

SUSTAINABILITY ACTION  
PLAN 2025-2030



中國香港欖球總會



HKCR

# THE CALL OF THE DRAGON

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# Foreward

At Hong Kong China Rugby, we recognise that sport possesses a unique platform to shape a more sustainable and equitable future, not just for the organisation but for Hong Kong as a whole. Our Sustainability Action Plan 2025-2030 reflects our commitment to leveraging the power of rugby to drive positive social and environmental impact.

Addressing social and environmental issues is fundamental to secure the future of the sport we love. We're not simply aiming for incremental change; we're setting ambitious goals across our people, our planet, and our social impact. This plan gives clear objectives, strategic approaches, and measurable targets to guide our actions over the coming years.

Our journey towards sustainability is a collaborative one, and I'm incredibly proud of our team's dedication and proactive leadership in this space. However, having a plan is just the beginning, and the hard work starts now. By working together, we can truly make a difference in building a better future.

**James Farndon, CEO Hong Kong China Rugby**



*“Addressing social and environmental challenges is fundamental to secure the future of the sport we love”*



This Action Plan demonstrates Hong Kong China Rugby's commitment to long-term sustainability, one of the three pillars of our overall strategy.

By embedding sustainable practices at every level, we ensure a legacy of environmental and social responsibility, leaving a positive impact on Hong Kong and beyond. It becomes a strategy owned by everyone within and connected to this organisation. This strategy is not just about living up to our responsibility; it's about building a robust and resilient organisation capable of maximising its positive impact for years to come.

**Gill Meller, Independent Director,  
Hong Kong China Rugby**



Growing up in Scotland I don't think I realised how lucky I was to have such awesome landscapes right on my doorstep. Weekends spent in the Munros (Scottish mountains) walking and camping really shaped my relationship with nature from an early age. Up in the hills, not only do you learn to love nature but you also learn to respect it - you realise very quickly that we are at the

mercy of nature, and not the other way around. When I first learned about sustainability during my undergraduate degree, this appreciation resonated with me and I realised that this was what I wanted to do with my life after rugby.

It was only later that I connected the dots between my two worlds, sporting and sustainability. During my thirteen-year career, in which I captained Scotland's national rugby sevens team, I learned invaluable lessons about teamwork, perseverance, and the power of shared purpose. I owe so much to the incredible volunteers and communities who helped me on my journey and developed me into who I am today as a player and more importantly as a person.

I also learned a number of key lessons from high performance environments that have shaped me as a sustainability professional.



With any huge challenge, whether aiming for an Olympic Gold or taking on the Climate Crisis, consistency and teamwork are key. Breaking such a huge challenge down into manageable and measurable targets and bringing your best self every day has been drummed into me throughout my rugby career.

I was lucky enough to play in the Hong Kong Sevens six times, and I loved it more than any other tournament. There is nothing like the electricity of the atmosphere, the noise of the crowd, the way the whole city buzzes in the build up to the sevens. As a player I could always feel the power of the fans, the coming together, the emotions and the energy.

Having focused my sustainability research at Cambridge University on sports fan engagement for sustainability, I believe passionately that events like the Hong Kong Sevens are key in bringing communities

together to fight the climate crisis. In my rugby career I even learned a thing or two about last minute comebacks - and every day more evidence is showing that we desperately need one of these. We are approaching the final few minutes of the game, we are behind, and the climate crisis is the opponent we have to tackle.

In my role with Hong Kong China Rugby in Club Development and Sustainability, I could not be more excited about taking on this challenge. Hong Kong China Rugby has long been a leader on social and environmental action in rugby union. In strategising and reporting on this work it has an opportunity to not only create meaningful impact within Hong Kong, but also to inspire a similar approach across the rugby union community.

**Jamie Farndale, General Manager  
Club Development & Sustainability,  
Hong Kong China Rugby**



# The “Why”

This strategy is not a new way of doing things for Hong Kong China Rugby. It is not by chance that Hong Kong China Rugby was the first from the rugby community to sign up to the UN Sports For Climate Action Framework in 2019 and has always led from the front in the rugby world on environmental and social action. This strategy is an extension of this work rather than a new approach.

Hong Kong is a city nestled between mountains, oceans, and jungle surrounded by and living alongside nature. Hong Kong thrives on a vibrant spirit of community, resilience, and shared experiences. This is deeply woven into the fabric of our lives, reflected in our strong neighborhood bonds, our dedication to family, and our unwavering support for local teams. It's the same spirit that fuels the passion and camaraderie of Hong Kong rugby – a sport built on teamwork, respect, and the pursuit of excellence.

Our sustainability journey isn't just about environmental responsibility; it's about safeguarding the very essence of what makes Hong Kong unique and cherished. It's about ensuring that the next generation inherits a thriving community, a healthy environment, and the opportunity to experience the same joy and connection we feel through rugby.

This strategy isn't a separate initiative; it's an integral part of who we are. Our commitment to sustainability is a natural extension of our values, a reflection of our shared responsibility to nurture our community, protect our environment, and build a brighter future for the generations to come. This commitment strengthens HKCR, fostering deeper engagement and lasting connections with our players, fans, and the broader Hong Kong community. It's about building a legacy of sustainable success, both on and off the pitch, ensuring that the passion and spirit of Hong Kong rugby endure for generations to come.





# The Call Of The Dragon

## OUR PURPOSE:

TO OPTIMISE POSITIVE SOCIAL IMPACT FOR HONG KONG THROUGH RUGBY

## OUR MISSION:

TO BUILD A CONNECTED, SUSTAINABLE ECOSYSTEM OF RUGBY IN HONG KONG



Our  
People



Our  
Planet



Social  
Impact

In Hong Kong's rich cultural heritage, the dragon is much more than a mythical creature; it's a potent symbol of power, wisdom, and benevolent influence. The dragon is associated with prosperity, good fortune, and the mastery of elemental forces, particularly water and weather. This resonates deeply with the challenges of sustainability, where managing resources and adapting to climate change are paramount.

