



Climate Transition Action Plan



Munster Rugby's Climate Transition Action Plan (CTAP) should be read in conjunction with our approach to climate action in our annual sustainability reports published to our website at: www.munsterrugby.ie/the-club/sustainability/

This CTAP will be reviewed and updated regularly.

Published October 2024.

1. EMISSIONS REDUCTION STRATEGY

Near-term actions: <i>Current and near-term actions your company is taking to reduce emissions in line with its 1.5°C targets that cover the most relevant emissions sources across all three scopes</i>	GHG reductions: <i>Emissions reduction expected if action is successful (total emissions reduced and percent of total emissions) Based on a 2019/20 season baseline (unless otherwise stated)</i>	Timeline: <i>Implementation timeline and partners engaged (internal or external)</i>	Investments: <i>Investments planned (type and % of total e.g., of capex and/or opex)</i>	Challenges: <i>Potential barriers and how to address them</i>	Just Transition: <i>Just transition considerations applied to this action</i>	
SCOPE 1 EMISSIONS 353 tCO₂e 7 % (total includes operational and fan travel emissions)						
Burning fossil fuels on site/company vehicles						
<i>Actions:</i>	<i>Reductions:</i>					
Replace car fleet with fully electric cars (including provision of chargers)	135 tCO ₂ e (approx. 54 t to Scope 2 when electrified)	2.6 %	24/31 cars electric. All cars to be electrified by 2026. 2 vans left on diesel. Kearys & Pinergy	Opex	Budget constraints - phased over seasons. Vans more difficult to switch. Certain staff members on high mileage will need plug-in hybrid until range improves on electrics (or will affect work).	Provide assistance to staff in transition of cars, app usage, and charger infrastructure.
Switch to HVO generators	65 tCO ₂ e (mix of three, would move to Scope 2)	1.2 %	Complete 2024	Capex	Budget constraints Investigate HVO sourcing	Lessen disruption where possible, complete in summer period
Increase capacity via mains electricity upgrade for Thomond Park (to reduce reliance on generators)			2024	Capex	Budget constraints, potential disruption	Lessen disruption where possible, complete in summer period.
Electrify grounds equipment			2029, groundskeeping staff	Opex or via a partnership	Budget constraints, lower priority	Groundskeeping staff to engage with suppliers on transition to electric equipment

Replace gas heating and hot water systems with electric / heat pumps / equivalent. Ensure any new facilities have non-fossil fuel based heating systems.	99 tCO2e	1.9 %	TBC	Capex / potential grant schemes	Budget constraints HPC shared building with UL Sport arena – would be UL led.	Lessen disruption where possible, complete in summer period
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SCOPE 2 EMISSIONS (location-based)	218 tCO2e	4 %	(total includes operational and fan travel emissions)			
Purchased Electricity						
<i>Actions:</i>	<i>Reductions:</i>					
Generate own renewable energy via solar panels	TBC Pinergy		644 panels installed. Phase 1 complete, phase 2 by mid-2025	via 10-year partnership with energy provider, Pinergy	Planning permission, connection to Irish national grid. Thomond Park roof unsuitable for current solar panel technology.	Long term relationship with Pinergy
Reduce energy consumption and increase efficiency through energy management/smart systems and behavioural change	TBC		Ongoing. Staff, Pinergy, stadium contractors	Pinergy partnership	Staff and stadium contractors behavioural change, managing data from building management systems	Training and awareness for staff and suppliers
Floodlights upgraded to LED at both stadiums. Internal lighting upgrades.	TBC		2021-2023	Capex	Budget constraints Phased plan	Completed in summer period to reduce disruption
Support renewable energy production through purchase agreements with energy partner	TBC		Ongoing, Pinergy	Opex	We report location-based emissions and Market-based emissions. Our purchasing power does not always directly benefit the Irish national grid but helps European grid decarbonisation more broadly and shift funding away from fossil fuels.	We can contribute to promoting renewable energy to our fanbase and encouraging policy change in Ireland to support wind and solar energy, grid and port upgrades to decarbonise the national grid – which will in turn provide cheaper and clean energy for our communities.

