

**ENVIRONMENTAL
SOCIAL
GOVERNANCE
ACTION PLAN**



**CARLTON
FOOTBALL
CLUB**



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ACKNOWLEDGEMENT OF COUNTRY

Carlton Football Club acknowledges the Traditional Custodians of the land on which IKON Park stands, the Wurundjeri people of the Kulin Nation.

We also acknowledge the traditional custodians of the land we travel on as a club and make a commitment to caring for Country, ensuring to walk lightly and respectfully.

We pay our respects to their Elders past and present and recognise the enduring connection First Nations peoples have to Country, community, and culture.

We honour their knowledge of sustainability and acknowledge the care they have taken of the land

which they have nurtured for thousands and thousands of years.

We commit to learning from and walking alongside First Nations communities in our sustainability journey.



PRESIDENT'S WELCOME

At Carlton Football Club, we understand the power of sport to influence, inspire, and lead. As custodians of a proud legacy, we also recognise our responsibility to shape a future that is sustainable, inclusive, and governed with integrity.

This Environmental, Social and Governance (ESG) Action Plan represents our commitment to embedding these principles into the heart of our operations. It is a road-map for action, one that reflects our values, engages our people, and holds us accountable to meaningful progress.

The Club has intentionally set small yet meaningful and achievable targets for the coming two years, with the aim of building momentum, deepening our learning, and setting the foundation for greater goals as we move toward 2030.

Whether it's reducing our environmental footprint, strengthening our social impact, or enhancing governance across the Club, we are focused on delivering outcomes that matter.

I invite our members, partners, and community to walk with us on this journey, as we continue to evolve, lead, and contribute to a better future for sport and society.

- Rob Priestley



GUIDING PRINCIPLES 2026 ESG

Our ESG approach is grounded in Carlton's core values: Respect, United, Humility, Excellence, Integrity and Relentlessness. We believe that every part of the Club has a role to play in building a sustainable and inclusive future.

This ESG Plan was developed with contributions and insights from all facets of the business, with significant feedback coming from our members as well as internal stakeholders at all levels of the organisation. The plan reflects a truly collaborative effort across departments, drawing on the Club's values and existing initiatives to shape a practical and deliverable roadmap.

External advisors and partners were also consulted to provide subject matter expertise, benchmarking insights, and feedback to ensure the plan aligns with best practice and importantly, is achievable within the Club's current operating parameters.

EXTERNAL GUIDANCE

Members

Carlton Football Club's members are a vital source of insight and accountability. Their expectations around sustainability, community impact, and ethical governance help shape the Club's ESG priorities, particularly the importance of data security, leading to a strengthened focus on personal information and responsible digital practices. Ongoing engagement with members ensures our actions reflect the values of our broader supporter base.

Partners

Carlton's commercial partners and sponsors play a key role in advancing ESG outcomes. To drive meaningful impact, both Carlton and its partners must hold each other accountable for their environmental and social footprints. By working together, we can align values, share knowledge, and create mutually beneficial outcomes that extend beyond the field.

South Pole

South Pole is a global climate solutions provider, supporting organisations worldwide. With nearly two decades of experience, South Pole helps align business goals with environmental and societal needs.

Ernst & Young

EY is a global leader in climate and sustainability consulting, supporting organisations in developing credible ESG strategies and measurable targets. Carlton Football Club engaged EY to assist in quantifying key ESG targets.

Sports Environment Alliance

SEA is a not-for-profit membership organisation that empowers the sport community to lead on environmental sustainability. SEA supports clubs, leagues, and venues to reduce their environmental footprint, advocate for climate action, and protect the places where we play.