The dragon embodies wisdom and protection, and is **calling us to act**, guiding us toward mindful actions and sustainable practices. A dragon is always in the sky, and in our sustainability action plan is pictured flying over our three key pillars of **our people, our planet, and social impact**. The breath of fire represents the dragon's role of shining light on where work is and isn't being done. While recognising the incredible amount of positive work being done within Hong Kong China Rugby, it also provides a lens to understand where we aren't doing enough or where more can be done.

The dragon is our guide, our protector, and a potent symbol of the collaborative effort required to achieve long-term sustainability, invoking a deeper sense of shared responsibility among players, fans, and the wider community.

## Where does the dragon sit?

The *Call Of The Dragon* is Hong Kong China Rugby's sustainability strategy which sits within the overall Hong Kong China Rugby Strategic Execution Framework under Pillar 2: Sustainability.

**Purpose:** "To optimise positive social impact for Hong Kong through rugby"  
**Mission:** "To build a connected, sustainable ecosystem of rugby in Hong Kong"

**Social impact and sustainability (annual review and reporting)**

Objectives	Pillar 1: Community & Participation Optimise societal impact through enhanced engagement, participation and retention	Pillar 2: Sustainability Ensure HKCR can achieve its goals on a sustainable basis	Pillar 3: Representative Rugby Create recognised HKCR role models who inspire people to engage in rugby																																								
<b>Long term KPIs</b>	<ul style="list-style-type: none"> <li>Participation, engagement, and fan viewership of HKCR population to increase by &gt;10% annually from 2024/25 to 2028/29 season through vibrant rugby community built around Regional Hubs</li> <li>Generate 15,000* registered participants participating in the playing pathway and target equal gender recruitment efforts to change the gender split to 60:40* by 2027 across all ages</li> <li>Rugby Sevens to be ranked in the top 3 team sports by participation for both HKSSF and USF for boys and girls by 2027</li> <li>Rugby introduced to local school PE Curriculum by 2027 and OBA clubs, local schools and universities integrated into domestic club community</li> </ul>	<ul style="list-style-type: none"> <li>Generate HK\$180m surplus annually by 2034 from 3 major sources: a) the HKFs b) hosting a second major annual event c) HKCRU's digital platform monetisation</li> <li>Recognised as a leader in the sports industry across sustainability – Environmental, Social and Governance</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 4-year Tier A categorisation at HKSI</li> <li>Quality for Men's and Women's Olympics in 2028 and 2032</li> <li>Win Men's and Women's Asian Games 2026 and 2030</li> <li>Accelerated provision for Women's Representative and Premiership to qualify for Women's RWC 2025 &amp; 2029</li> <li>Continued development of the Men's 15s programme to ensure competitiveness in relevant regional and global competitions</li> </ul>																																								
<b>Strategy and Tactics</b>	<table border="1"> <thead> <tr> <th>Ref.</th> <th>Initiatives</th> </tr> </thead> <tbody> <tr> <td>1.1.1</td> <td>Increase recruitment of players to HKCR affiliated clubs</td> </tr> <tr> <td>1.1.2</td> <td>Engagement of Sevens and Touchdowns the community</td> </tr> <tr> <td>1.1.3</td> <td>Regional Hubs</td> </tr> </tbody> </table>	Ref.	Initiatives	1.1.1	Increase recruitment of players to HKCR affiliated clubs	1.1.2	Engagement of Sevens and Touchdowns the community	1.1.3	Regional Hubs	<table border="1"> <thead> <tr> <th>Ref.</th> <th>Initiatives</th> </tr> </thead> <tbody> <tr> <td>2.1</td> <td>Technology</td> </tr> <tr> <td>2.2</td> <td>Data platform</td> </tr> <tr> <td>2.3</td> <td>Events</td> </tr> <tr> <td>2.4</td> <td>Sponsorship and Partnerships</td> </tr> <tr> <td>2.5</td> <td>Governance</td> </tr> <tr> <td>2.6</td> <td>Environment and Social</td> </tr> <tr> <td>2.7</td> <td>Membership support</td> </tr> </tbody> </table>	Ref.	Initiatives	2.1	Technology	2.2	Data platform	2.3	Events	2.4	Sponsorship and Partnerships	2.5	Governance	2.6	Environment and Social	2.7	Membership support	<table border="1"> <thead> <tr> <th>Ref.</th> <th>Initiatives</th> </tr> </thead> <tbody> <tr> <td>3.1</td> <td>International engagement and HKCR community profile</td> </tr> <tr> <td>3.2</td> <td>HKCR Sevens Olympic pathway</td> </tr> <tr> <td>3.3</td> <td>HKCR performance pathways</td> </tr> <tr> <td>3.4</td> <td>Membership 15s alignment</td> </tr> <tr> <td>3.5</td> <td>Women's 15s</td> </tr> <tr> <td>3.6</td> <td>Men's 15s</td> </tr> <tr> <td>3.7</td> <td>Coach education and referee pathway</td> </tr> </tbody> </table>	Ref.	Initiatives	3.1	International engagement and HKCR community profile	3.2	HKCR Sevens Olympic pathway	3.3	HKCR performance pathways	3.4	Membership 15s alignment	3.5	Women's 15s	3.6	Men's 15s	3.7	Coach education and referee pathway
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<b>Capabilities we need to develop</b>	<ul style="list-style-type: none"> <li>Social impact narrative</li> <li>Social impact framework</li> <li>Inspiring international brand elevation</li> <li>Technical competency for new and existing competitions</li> <li>Coach and referee development</li> </ul>																																										
<b>Technology to support</b>	<ul style="list-style-type: none"> <li>CRM system</li> <li>E-commerce platform</li> <li>HKCR website integration to CRM and e-commerce</li> <li>"Fan first" digital app / data platform</li> <li>Database for player, medical and sport science</li> <li>Player performance measurement tool</li> </ul>																																										

Current participants of 9,600 as of February 2024; Current gender split of 70:30 as of February 2024

Available at: <https://resources.hkrugby.com/resource/hong-kong-china-rugby-new-strategic-plan-2024.pdf>



# The Influence of Sport

Sport has the platform within society, and therefore the responsibility, to shape our collective future. Particularly in Hong Kong, where a strong community identity exists, sport has an opportunity to lead and inspire positive action.