*** As Scope 1s decrease it is expected that Scope 2 categories will increase due to electrification of cars, heating systems and equipment. Scope 2 decreasing depends on Irish national grid decarbonising onto renewables and further on site generation options.*

SCOPE 3 EMISSIONS		4698 tCO2e	89 %	(total includes operational and fan/concert travel emissions)		
Fan Travel	2938 tCO2e *	56 %	<i>* outside of full operational control. Munster takes a shared responsibility for these emissions for home matches due to hosting the events at our stadiums which trigger the travel, and will actively play a role in reducing them. However, this requires significant collaboration with external parties and our supporters. Away travel by our supporters is not included.</i>			
<i>Actions:</i>	<i>Estimated Reductions:</i>					
Fan travel campaigns to raise awareness and link to social and health benefits - promote public transport, active travel, carpooling and organised buses	c 300t	5.7%	2023 - 2030 and continual beyond	Opex and partnerships	Low awareness. High car dependency in Ireland. Lack of realistic alternative transport options. Match times an issue. Funding is an issue, and in-house communications resources.	More joined up thinking required on how to tackle collectively.
Organised private buses	c 500t	9.5%	2024 - 2030 Supporters Club, Partners TBC	Opex and partnerships. Potential for pilot scheme with public body.	Must create demand from a dependency on cars – link to social connection benefits and being part of ‘sea of red’ collective action. Lack of bus infrastructure for event travel – not given priority by transport authorities. Funding is an issue – cost of buses. Resources in house to organise buses and provide on bus chaperones.	Travelling collectively can also tackle lack of social connection / loneliness as well as reducing emissions and lessening road congestion and air pollution. Need a holistic approach and local and national level buy-in to strategies. Other clubs, transport operators and Dept of Transport will need to come on board.

Carpooling platform	c 500t	9.5%	2024 - 2030 Supporters Club, Partners TBC	Opex or partnership	Safeguarding issue to be addressed. Additional protocols are required by solution providers before this can be progressed. Funding is an issue – annual cost of using online platforms.	Carpooling can reduce the number of cars on the road, but perceived inconvenience an issue. Will need to encourage the social and health benefits of travelling together.
Increase Park & Ride facilities	TBC		2026 - 2030	Opex and partnerships	Lack of available large car parks on outskirts of Limerick. Public infrastructure improvements required or partnership with large private sector entity. Funding is an issue – organising buses.	Collaboration required for city-wide infrastructure and services that can support all sorts of events in both Cork and Limerick. Facilitate leaving cars on the outskirts of cities to enhance public realm and experience – to encourage rural residents and long distance travellers to enjoy visiting cities more conveniently.
Public transport- engage councils / public transport operators/Dept of Transport /NTA for better services & infrastructure for mass travel to events.	TBC		2024-2030	In-house resourcing. Services and infrastructure by others.	Lack of services at match times. Lack of routes direct to stadiums.	Requires island-wide approach.
Public transport – make bus and train options free or discounted with match day ticket	c 300t	5.7%	2026-2030	Partnerships with national bodies and transport operators	Difficulty with distances of travel (intercity). Ticket selling platforms would need to make options available to connect in travel.	All sports organisations and potential venue operators for concerts too would need a cohesive approach with national level bodies to incentivise mass public transport to events.
Improve data collection and quality to track progress and help design solutions	TBC		2025	Opex	Funding is an issue – appointment of consultants and digital	Industry-wide problem. Far more collaboration and joined-up thinking needed to get sport

					platforms for fan engagement.	tracking fan travel in the same way.
Cycling – improve bike park availability and promote cycling to matches (as cycle lane infrastructure and road congestion/management improves)	TBC		2025-2030	Opex / Capex	Lack of connected infrastructure (cycle lanes under construction in area of Thomond Park in 2025). Cost of covered bike parks at stadiums. Road congestion at match times affects safety.	Tied to infrastructure availability, perceived safety. Weather impacting also an issue in Irish winter weather – choice to cycle v car.
Walking - promote walking to matches (similar to feature walk within 'Munster March' campaign along the Red Mile in Limerick)	c 100t	1.9%	2023-2030	Opex	Development of walk along 'Red Mile' idea in Limerick requires collaboration with council, local businesses, transport operators and Gardaí (police). Closure of road prior to matches would assist, but potentially adds to congestion if other alternative options to car like buses and park and ride facilities are not in place.	Weather impacting also an issue in Irish winter weather – choice to walk v car.