GLOBAL GOALS - UN SDGs

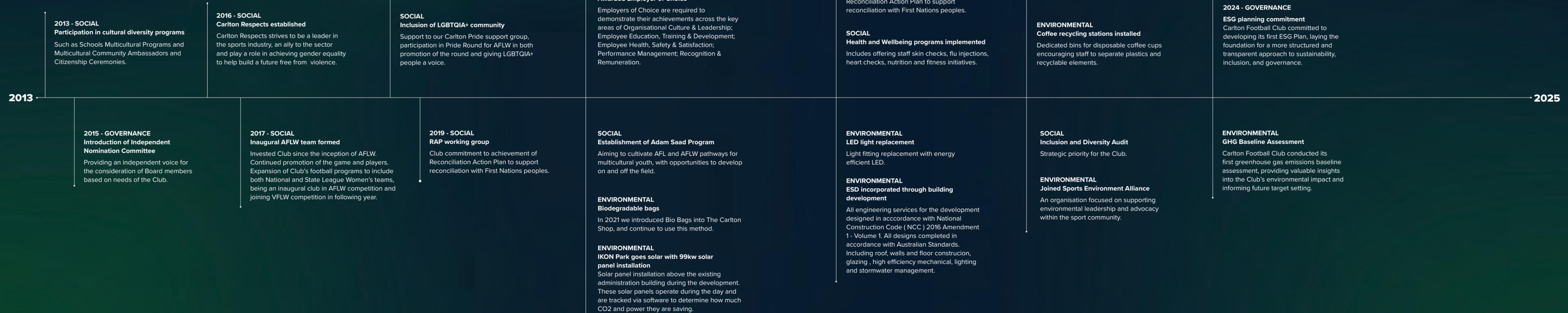
The United Nations Sustainable Development Goals (SDGs) provide a globally recognised framework for addressing the most pressing social, environmental, and economic challenges facing our world.

Carlton Football Club's ESG actions are guided by the United Nations Sustainable Development Goals (SDGs), which offer a globally recognised framework for addressing social, environmental, and economic challenges. While not a formal signatory, the Club aligns its efforts with key SDGs to ensure our impact contributes to a broader movement for positive change.



ACHIEVEMENTS SO FAR

Over the past decade, Carlton has made significant strides in environmental and social impact. Highlights include the Carlton Respects program, installation of solar panels at IKON Park and the launch of our Reconciliation Action Plan and Belong Together Plan.



ACTION PLAN OVERVIEW

Carlton Football Club's ESG Action Plan reflects our commitment to building a sustainable, inclusive, and accountable organisation, one that honours our legacy while shaping a better future for our people and communities.

This section outlines the Club's key objectives across four focus areas:

Environmental

Minimising our impact and promoting sustainability

Social

Fostering inclusion, equity, and community connection

Governance

Upholding integrity, transparency, and ethical leadership

Communication

Ensuring our ESG commitments are clearly shared and meaningfully understood

Together, these pillars form the foundation of our approach to responsible leadership.

They guide how we operate, how we engage, and how we measure progress, in these important areas.



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ENVIRONMENTAL

Protecting the environment is a critical focus for Carlton Football Club as we strive to reduce our impact and contribute to a more sustainable future. As a high-profile organisation with a strong community presence, we recognise the role we can play in leading by example.

Our environmental strategy is built on the understanding that sport is not exempt from the challenges of

climate change. From energy use and waste generation to water consumption and transport, our operations have a measurable footprint and with that comes a responsibility to act. Carlton is committed to embedding sustainability into the way we work, play, and engage with our community.

We are taking steps to improve energy efficiency, reduce emissions,

and promote circular practices across our facilities. Initiatives such as solar panel installations, water harvesting systems, and waste audits are helping us better understand our impact and identify meaningful opportunities for change.

Importantly, we also see our influence as a platform to inspire others. By sharing our journey and engaging our members, staff, and partners, we aim to build momentum



for collective action, because environmental leadership in sport is not just about what happens on the field, but how we shape the future off it. As part of this commitment, Carlton has set achievable and meaningful environmental targets that will guide our progress and help build sustained momentum over time.

Energy

Objective	Action	Timeframe	Responsibility
Solar	Installing a further 145kw of solar panels to supply 30% of Carlton Football Club's current energy needs.	FY25/26	Director of Strategic Projects
Green energy	Investigate the feasibility for procurement of green energy: Transitioning to 100% Green Energy for remaining power needs, leading to a projected 25% reduction in carbon emissions	FY26	Director of Strategic Projects

ENVIRONMENTAL

Water

Objective	Action	Timeframe	Responsibility
Reduction of water usage	Optimised water utilisation: Implementing tracking and utilisation of the 90,000L water tank from the indoor training field, repurposing stored water to supply the administration building and high-performance areas.	FY26	Director of Strategic Projects

Waste

Objective	Action	Timeframe	Responsibility
Understand current streams	Partnering with IKON to conduct a full assessment of current waste streams	FY25	Director of Strategic Project & Venues
Reduce waste to landfill	Post-audit development of initiatives to reduce amount of waste going to landfill from baseline	FY26	Director of Strategic Project & Venues
Divert uniforms & textiles away from landfill	Establish a process for all staff and player club uniforms to be recycled, to include excess stock, promotional items, and other apparel-related materials where possible	FY26 and ongoing	Director of Strategic Projects & Consumer team
Zero-waste membership	Create a zero-waste membership kit and/or move to an opt-in model	FY26 and ongoing	Consumer team

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SOCIAL

Social impact is at the heart of Carlton Football Club’s identity and purpose. Of all the pillars in this ESG plan, this is where the Club has the deepest foundations and the most significant body of work. From grass-roots programs to national advocacy, our commitment to people and community is long-standing, far-reaching, and central to who we are.