Sport's influence within society is well documented. Project Pantheon, run by the Massachusetts Institute of Technology, looks at global influence throughout time, showing that historically societal influence was held by religious figures, writers, and poets. In modern society this has changed, and since 2000 it is sportspeople and sports teams who have by far the greatest global influence at over seventy percent. Groups of sports fans are tight-knit and studies have revealed that behaviours spread quickly amongst these groups. Sports teams and athletes, especially with the rise of social media engagement, have been established as strong opinion leaders within these groups. Research has demonstrated that sport can influence fan sustainability behaviours. Hong Kong China Rugby, therefore, has a unique opportunity to create and inspire meaningful positive action within Hong Kong.

Socially, inequalities - both between and within countries - are growing around the world. The World Bank dubbed 2023 'the year of inequality' reporting that globally the fight against poverty had stalled, long-term growth prospects are expected to fall to a three-decade low, and that the pace of reform towards equal rights for women are at a 20-year low amongst many other societal challenges. Tackling these polycrises requires collaborative effort, and there is an essential role in sport for development - using the power of sport to strategically and deliberately address targeted societal issues.

Environmentally, sport impacts and is impacted by the climate crisis. Its impacts on nature and climate can be negative (for example, emissions, pollution, disruption to nature) and positive (for example, regeneration, influence for change) and this action plan aims to lower the negative and increase the positive impacts. In being impacted by nature and climate, there is unequivocal evidence that the world is heating up, and that the ability to practice and enjoy rugby is experiencing significant consequences. The ecosystems on which rugby depends are being impacted, and with no action these consequences will continue to deteriorate in the coming decades.



The Hong Kong Environment Bureau's *Climate Change Report 2015* reported that for Hong Kong the climate crisis will mean more very hot days and nights, more extreme 'black' rainfall events, more extremely wet years, and an increased threat of storm surges associated with tropical cyclones all of which will impact the ability to engage in rugby at all levels. World Rugby's *Rugby and Climate Change Report (2024)* demonstrated that increased severity and prevalence of heat waves, drought, flooding, and rainfall will impact athletic performance, spectator health, and rugby infrastructure. The Hong Kong Government's *Climate Action Plan 2050* references the damage of Super Typhoons Hato in 2017 and Mangkhut in 2018, highlighting that 2019 and 2020 were the two hottest years in Hong Kong on record. It is clear that these impacts are becoming increasingly frequent and severe.

Hong Kong China Rugby is directly impacted by social and environmental issues and must act. Strategically targeting areas of action focuses efforts and ensures consideration across the board, not just of the areas that are obvious or easy to measure. The following action plan lays out Hong Kong China Rugby's overall sustainability strategy and areas of focus. Within each, objectives, strategy, baselines and targets are set for 2030, guiding action over the coming years. Annual reporting will ensure the progress of this strategy.



# ENABLERS







## THE OBJECTIVES

- 1) DEVELOPING SUSTAINABILITY CHAMPIONS
- 2) ENSURING THIS SUSTAINABILITY ACTION PLAN IS OWNED BY ALL

It is important that our sustainability ambitions are not just embedded across Hong Kong China Rugby but also understood by all connected to our organisation. By engaging and supporting colleagues, players, and fans, it becomes owned by all. A focus group, or “taskforce”, with representatives from each section will be created to interact and contribute to the implementation of the Hong Kong China Rugby Sustainability Action Plan.

Learning and development opportunities will also be provided to nurture knowledgeable and respected sustainability leaders across HKCR. Colleagues, players, and fans should all understand the purpose of our sustainability ambitions, and drive informed decision-making, advocating for positive environmental and social change. The delivery methods of these opportunities, however, must be adapted to meet the needs of each group. “Purpose” sessions will be delivered, taking different forms. For colleagues and players, these sessions will be in-person, while for those more widely involved they will be delivered as resources. The aim of these sessions is to encourage an understanding of the role sport has to play in sustainability, to share tools for positive action, and to align on progress across the community.

## Targets



### Empower Employees, Players, and Fans

Purpose sessions will be run in person with 100% of colleagues and players by 2027, encouraging them to use their platform to authentically advance issues that are close to them. Resources will be made available to the wider community by 2028.



### Launch The Sustainability Taskforce

The sustainability taskforce will be launched with representatives from colleagues, fans and players to engage with, feedback on, and drive the implementation of the Sustainability Action Plan in 2025



### Launch The Impact League

A competitive impact league will be launched across the men's and women's premiership in 2025 (see page 11)



# HKCR IMPACT LEAGUE

*Rugby's Match For The Planet*



## What is the HKCR Impact League?



Taking inspiration from Sail GP's innovative leadership with its Impact League, Hong Kong China Rugby aims to launch the first impact league in rugby.

The league is designed to showcase our competing team's positive actions, buying into the competitive nature of sport and applying it to social and environmental action.