Concert-goer Travel	536 tCO2e *	10 %	<i>* outside of full operational control. Munster takes a shared responsibility for these emissions due to these stadium events being an important revenue stream for the club, and so will actively play a role in reducing them. However, this requires significant collaboration with music promoters and other external parties.</i>			
<i>Actions:</i>	<i>Reductions:</i>					
Engagement with music production companies on fan travel campaigns to raise awareness, provide alternative options to car similar to matches.	c 200t	3.8%	2025-2030	Opex and partnerships	Low awareness and demand. High car dependency in Ireland. Lack of public transport options. Funding is an issue.	More joined up thinking required on how to tackle collectively.
Team Travel	205 tCO2e	3.9 %	<i>*off-island travel by teams for tournaments will have unavoidable emissions – due to dependence on aviation sector decarbonisation</i>			
<i>Actions:</i>	<i>Reductions:</i>					
All on island travel by teams to continue to be by bus (or train).	c 20t	0.4%	Ongoing	Opex	Already normal.	Engagement with bus companies to support in the move toward potential HVO or electric buses within their fleet.
Hotels reviewed for sustainability criteria at travel booking time	c 10t	0.2%	2025	Opex	Limitations due to location requirements.	Awareness raising for travel manager and staff/player travelling group
Off-island travel for tournaments	unavoidable		Ongoing	Opex	We travel on scheduled flights as opposed to charter flights the majority of the time to reduce emissions, and plan to switch the remaining charter flights when possible to do so. Plane travel will be unavoidable to partake	Very little influence on tournament schedules to reduce international travel requirements. Travel should be discussed at tournament organisation level to approach more holistically.

					in international tournaments. Contributing funding to mitigation projects may be only way, due to aviation unlikely to decarbonise quickly.	
Staff / Business Travel	118 tCO2e	2.2 %	* only added in 2022-23 emissions reporting due to data availability			
<i>Actions:</i>	<i>Reductions:</i>					
Online meetings using MS Teams – avoid travel related to in-person meetings when possible, especially overseas flying	c 20t	0.4%	Ongoing since 2020	Opex	Certain meetings and medicals must be in person	Leadership team to find balance of online / in person
Organised buses for supporters also to facilitate staff to get to matches	c 10t	0.2%	2024	Potential partnerships or Opex	May be limited to certain locations. Funding buses an issue – not every game feasible.	
Staff and player carpooling encouraged	c 10t	0.2%	Ongoing	Opex	Already underway, but certain people may have limited options due to where they live.	
Electric chargers installed at all properties to facilitate and encourage EV use.	c 40t	0.8%	Ongoing	Opex	Cost of electric cars still a barrier to many. Many still need cars in Ireland for work.	As electric cars become more affordable, available and charging infrastructure improves, uptake by staff is also likely to increase.
Staff/Player Commuting	256 tCO2e	4.9 %				
<i>Actions:</i>	<i>Reductions:</i>					
Hybrid Working – reduce commuting with Work from Home policy.	c 30t	0.6%	2020 / ongoing	Opex	Limited number of staff can WFH. Difficult to quantify emissions	Leadership team to find balance of WFH / in person to manage workload & staff wellbeing