Carlton Football Club is more than a sporting organisation, it is a community institution with a proud legacy and a deep responsibility to reflect and uplift the diverse communities we serve. With over 160 years of history and more than 100,000 passionate members, our club recognises the power of sport to foster inclusion, connection, and positive social change.

Our commitment to social impact is grounded in the belief that everyone,

regardless of background, identity, or circumstance, feels a sense of belonging at Carlton. Whether cheering from the stands, working behind the scenes, or representing the Navy Blue on the field, every individual deserves to be seen, heard, and valued.

A cornerstone of our social strategy is Carlton Respects, the Club’s flagship initiative which aims to utilise the power of football to enhance awareness, funds and action to put an end to violence and achieve Respect for a brighter future.

Established in 2016 in response to the alarming statistics surrounding violence against women, Carlton Respects looks to where it can be most productive and dedicates focus on stopping violence before it starts.

The Club contributes to the solution through three key programs:

- Road to Respect school program
- Workplace Charter
- Awareness raising campaigns

Through our Inclusion, Diversity, Equity & Belonging (IDE&B) strategy and our First Nations Strategy we are actively working to create pathways, foster self-determination, elevate Aboriginal and Torres Strait Islander voices, and ensure gender equity across all levels of the Club. We are proud to champion inclusive leadership, community-led decision making, and culturally safe environments that reflect the richness of our society.

As we look ahead, our social objectives will continue to be shaped by meaningful consultation, authentic relationships, and a shared commitment to equity and respect.



This is not just about doing what’s right, it’s about building a club where everyone belongs and thrives.

The following table outlines key social initiatives currently in place. Unlike other sections of this plan, many of these programs are supported by their own detailed strategies and action plans.

Where relevant, links are provided to access further information and explore each initiative in greater depth.

SOCIAL

Program	Description	Timeframe	Link
Carlton Respects (refer to Carlton Respects strategy plan for extended information)	Established in 2016, Carlton Respects is the Carlton Football Club’s flagship community initiative, striving for gender equality and a future free from violence against women. With support from industry experts, the initiative was developed in response to the alarming statistics around family and domestic violence in Australia. Carlton Respects aims to contribute to the solution through three key programs: the Road to Respect schools program, Workplace Charter and AFL/AFLW awareness-raising campaigns.	2025 - 2027	Click here to view: Carlton Respects strategy plan
Inclusion, Diversity, Equality and Belonging Plan (refer to IDE&B plan for extended information)	Carlton Football Club’s inaugural Inclusion, Diversity, Equality and Belonging (IDE&B) Plan, <i>Belong Together</i> is a strategic framework designed to cultivate a culture where every individual feels valued, heard, and empowered. The plan is anchored by six key pillars of focus: Gender Equality, Aboriginal and Torres Strait Islander Inclusion, LGBTQIA+ Inclusion, Multiculturalism, Carer and Parental Responsibilities, and All Abilities. These pillars aim to build, foster, and sustain a genuine sense of inclusion and belonging across all areas of the Club. A critical enabler of the plan is inclusive leadership, embedded at every level of the organisation to drive meaningful change. Spanning a three-year period, the plan outlines a series of strategic initiatives designed to bring its vision to life and ensure measurable, lasting impact.	2024 - 2027	Click here to view: Carlton Football Club’s IDE&B plan
First Nations Strategy (refer to Reconciliation Action Plan for extended information)	After the the completion of the 2023-2025 Innovate Reconciliation Action Plan, where the Club achieved 97% of its key targets, the Club will launch its newly developed First Nations Strategy in 2026 to further progress its goal of achieving cultural safety and self-determinaton for First Nations communities. Guided by community experts, the strategy will focus on respect, learning and shared leadership.	2026-2029	Click here to view: Carlton Football Club’s Reconciliation Action Plan

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GOVERNANCE

As one of Australia’s most historic sporting institutions, Carlton Football Club understands the importance of earning and maintaining the trust of our members, supporters, partners, and the wider community. Strong governance is the foundation of that trust, ensuring transparency, ethical leadership, and responsible decision making across all aspects of our operations.

Good governance protects our people, strengthens our reputation, and enables us to lead with integrity both on and off the field. It is not just a compliance requirement, but a reflection of our values and our commitment to doing what’s right, even when no one is watching.