Games 1-5



Our  
People

Games 6-10



Our  
Planet

Games 11-15



Social  
Impact

Games 16 & 17



League  
Finals

## How Does It Work?

Women's and men's teams playing in the Nan Fung Group | AIRSIDE Premiership will compete not only on the pitch, but also off it, with year-round impact showcased through three five-week periods within the season.

The impact league layout will align with Hong Kong China Rugby's Sustainability Action Plan, with the first period focusing on *Our People*, the second on *Our Planet*, and the final on *Social Impact*. Teams will be given guidance towards areas within each focus area where they can have impact, and will report their action at the end of each period. An overall report will be presented at the end of the season by each club.

At the end of the season, expert guest judges will score each teams efforts and crown an impact champion.



 **OUR  
PEOPLE**







## THE OBJECTIVES

1) FOSTERING AN INCLUSIVE AND EMPOWERING ENVIRONMENT

2) DELIVERING WELLNESS AND WELLBEING



**Colleagues**



**Players**



**Community**

Our 'People' pillar aims to support everyone connected to Hong Kong China Rugby across our colleagues, players and communities. We will cultivate a safe, inclusive, and inspiring environment that empowers each individual to thrive, contribute and innovate. A strategic approach to understanding, cultivating and promoting equity and diversity will ensure a more inclusive environment. A focus on delivering wellness and wellbeing within these groups will also be prioritised.

# Strategy

Hong Kong China Rugby will drive greater inclusion by following a Learn - Cultivate - Promote approach.

- **Learn:** Gain deeper insights into the individuals connected to Hong Kong China Rugby, understanding their unique backgrounds, experiences, and perspectives
- **Cultivate:** Foster an inclusive culture within Hong Kong China Rugby that encourages diversity to thrive. This involves creating an environment where employees feel empowered and valued
- **Promote:** Champion the rich diversity by actively advocating the importance of inclusion

This approach will be guided by the following areas of focus:



Greater understanding of these five focus areas across colleagues, players and communities will facilitate the cultivation and promotion of inclusivity. While all areas of equality, diversity and inclusion are important, Hong Kong China Rugby may have more work to do in some areas than others. Once this is understood, specific growth/composition/objective targets can be set and internal policies reviewed.

Welfare and wellbeing amongst colleagues and players is a strategic priority for HKCR within its overall strategy, and a “relentless focus” for World Rugby (*Rugby - A Global Sport For All Strategic Plan*). For colleagues, current initiatives set up to address people, culture and wellbeing will be developed with involvement, objectives and targets formalised. For the playing community, HCKR aims to create a player welfare advisory committee, reporting directly to the board, informed by sports science and sports medicine professionals. This committee will implement or update policies to minimise injury risk while supporting and encouraging participants to enjoy and value the game of rugby.

## Our Journey So Far

Inclusivity, respect, integrity, and excellence serve as the core values of Hong Kong China Rugby. With these values comes a commitment to actively promoting equal opportunities and inclusivity, embracing different perspectives and approaches.

Date	Activity / Project	Data / Outcome
2019	People & Culture Working Group launched	Focus on initiatives that foster a positive workplace culture
2021	Staff Wellbeing Program created	Education and Awareness initiatives launched (e.g, nutrition, exercise, sleep quality, support groups)
2022	<i>Calendar of Wellbeing</i> launched	Focus months including: Mental health, Physical health, Women's health, Men's health

# Targets



## Gain Equality, Diversity And Inclusion Insights

Collect data across colleagues, players, and the wider Hong Kong rugby community by 2026 with the aim to set specific targets for 2030



## Develop Current Colleague Wellbeing Programs

Formalise involvement from across departments, objectives and targets by 2026



## Create Sports Science & Medicine / Welfare Advisory Group

Reporting directly to the board, setting out key areas in the community game where HKCR can implement or update policies by 2026



## Review Internal Policies and Procedures

Apply an inclusion lens to all current policies, procedures and wellness provisions for colleagues by 2026





# OUR PLANET





## THE OBJECTIVES

1) **PLAYING OFFENSE: CREATING POSITIVE IMPACTS WITHIN THE ENVIRONMENT**

2) **PLAYING DEFENSE : AVOIDING/MINIMISING NEGATIVE IMPACTS WITHIN THE ENVIRONMENT**



### WASTE FREE WARRIORS

Plastics/Single Use Items  
Circular Economy  
Food Waste  
Apparel  
Event Waste



### NATURE CHAMPIONS

Ocean Health  
Clean Air  
Urban Biodiversity



### POWER PLAY

Purchased Electricity  
Clean Energy  
Water Usage  
Fossil Fuels



### IGNITE & INSPIRE

Impact League  
Fan Pledges  
Sustainability Champions  
Stakeholder Engagement  
Fan Travel  
Fan Food

SPORTS FOR NATURE;  
SPORTS FOR CLIMATE ACTION; FOOTPRINTING, HANDPRINTING

The ‘Our Planet’ pillar lays out our strategic approach to environmental action. These four environmental pillars ensure that our scope includes the carbon crisis, the biodiversity crisis, and the pollution crisis, including a pillar focusing on sports unique contribution to this space - influence and engagement. In this way, both offense (creating positive impact) and defense (minimising negative impact) actions are both covered.

*Waste Free Warriors* targets the measurement and reduction of waste across the business. *Nature Champions* considers the impact on nature of business operations and ways in which biodiversity can be regenerated. *Power Play* measures and manages carbon and water usage. Finally, *Ignite and Inspire* leverages fan engagement, sports unique contribution to tackling the climate crisis. Encouraging athletes and staff to use their platform, the implementation of an *impact league*, and other fan engagements will ensure Hong Kong China Rugby positively engages within its community and beyond in tackling climate change.