Smarter Travel Workplaces partner - promote active and public transport with staff and players. Work through Bronze-Silver-Gold 'marks'.	c 30t	0.6%	Began 2022, National Transport Authority	Partnership with NTA	Public transport options limited.	Support staff, provide flexibility and facilitates
Electric chargers installed at all properties to facilitate EV use	c 10t	0.2%	First phase completed 2024	Partnership with Pinergy	Limitations on UL grounds.	As electric cars become more affordable, available and charging infrastructure improves, uptake by staff is also likely to increase.
Lockers, showers, bike storage at new office in Cork to support active travel choices	c 5t	0.1%	By mid-2025	Capex	Choice of travel affected by: distance to office/HPC, severity of wind and rain especially in winter, lack of public transport options.	
Catering – stadiums, hospitality and team food	314 tCO2e	6 %	* Approx only due to lack of data. Food at concerts not included, by others or lack of data			
<i>Actions:</i>	<i>Reductions:</i>					
Increase plant-rich food options at stadiums suitable for supporters	TBC		2023 - 2029, Aramark	Opex / Capex?	Low awareness of food emissions and ingrained habits. Stadium equipment upgrades may be required.	Promote low-carbon healthy food options that also support local businesses and farms
Reduce food waste	TBC		2025-2029, Aramark and Mr Binman - waste management	Partnership with Aramark / Opex	Low awareness of food emissions and ingrained habits. Stadium equipment upgrades may be required.	
Reusable beer cups	c 30 t	0.6%	2024 - 2025, Aramark	Partnership with Aramark / Opex	Difficult to get working commercially. Trails underway at Thomond Park West stand in 2023/24 -24/25 seasons to resolve.	Circular economy, embedding reuse culture at club

Install water refill stations at all properties including stadium concourses (reduce single use plastic bottles)	c 10 t	0.2%	Began 2022. To be completed 2025. ONA hydration partner	Partnership with ONA	Staged over seasons	Circular economy, embedding reuse culture at club
Team Kit	207 tCO2e	3.9 %	*estimated based on high level aggregate number from adidas			
<i>Actions:</i>	<i>Reductions:</i>					
Engage with kit partner on measuring impacts of team kit in more detail. Raise awareness with staff and players.			2024-2025, kit partner adidas	Partnership with adidas	Data from sportswear industry complex due to lifecycle analysis requirements to measure impacts accurately. Resourcing and funding needed to review.	Wider sport industry needs to engage with sportswear industry on environmental challenges of growth in the sector and moving towards a circular economy.
Increase recycled content in apparel			2023-2024, kit partner adidas	Partnership with adidas	Already ongoing.	
Engage with adidas on recycled and renewable material options, and extending the life of products.	c 100 t	1.9%	2026	Partnership with adidas	Tied to key revenue stream.	
Merchandise	TBC	TBC	*accurate data unavailable to quantify			
<i>Actions:</i>	<i>Reductions:</i>					
Engage with adidas on recycled and renewable material options, and extending the life of products.	TBC		2026	Kit partner	Tied to key revenue stream.	Sport can work together with the sportswear industry to go more circular and reduce environmental impacts. It will take a collaborative approach to execute positive changes in the fashion industry.
Take back scheme with supporters to reuse merch and redistribute to those in need or for resale to support a circular economy	TBC		2026	Partnership / potential to work with NGO/charities	Resourcing and funding issue.	Lack of demand for circular solutions in society.

Additional activities or actions to share related to emissions reduction strategy. You may also link to existing disclosures your company has published on these topics to supplement your plans indicated above.

Detailed carbon emissions for each season and progress compared to baseline can be found in our annual sustainability reports on our website:

<https://www.munsterrugby.ie/the-club/sustainability/>

Other Scope 3 categories not included here (2019 baseline): Waste 30 tCO₂e, Water 9 tCO₂e, IT equipment 20 tCO₂e, Data storage 2 tCO₂e, Consumables 16 tCO₂e, Maintenance 30 tCO₂e, T&D losses on grid 17 tCO₂e. Considered less material in terms of carbon.

Well-to-tank emissions have only been added from 2022/2023 season onwards, which have increased Scope 3s. Not included in baseline figures within this CTAP.

'c 10 t' - are estimated reductions only, these are likely to change when we appoint auditor / third party verifier

Concerns or challenges

Fan travel emissions remain difficult to measure, track and tackle effectively without wide collaboration. Lack of funding is also a significant constraint here. Fan travel is a shared responsibility and will require considerable collaboration with other organisations and supporters. Munster cannot achieve significant gains here alone, but is committed to tackling the issue due to the significant emissions produced. Co-designing solutions with supporters, strong communication, working with local and national partners to bring about legitimate alternatives to the car for matchday travel will be part of the journey.

Team travel – international. Ireland, an island on the edge of Europe has no land or train connections, therefore gives us almost no suitable alternatives to plane travel. Carbon mitigation projects will need to be used to balance equivalent emissions of flights of players and support team.

