc.	
	Training	<i>Ensure all colleagues are trained to manage water efficiently</i>	Ensure colleagues understand how they can support our water efficiency targets	
			Ensure that our colleagues understand the positive actions undertaken to minimise water usage and reliance on mains water and the link to welfare	
Communities	<i>Engage with communities and customers to demonstrate the action we are taking</i>	Ensure that our communities understand the positive actions undertaken to minimise water usage and reliance on mains water and the link to welfare		
		Ensure that our customers understand the positive actions undertaken to minimise water usage and reliance on mains water and the link to welfare		
Accreditation	<i>Seek formal accreditations to verify our efforts to be sustainable</i>	Renew Green Tourism accreditaion		
		Ensure policies are in line with the UNS4CA commitment		
		Review other available certification oppourtunities including IUCN Sport for Nature, BASIS 12 Principles Framework etc		
		Set up process for colleagues to flag inefficiencies and opportunities		
		Bi-Annual Roadshows / Site engagement events		

Engagement and Influence	Colleagues	<i>Support our workforce to understand our sustainability commitment and the role that they can play</i>	Provide opportunities for colleague training (e.g. Carbon Literacy, in-house training, BRS Course)	
			Provide opportunities for colleagues to get involved with sustainability activities on racedays / other events	
			Monthly Energy Reporting	
			Monthly Waste Reporting	
	Communities	<i>Engage with our communities to share the action we are taking and support local climate action</i>	Create a comms plan for waste education across all colleagues	
			Create site plans for using green spaces (or any spaces) for community benefit	
			Engage as appropriate to influence more sustainable transport networks	
	Jockeys, Owners and Trainers	<i>Quantify the environmental impact of jockeys, owners and trainers to inform the development of reduction strategies</i>	Engage as appropriate to influence improved infrastructure for less carbon intensive energy supplies	
			Project to understand carbon impact of a jockey	
			Project to understand carbon impact of an owner and/or trainer	
	Raise Awareness	<i>Showcase the impact of climate change on our sport to reiterate the importance of climate action</i>	Share findings with racing industry, outline a plan of how to do this, industry conference, media etc.	
			Seek opportunities and accept invitations to work across the industry	
	Sponsors, Partners and Suppliers	<i>Ensure that the sponsors, partners and suppliers that we work with are aligned in their commitment to climate action</i>		
			Ask sponsors and partners to provide their sustainability credentials	
			Set up an ethics committee to consider the suitability of association, define the terms of reference and guidelines for this committee	
Set up comms with sponsors and partners to share and invite best practice				

	Racegoers	<i>Support our racegoers to make climate-friendly decisions before, during and after a visit to our racecourses</i>	Reduce visitor ticket printing	
			Annual Green-Focus Racedays	
			Include greener messaging in comms to public	
			Help visitors to understand what they can do	
			Help visitors to understand carbon associated with choices e.g. travel	
Implement tools for calculating and compensating for emissions				