Underpinning the strategy are the frameworks and tools which will be applied. Hong Kong China Rugby was the very first rugby organisation to sign the *United Nations Sports For Climate Action Framework* and aims to become the first national rugby governing body to sign the *Sports for Nature Framework*. These frameworks are based on measuring, understanding, taking action, and inspiring, and aligning with these principles will enable the delivery of this action plan. Footprinting tools will enable the measurement and understanding of carbon data.

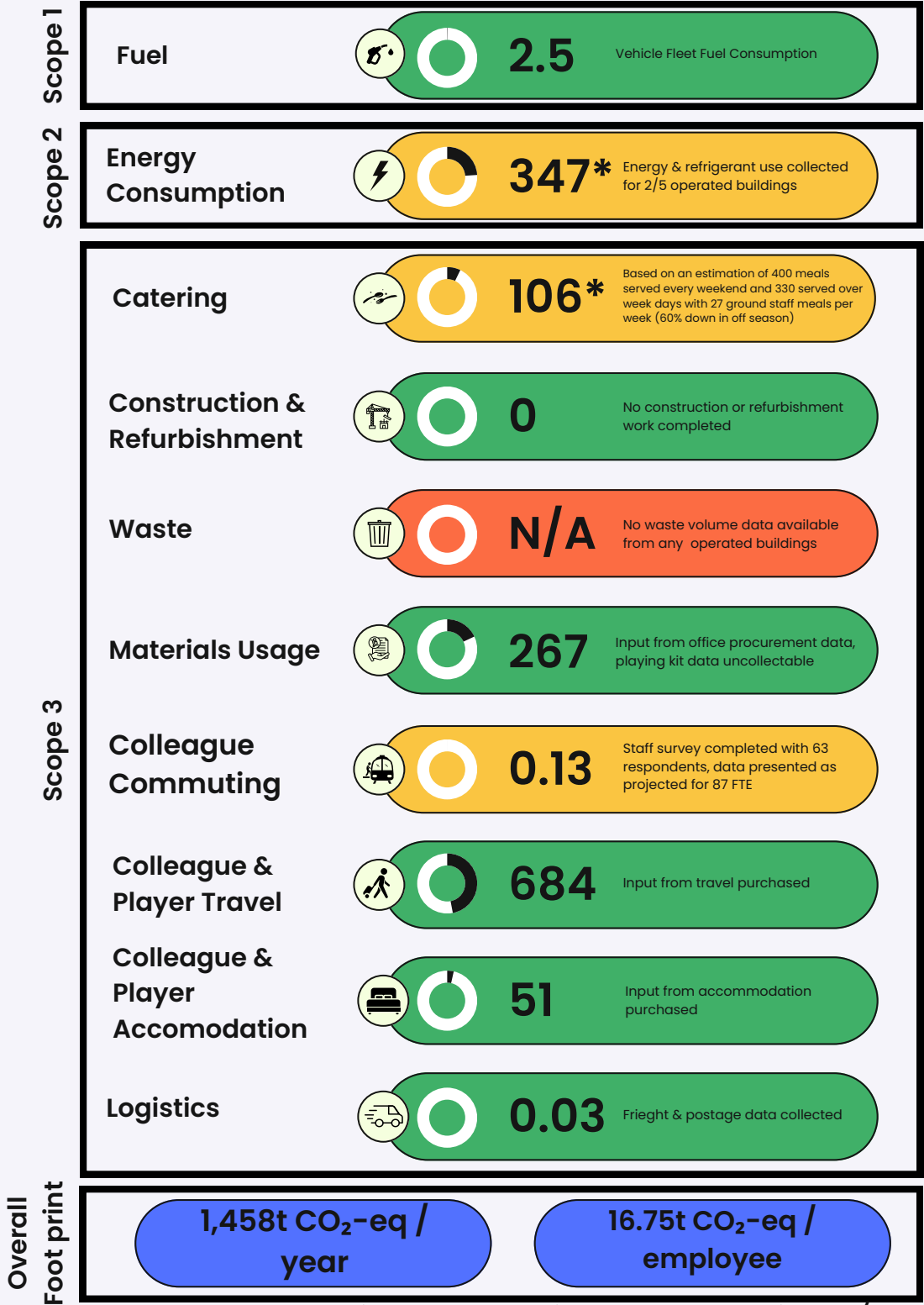
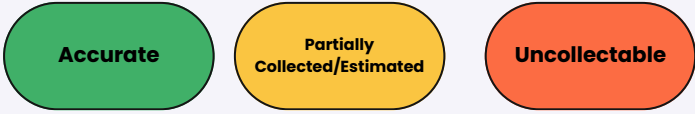
# Our Journey So Far

Hong Kong China Rugby has long been an environmental leader in rugby, working on a number of environmental initiatives over the past decade. At the HSBC Hong Kong 7s, surplus food and food waste has been collected since 2014, recycling collection facilities were upgraded in 2017, and green ambassadors have been in place since 2018. Reusable cups were introduced in 2019, with 300,000 single use cups saved that year alone. Refuse from the event has more than halved from 201 metric tonnes in 2013 to 89 tonnes in 2024. This action plan aims to capitalise on this work, using a strategic approach to guide future activity.