Emissions tend to increase each season as data capture and quality improves. This makes it difficult to show progress.

2. BUSINESS STRATEGY INTEGRATION AND GOVERNANCE

Topics	List of actions	Implementation timeline and partners (if relevant)	Potential barriers and how to address them
<p>Risks and opportunities <i>Current and near-term actions you are taking to address risk management and new opportunities associated with climate change.</i></p>	<ul style="list-style-type: none"> • Risk register reviewed annually including climate risks and actions to be taken, especially extreme weather impacting on events at our stadiums, e.g. number of supporters travelling in adverse weather • Regularly exploring opportunities with current partners and potential partners on sustainable initiatives and awareness raising. Open to collaborating on national and local campaigns relevant to club. • Annual scenario planning by leadership team • Impacts on community level grassroots rugby and knock on effect to club's rugby development activities to be tracked e.g. participation numbers, pitches out of action for longer periods 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Cost of insurances to cover certain risks are currently prohibitive. • Certain mitigation and adaptation measures require significant funding which is currently not feasible. • Discussion with governing body and Irish government departments will be needed, as commercial partnerships may be limited in certain areas.
<p>Investments and Business Model <i>Current and near-term actions your company is taking to adjust investments and business model decisions to align with your 1.5°C targets.</i></p>	<ul style="list-style-type: none"> • All planned actions requiring investment across departments, are cross referenced against our strategic plan and our climate transition action plan/sustainability strategy to ensure alignment to long term goals and 1.5°C targets. • Munster intends to establish itself as a leader and role model in climate action to attract partnerships and other commercial opportunities within Ireland and rugby to allow us to drive positive impact in our communities. • Actively seeking partnerships and collaborations which can accelerate our sustainability journey, provide benefits to our communities as well as 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Knowledge and awareness of 1.5°C targets and long term thinking to be developed to accelerate journey through training initiatives, conferences and in-house discussion.

	diversifying revenue streams to develop a more resilient business model.		
<p>Governance and Accountability <i>Current and near-term actions your company is taking to align governance practice with your 1.5°C targets. These can include but are not limited to actions to tie executive compensation, break down silos among business units, and increase board competencies on climate action.</i></p>	<ul style="list-style-type: none"> • Munster Rugby is a not-for-profit sporting body that is owned by the amateur clubs within the province. The executive team report into various committees with the ultimate responsibility resting with the Board. • Chief Operating Officer (COO) adopted head of environmental sustainability as part of senior management role since 2021 to embed sustainability into all operations. • COO reviews sustainability objectives quarterly and reports progress to the CEO and the Board. • COO discusses sustainability initiatives with leadership team members to ensure sustainability is embedded across departments, and activities align with climate goals. 	To be reviewed and updated in 2025/2026 when joined-up sustainability strategy developed.	<ul style="list-style-type: none"> • Knowledge and awareness of wider sustainability goals will develop as club pulls strategy together across environmental-social-economic pillars, governance team will each adopt part of wider strategy.

Additional activities or actions to share related to business strategy integration & governance. You may also link to existing disclosures your company has published on these topics to supplement your plans indicated above.

We also report annually as a participant under the UN Global Compact initiative: <https://unglobalcompact.org/what-is-gc/participants/155602-Munster-Rugby>

Concerns or challenges.

Current funding constraints are delaying access to external supports and engagement tools which we need to accelerate our journey.

