

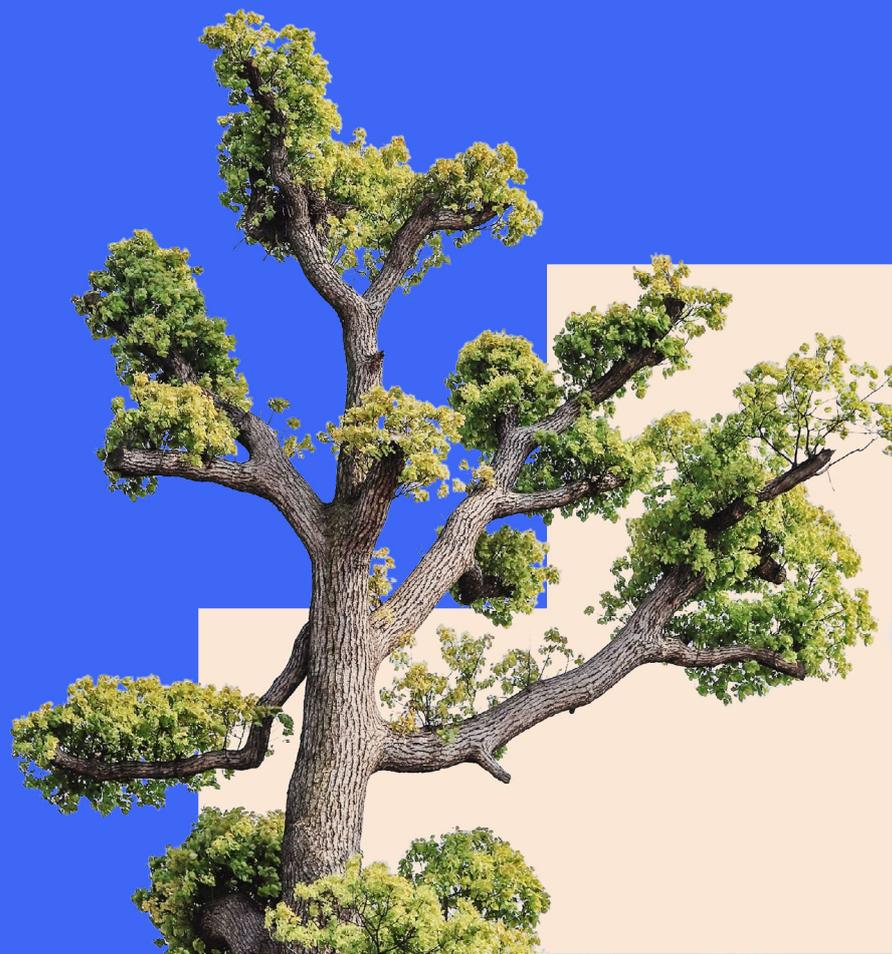
NORDIC GREEN ORCHESTRA GUIDE

A collection of actionable advice for strengthening sustainability in the Nordic orchestra sector





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Now is the time to turn rage into action.
Every fraction of a degree matters.
Every voice can make a difference.
And every second counts.

António Guterres,
Secretary-general of the United Nations

INTRODUCTION

It has hardly escaped anyone's attention that we are in the middle of a global climate crisis. While initiatives aiming to fight this crisis are plentiful, it is also clear that not enough is being done quickly enough - and governments around the world are not acting in accordance with the necessary urgency.

Orchestras are a tiny piece of the huge puzzle that has to fall in place to take the necessary actions that will save our planet in due time. But they are nonetheless a piece - like we all are - and each piece will have its place in this puzzle. Therefore, orchestras are also facing the question of "What can we do?" when it comes to sustainability and climate change. In this guide we hope to be able to give some of the answers to this question.

There are plenty of green guides, frameworks, action plans etc out there - so why do the Nordic orchestras need one for themselves? It is our assessment that in order to make sustainable actions manageable, they need to be relatable to your specific area of work.

The cultural sector as a whole is already overburdened, and if working with sustainability is just another task added to the endless list without any concrete and relatable advice, the fear is that not many will get very far.

Therefore, we have done our best to make this guide a collection of actionable advice and suggestions - many of which can be implemented more or less over night - while at the same time going several steps deeper to lay the foundation for an in-depth commitment to increased sustainability.

The guide is not a complete mapping or a research-based report - instead it focuses on making sustainability actionable here and now as well as pointing towards the larger perspective and possibilities.

At the same time, the guide presents relatable cases from Nordic orchestras who have already initiated projects and efforts that have worked, gives examples of relevant tools that might come in handy and posts relevant questions to ask yourself when working with sustainability.

In the guide, we have taken our starting point in discussions and brainstorms around sustainability at the Nordic Orchestra Conference in Reykjavík, Iceland in September 2022.