Date	Activity / Project	Data / Outcome
2014	Green Sevens Campaign launched	Campaign to reduce the environmental footprint of the event
2018	Hong Kong Award for Environmental Excellence	Endorsed by the Hong Kong Government's Green Events scheme
2019	UN Sports For Climate Action Signatory	The world's first rugby union signatory
2025	Sports For Nature Signatory	The world's first national rugby union governing body signatory

# Baseline 2023/2024

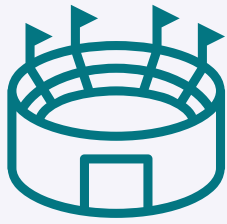
## Data Quality:



All figures expressed in tonnes of CO<sub>2</sub> equivalent / year

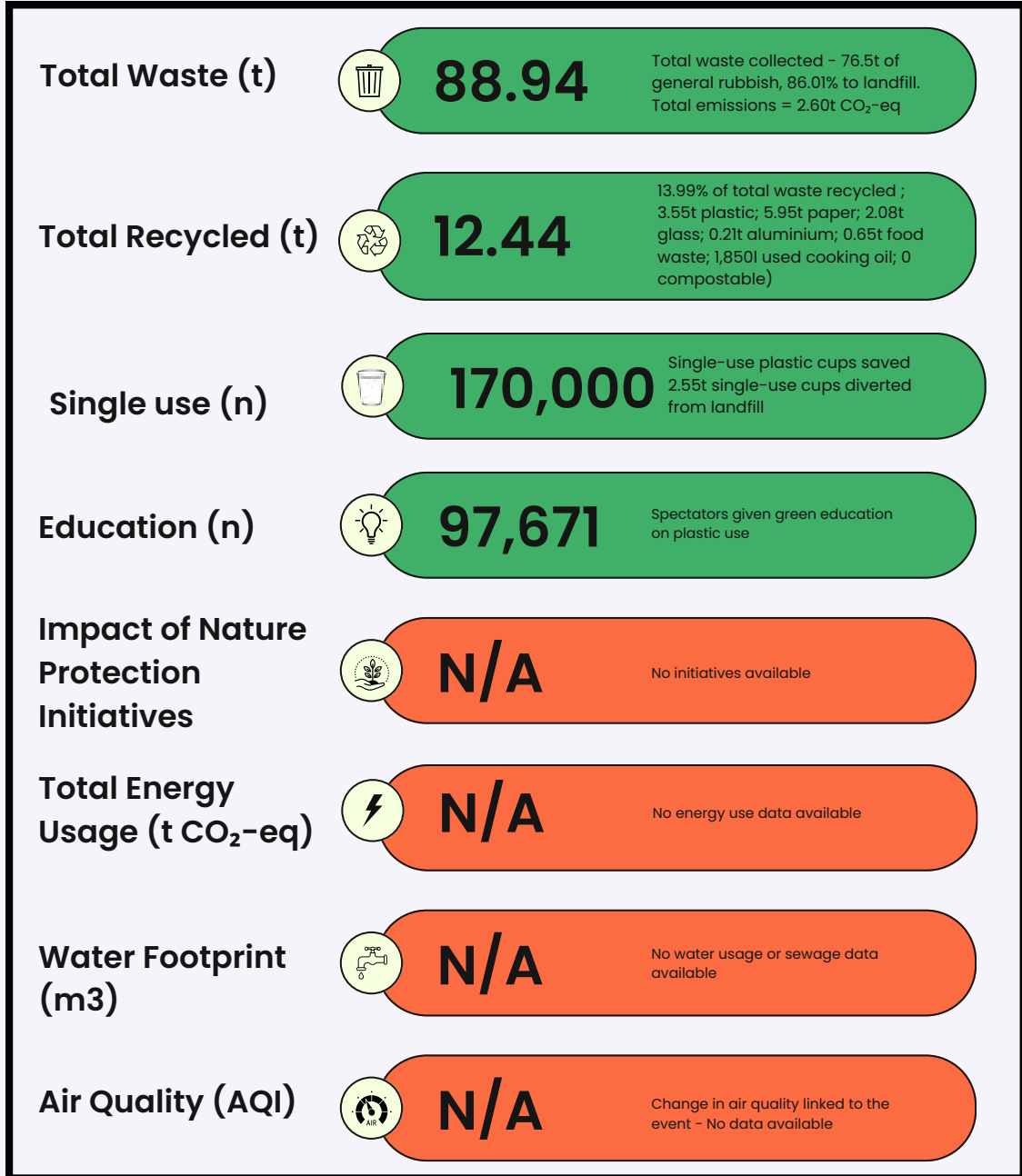
\*With data uncollectable and unestimatable, this figure is likely to be higher



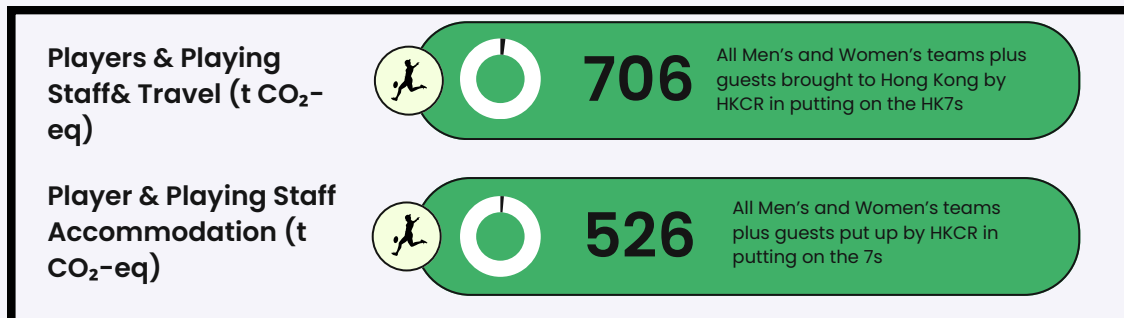


# Hong Kong Sevens 2024

## Climate & Biodiversity



## Team Travel & Accommodation



Scope 'F'

Overseas Fan Flights (t CO<sub>2</sub>-eq)



36,514

Based on overseas attendee country of origin

Fan Transport to Stadium (t CO<sub>2</sub>-eq)



0.67

Based on attendee numbers per day and reported travel mode

Data collected from face-to-face surveys with 681 attendees, projected to total attendance