Carlton is guided by a comprehensive framework of internal policies, codes of conduct,

and reporting mechanisms that promote respectful behaviour, safeguard privacy, and ensure safe, inclusive environments across all club activities. These frameworks are regularly reviewed to reflect evolving standards and expectations, and to ensure alignment with best practice across the AFL and broader sporting sector.

We recognise that governance failures in sport can have far-reaching consequences, from reputational damage to impacts on wellbeing and culture. That’s why Carlton is committed to setting a high standard, one that reflects our legacy, our values, and our vision for the future. We are focused on continuous improvement, and we actively seek feedback, monitor risk, and invest in education to strengthen governance at every level of the organisation.

Ultimately, our goal is to foster a culture of accountability, transparency, and ethical leadership, because good governance is not just about rules, but about earning trust through action.



GOVERNANCE

Program	Description	Timeframe	Responsibility
Club policies and procedures	Conducting a comprehensive annual review and update to maintain best practices in policy management and regulatory compliance.	FY26 and on going	COO
Procurement Policy	Development of Procurement policy to include modern slavery and sustainability metrics, consideration for first nation businesses for use with suppliers, Club partners and corporate clients.	FY26 and on going	Head of Finance
Cyber Security – Digital Data	We are focused on building digital resilience through ongoing improvements in security protocols, awareness programs, and risk management practices.	FY26 and on going	General Manager of Data, Technology, and AI
Board and Sub-committees	Conduct an annual review of Board and sub-committee structures, scopes, and terms of reference to ensure alignment with Club values, ESG priorities, and evolving governance best practices.	FY26 and on going	COO

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COMMUNICATION

At Carlton Football Club, communication is more than a tool, it's a responsibility. As one of Australia's most recognisable sporting organisations, we have a powerful platform and a trusted voice.

Research shows that Australians often place more trust in sportspeople and sporting bodies than in many other institutions, including government and business. This trust gives us a unique opportunity to lead conversations that matter.

Our communication strategy is designed to reflect our values,

promote transparency, and engage meaningfully with our members, supporters, partners, and the wider community. We understand that even modest objectives, when shared openly and consistently, can inspire broader action. If many follow, the cumulative impact can be significant.

Carlton is committed to communicating with clarity, authenticity, and purpose. We aim to share our journey, celebrate progress, acknowledge challenges, and invite collaboration.

Whether through digital platforms, media engagement, or direct dialogue, we strive to build

understanding and momentum around our ESG priorities. Ultimately, we believe that trusted communication can drive cultural change. By using our voice responsibly, we hope to not only strengthen our relationships, but also contribute to a more informed, inclusive, and sustainable future.



COMMUNICATION

Program	Description	Timeframe	Responsibility
Utilise Carlton's relationships and partnerships to drive meaningful impact	Organise expert-led information sharing sessions to showcase effective strategies for reducing carbon emissions.	FY26 and ongoing	Project Director and Partnerships team
Inform and involve staff and players in environmental sustainability and climate initiatives	Establish a cross-functional working group to lead internal education and engagement around environmental sustainability and climate action, and deliver a series of updates and improved educational outputs.	FY26 and ongoing	ESG Working Group
ESG Plan	Publish a clear, well-designed ESG document and make it available across Club platforms to support awareness, engagement, and accountability.	FY26	ESG Working Group
Engage with members and supporters	Implementation of members information pack outlining the Club's development of a zero-waste membership, providing an opt-in/out model.	FY27	Consumer

LOOKING TO THE FUTURE

This plan seeks to set and build momentum that Carlton Football Club can carry into the years ahead.

As we approach 2030, we remain committed to delivering on the objectives outlined in this plan, while continuing to evolve and grow our impact. The work does not end here, it is the foundation for a longer-term journey.

We have intentionally set the scope of this plan to 2027, recognising that the ESG space is dynamic and rapidly changing.

By keeping our targets within a shorter horizon, we ensure they remain relevant, achievable, and responsive to emerging challenges and opportunities.

Looking forward, our intention is to build on the momentum already established, refining our approach, listening to our stakeholders, and setting a new wave of meaningful, evidence-based targets.

Carlton is committed to staying agile, ambitious, and accountable as we shape the next chapter of our sustainability and governance journey.



Program	Description	Timeframe	Responsibility
Assessment of objectives	Review of objective impacts to ensure they are tracking as intended, alter or change as required.	FY27	ESG Working Group
Reset of new targets and initiatives	Based on updated data collection and information gained from previous years, outline new objectives to be targeted on the path to 2030.	FY27	ESG Working Group



CFC ESG WORKING GROUP

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