At the conference, 62 individuals from 36 Nordic orchestras, festivals and institutions signed a declaration of intent under the name “A Future with Sustainable Culture”. Among other things, the participants identified short and long term initiatives to be implemented within their organizations.

As a result of this work the ambition to create a Nordic green orchestra guide came to mind.

[Read the full declaration here.](#)

Furthermore, inspiration has been taken from some of the other high-quality work on the topic such as “Green Orchestras Guide” (UK, 2011), “Scottish Classical Music Green Guide” (Scotland, 2021), “Theatre Green Book” (UK, 2021) and “Europe Jazz Network Green Rider” (2022) as well as an inspiring collaboration with the non-profit pioneers at Julie’s Bicycle.

We hope that you will find this guide useful and that it can spark some concrete actions as well as short- and long-term ambitions in terms of your orchestra’s work with sustainability. It is our hope that we are able to follow up on the guide with more in-depth efforts to strengthen the Nordic orchestral sector’s sustainability efforts even further.

Happy reading,
THE EDITORIAL GROUP



LEADERSHIP AND MANAGEMENT

CHALLENGE

Pursuing the path towards becoming a greener organization requires both the right strategy and the right actions. In the center of this is leadership and management. Leadership is required to lay out the green path to follow and to ensure that the organization as a whole is motivated to come along for the journey - also when the cost is convenience and old habits.

Management's role is to ensure that the proper tools and resources are available to make the right decisions. Although individual initiatives regarding sustainability may arise from "bottom up" in your organization, you cannot rely on individuals to drive a significant organizational change - as a leader you need to take responsibility for setting overall goals and laying out the path to get there.

Most cultural organizations are struggling to make ends meet and have limited bandwidth for new development initiatives. If a "green strategy" is not just to end up as yet another bottom line to report on along with too many others, you need to make the green efforts live in the entire organi-

zation - from board level to musicians, interns, volunteers and concert-goers.

Hence, your organization's green strategy should outline the desired future, relate this to the current situation and resources - and it should be followed up by adding the resources necessary to make that transition. The overall goal is that sustainability becomes an integral way of thinking about quality throughout the organization - much like artistic quality is already a part of your DNA.

The strategy - like any other good strategy - should be broken down into concrete action points, clarifying on all levels of the organization, what exactly is to be done, who is in charge, and how progress and impact is measured.

In order to properly track and measure, it is necessary to be able to collect and process data or to work with others who can help do this - e.g. in the form of carbon-calculators etc.

STRATEGIC GOALS

WRITE AN ENVIRONMENTAL POLICY

Like in any other cases where you want to orchestrate a certain behavior, setting some ground rules can help.

Your environmental policy should clearly state what the minimum requirements for the organization are in terms of energy acquisitions, waste management, travels etc. Several of the following sections in this guide will help you reflect on relevant areas and topics and develop concrete baselines to follow.

At some point in your green journey however, it is likely that you will need expert assistance in order to accelerate your efforts. It is recommended to do further research on relevant resources, tools, networks and capacity building arenas - as well as sharing your work, progress and doubts with colleagues, funders etc.

START CALCULATING CARBON FOOTPRINT

In order to know the actual effects of your efforts, calculating your carbon footprint is essential. The good news is, that more and more help is available in this area - both in terms of companies and advisors who can help, as well as already available online calculators.

As always with data, it is important to be strict and consistent when gathering and

inputting data, also over time, in order to get results that are actually a representation of your efforts.

REVIEW STRATEGY AND ACTIVITIES IN A "GREEN PERSPECTIVE"

When developing a new strategy and initiatives to strengthen sustainability, it is important to review what you normally do, in the light of these new initiatives. Some of your traditions or habits may not align with your new ambitions, and the organization as a whole - collectively and individually - should be willing to take the consequences hereof.

This may affect long-lasting partnerships, core audiences and employees, so it is crucial to build a positive narrative around your decisions in the light of the pursuit for sustainability, and seek to develop new, sustainable initiatives to reflect your new sustainability goals.

INVOLVE, EDUCATE AND MOTIVATE

The key to succeeding in the green transformation is to have everybody involved in the strategy development process and in getting those strategic priorities implemented in the daily operations and decisions.

This also means giving the individual employees the platform to develop their own climate literacy and their understanding

of how their actions affect the goals of the organization as well as the world around them.

Make sure you share results on a regular basis - both good and less good - and motivate for change through emphasizing the collectiveness of the effort as well as the joint responsibility for positive change.





INITIATIVES SHORT TERM

- **INVOLVE STAFF**

Set up seminars and discussion groups to build literacy and get the green conversation going in the organization as a whole. Draw in help and inspiration from the outside to get the conversation going and open your horizon.