Total

Total Carbon Footprint (t CO<sub>2</sub>-eq)



37,848

Total Per Fan Attendee (t CO<sub>2</sub>-eq)



0.39

t CO<sub>2</sub>-eq per attendee

## 2023/2024 In Numbers:



Total Carbon Footprint  
**1,458t CO<sub>2</sub>-eq / year**

(16.75t CO<sub>2</sub>-eq / employee)



Total HK7s Footprint  
**37,848t CO<sub>2</sub>-eq / year**

(0.39t CO<sub>2</sub>-eq / Fan Attendee)



Reported Across

**21 Areas**



Data Quality

**67% Green  
13% Amber  
21% Red**



Data Points

**1,755**

\*Green = Accurate  
Amber = Estimated/Partially Collected  
Red = Uncollectable

# Targets



## INCREASE DATA QUALITY

Data has been labeled red, amber, and green for quality, with 21% inputs labeled red, 13% labeled amber, and 67% labeled green. By 2027, 80% of accurate data is targeted with 100% accurate data by 2028. Fan travel data will be collected from 2026.



## FOCUS ON EMISSIONS HOTSPOTS

The annual publication of emissions from the 23/24 baseline will ensure a focus on emissions hotspots. Robust longer-term data will allow credible net-zero policies to be introduced by 2030.



## LAUNCH NATURE CHAMPIONS

The Sports For Nature Framework will be signed in 2025. 1-2 campaigns will be run per year from 2026, targeting issues identified alongside, and working with, local ecologists



## LAUNCH THE IMPACT LEAGUE

A competitive impact league will be launched across the men's and women's premiership in 2025

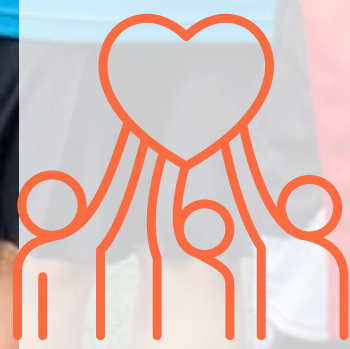


## EMPOWER EMPLOYEES, PLAYERS AND FANS

Purpose sessions will be run in person with 100% of colleagues and players by 2027, encouraging them to use their platform to authentically advance issues that are close to them. Resources will be made available to fans by 2028.



Tackling Language



# SOCIAL IMPACT





# POSITIONING HKCR'S SOCIAL IMPACT

中國香港欖球總會



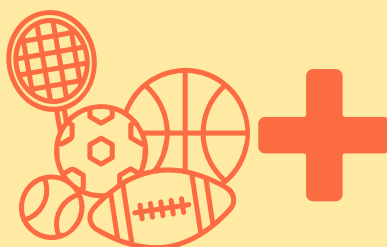
HKCR



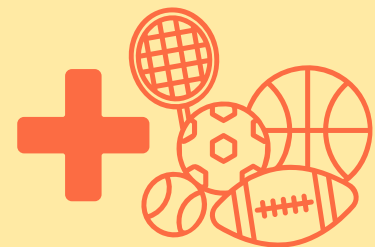
Hong Kong China Rugby's social impact work sits alongside its social impact partner, *Rugby For Good*. The organisations differ in delivery method, as *Rugby For Good* is a “Plus Sport” charitable organisation while HKCR's focus is on delivering social impact while growing rugby participation (explained below).



**SPORT**



**SPORT PLUS**



**PLUS SPORT**

- **Sport:** Running sport in communities without articulated development objectives
- **Sport Plus:** Running programs with the objective of increasing participation in sports by reducing the barriers to entry (by providing resources, equipment and coaching). These programs aim, through their delivery, to promote inclusive participation and provide targeted secondary benefits such as health and wellbeing, development of life skills, and education within communities.
- **Plus Sport:** Running programs where sport is a tool with which to forge social change. These programs are intentionally designed to target non-sporting outcomes, using sport as required to achieve these aims.

HKCR's social impact work involves the identification of key barriers to participation, and the provision of resources, equipment and coaching to remove these barriers. This approach aims to foster inclusive participation by not only facilitating access to sport but also enhancing the overall experience and engagement of diverse communities. It also requires the identification of priority areas to target as secondary benefits delivered by participation.

HKCR's approach differs from *Rugby For Good's* approach to social impact work. HKCR's work aims to bring community members within its 'rugby community' (the triangle below), by lowering the orange barriers to entry in the diagram below, where they can benefit from targeted secondary benefits. *Rugby For Good*, however, works outside this triangle using rugby as a tool to target these priority areas without necessarily bringing participants in.

The alignment of these programs does, importantly, provide an avenue for those engaged by *Rugby For Good* to continue to benefit from rugby participation by moving into the rugby community.





## THE OBJECTIVES

1) IDENTIFY AND REMOVE BARRIERS

2) ENCOURAGE PARTICIPATION

3) DELIVER TARGETED SECONDARY BENEFITS



Fans



Players

## Identify And Remove Barriers

An update will be run on the 2020 KPMG report completed for Hong Kong China Rugby entitled *Strategic research study into the factors affecting the participation and spectatorship of rugby in Hong Kong*. This update will guide ongoing work towards removing barriers, with the comparison of results against this baseline highlighting areas of focus.

## Encourage Participation

Targeted investment will be made into programs, coaching, equipment and resources to remove identified barriers to both players and fans with a strategic focus on inclusivity in the deployment of these resources. What investment is made, where it is made and for what reason will be reported on.

## Deliver Targeted Secondary Benefits

Priority areas to deliver secondary benefits through rugby participation in Hong Kong will be identified through engagement with member clubs and their foundations, alongside incorporating government targets for social development. Having identified these secondary benefits, programs will be run to address them.