3. PUBLIC POLICY

Topics	List of actions or policies	Implementation timeline and partners (if relevant)	Potential barriers and how to address them
<p>Policy Advocacy <i>Current and near-term actions you are taking to advocate for public policies that support your 1.5°C targets.</i></p>	<p>In Ireland, we have liaised with and inputted into public strategy with Department of Transport, Department of Environment, Climate and Communications, Department of Sport – using sport to engage communities, behavioural change and staff and fan travel.</p>	<p>Ongoing</p>	<p>Lack of joined-up thinking in public transport and infrastructure particularly for mass travel to events, but improving.</p> <p>We are not in the travel and transport business – we need expertise on fan travel and behavioural change - funding is the main constraint here. Current no access to public funding to assist.</p>
<p>Lobbying and Trade Associations <i>Current and near-term actions your company is taking to ensure all your lobbying and trade association activities are aligned with your 1.5°C targets.</i></p>	<p>Munster Rugby does not actively lobby (see additional activities below). However, we collaborate with national and local authorities to help bring about change which facilitates our transition towards 1.5°C targets. We engage with our supporters on the issues and the actions we can take to shift norms in society.</p>	<p>Ongoing</p>	
<p>Specific Policy <i>Levers Top 3-5 policy levers that are needed to help you meet your 1.5°C targets.</i></p>	<ol style="list-style-type: none"> 1. Public transport and active travel infrastructure improvements, increased public transport services. 2. Funding for communication campaigns where we can engage supporters, players and the wider public to inspire positive change and shift norms. 3. A collaborative approach to transport infrastructure which accounts for mass travel to events which can capture attention and shift behaviours in day-to-day. 4. Funding for climate adaptation – ability to prepare in time for climate impacts on operations, events and grassroots level rugby. 	<p>Ongoing</p>	

Additional activities or actions to share related to public policy. You may also link to existing disclosures your company has published on these topics to supplement your plans indicated above.

Munster is a member or regular participant in many sports + sustainability forums and frameworks such as UNS4CA, UN Global Compact, Sport for Business (Ireland) and Sport Positive Summit and regularly engages in round tables, meetings and information sharing with sports/events/local businesses and academic institutions – these can often in turn contribute toward changing public policy.

We often input into national strategy with government departments, and local strategy with local authorities on travel and transport for events, event planning, community engagement, local business. We engage with public servants and politicians in bringing crucial sporting facilities into communities and for organising large events.

We input into research which can be used to feed into public policy making such as:

The Future of Rugby Report – launched during RWC 2023 in France uncovering rugby’ global social impact.

World Rugby’s Rugby and Climate Change Report 2024 – Munster’s actions and report were used as an example for other clubs to follow.

We believe that rugby has the power to shift social norms, by using our voice, setting an example for others and mobilising our supporters towards positive and impactful actions – which can in turn shift political will. In 2023, we began engaging with our supporters on sustainability and designed a fan travel campaign to raise awareness of the issue.

Concerns or challenges.

Engaging our players and the wider high performance support staff and coaches is challenging during the season, as their primary focus is competition.

4. JUST TRANSITION

Topics	List of actions or policies	Implementation timeline and partners (if relevant)	Potential barriers and how to address them
<p>Support for workforce, suppliers, and customers <i>Current and near-term activities to support your existing workforce, suppliers, and vulnerable customers in the net zero transition.</i></p>	<ul style="list-style-type: none"> Climate and sustainability training for staff and players. Further in-person 1-1 support to assist staff and players in linking sustainability to their day to day roles. Support for players on building confidence in engaging on climate issues and actions. Regular engagement with suppliers and partners. Lean into any tensions in commercial v. environmental/social issues through stakeholder management skills. Provide engaging, relatable content for supporters. Put it into our own language. 	<p>24/25 season</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Time constraints during main part of season – difficult to engage certain groups at certain times of the year. Consistency in engagement difficult.</p>
<p>Stakeholder Consultation <i>Current and near-term activities to consult and implement feedback from your workforce, suppliers, and impacted communities.</i></p>	<ul style="list-style-type: none"> Staff/players – in-person engagement on topics, surveys, reinvigorate the Sustainability Cross-Departmental Group – staff & players In-person 1-1 follow ups to online training – input to further training/supports and sustainability strategy Create feedback loops and a co-design forum with supporters for sustainability initiatives-likely through the Supporters Club Engage our Club and School communities – through our Rugby development team, roadshows and potential engagement/incentives. 	<p>2025</p> <p>2025</p> <p>2025/26</p> <p>25/26</p>	<p>Time constraints during main part of season – difficult to engage certain groups at certain times of the year. Consistency in engagement difficult.</p>

Additional activities or actions to share related to just transition. You may also link to existing disclosures your company has published on these topics to supplement your plans indicated above.

Concerns or challenges.

Funding for further engagement and training activities

Updated: October 2024 (submitted as part of UNS4CA report for 2022/2023 season)