The value of rugby to Hong Kong in terms of physical health, social cohesion and interaction, wellbeing, education and employment is understood but is currently not captured quantitatively, making comparisons difficult. Following methodologies such as that in World Rugby’s *The Global Value of Grassroots Rugby* report, reporting this contribution in a dollar value will highlight and unlock progress.

# Our Journey So Far

Date	Activity / Project	Data / Outcome
2013	Hong Kong Rugby Union Community Foundation launched	Using rugby to tackle social issues within the Hong Kong community
2021	HCRUCF rebranded to Rugby For Good	Relaunched as a purposeful impact-driven organisation prioritising four key areas
2023	LIFT Programme launched	9-12 month programme nurturing a pipeline of female talent to take on more senior roles in teams, clubs and HKCR

## Targets



### IDENTIFY BARRIERS TO PARTICIPATION

Produce an update to the KPMG report on ‘barriers to rugby union participation in Hong Kong’ by 2026



### REDUCE BARRIERS TO PARTICIPATION

Report annually and quantitatively on investments into provisions given to reduce identified barriers by 2027. Resources, equipment and coaching provided will be reported on



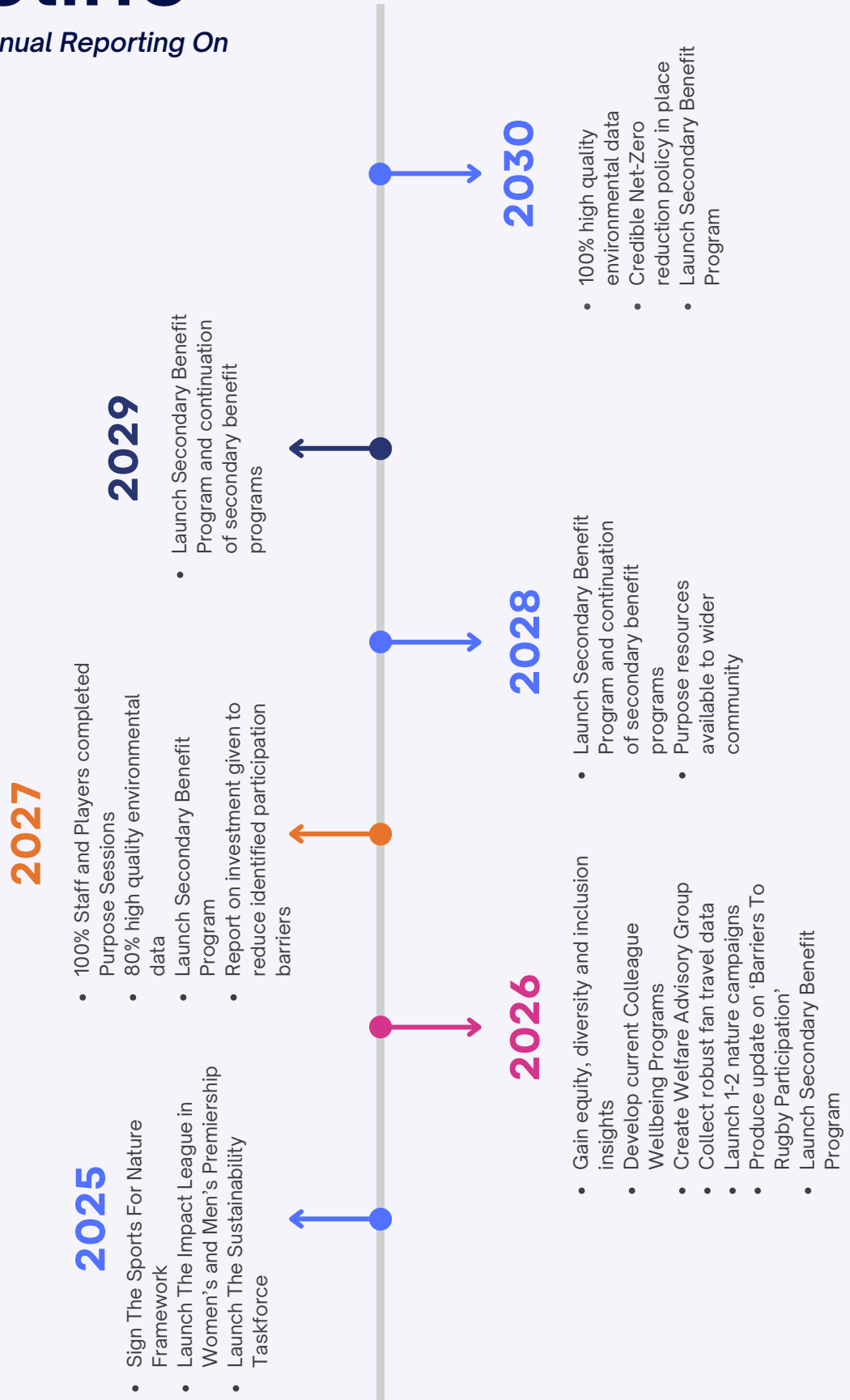
### DELIVER SECONDARY BENEFITS

Launch at least one program per year from 2026 delivering and reporting quantified secondary benefits, including in dollar amounts to enable progress to be tracked



# Timeline

*\*To Include Annual Reporting On Progress*





## Contact

**Jamie Farndale**

**General Manager Club Development and  
Sustainability**

Hong Kong China Rugby, Room 2001,  
Olympic House, 1 Stadium Path, So Kon Po,  
Causeway Bay, Hong Kong

[www.hkrugby.com](http://www.hkrugby.com)

[jamie.farndale@hkrugby.com](mailto:jamie.farndale@hkrugby.com)

[@hkrugby](https://www.instagram.com/hkrugby)