- **ENGAGE KEY STAFF**

In all departments or other relevant units, name and involve a “chief sustainability officer” as the owner of the sustainability agenda - in order to ensure there is a sustainability-voice “on the floor” in day-to-day operations.

- **WRITE DOWN BEST-PRACTICES FOR STAFF**

With input from these key staff members, develop a “best-practice” for all departments in terms of e.g. recycling, turning off lights and electronic devices when not in use (including lunch-breaks), encouraging green purchases.

Send out regularly as a reminder or include in recurring staff-meetings, include in onboarding material etc.

- **PERFORM A GREEN AUDIT**

Look at your current operations in a green perspective, for any “easy wins”. Do you offer vegetarian/plant-based meals, do lights have sensors, do you use LED etc.

Likely there are obvious changes you haven't yet thought about and which can be made at no cost or with a quick return on investment - without the need for further analysis.

- **MAKE GOALS AND PROGRESS VISIBLE TO EVERYONE**

Make sure that the green strategy is broken down into clear goals and relatable actions. Share with everyone the progress, difficulties, wins etc., to make sustainability a part of the conversation on a daily basis.

- **INVESTIGATE MEASURING TOOLS**

Investigate what relevant measuring tools are available, in order to get started with measuring emissions and tracking progress. The choice of tools can be refined over time, but establishing some kind of baseline and tracking progress is important.

INITIATIVES LONG TERM

- **AFFECT FUNDERS TO FUND SUSTAINABILITY EFFORTS:**

Working with sustainability in an organization is resource-demanding. As part of the economy in most orchestras rely on public funding, it is necessary to engage in a dialogue with these funders, to ensure an understanding of how this demand for resources affect the organization as a whole. Ideally, the engagement in sustainability should be reflected in lower production requirements and/or higher funding.

- **START THINKING IN TRANSFORMATIVE SPONSORS AND PARTNERS**

Just as orchestras are looking for solutions, solutions are looking for case studies and communication partners. Look for future sponsors and business partners who can provide skills, cross-sector inspiration or concrete technological solutions for a more sustainable future, providing a renewed and more attractive business framework for sponsors and partners towards the goals.

- **IMPLEMENT A YEARLY CLIMATE-ACTION PLAN**

When planning out your year to come - financially, artistic and format programming etc. - it is important that sustainability is also part of the plan. Identify which climate initiatives you are going to implement in the coming year - in accordance with your financial budget, your resources etc. Is

next year the year you will be changing all the printed scores into digital scores? Is next year the year you are going to implement a tool for measuring carbon footprint? Identify concrete actions and follow up during the year, as you would with any other budget, to see how you are doing according to your own plan.

- **SEEK TO DEVELOP PARTNERSHIPS AROUND GREEN TRANSPORTATION**

Across the cultural sector, there is great potential in developing equal partnerships with other sectors to strengthen communication, affect agendas and create transformative changes in the society.

If sustainability is a priority for your organization, this should be reflected in the partnerships you enter into - and in turn, you should be open to letting those partnerships affect how you work with and accelerate your green transition.

- **DEVELOP A REMOTE-WORK STRATEGY**

Develop a remote-work-strategy that suits your organizational needs, but also works to decrease transportation emissions for administrative staff that can perform some tasks and processes remotely.

POTENTIAL PARTNERS

- Funding partners
- Other orchestras - for knowledge sharing, networks etc.
- Concert venues
- Other cultural institutions - e.g. theaters, dance companies, opera, music schools etc.
- Partners in other sectors who can help accelerate sustainability



YOUR SUSTAINABILITY CHECKLIST

POLICY AND STRATEGY

We have an environmental policy in place.

Sustainability is a part of our long term strategy.

Our environmental policy and/or strategy is aligned with the national/international policy frameworks (e.g. Paris Agreement, Sustainable Development Goals).

We include environmental sustainability strategy in our core business strategies or plans (e.g. mission statement, broader business plan or strategy, capital development plans).

Our environmental policy and/or strategy is aligned with science-based targets (i.e. in-line with the scale of reductions required to keep global temperature increase below 1.5/2 celsius degrees).

We have an annual climate action plan.

INVESTMENT

We have a dedicated budget for environmental initiatives (e.g. campaigns, monitoring, impact reductions).

We work with a pension provider that invests in social and environmental impact projects.

We work with a bank that invests in social and environmental impact projects.

ROLES AND RESPONSIBILITY

We offer staff opportunities for environmental training (internally or through an external provider).

We formally recognise environmental responsibilities in job roles (e.g. job descriptions).

A member of our management holds responsibility for environmental sustainability (including investment decisions and advocacy).

A member of our board holds responsibility for environmental sustainability (including investment decisions and advocacy).

We include environmental requirements in contracts with employees.



COMMUNICATION AND AUDIENCE ENGAGEMENT

CHALLENGE

One of the overall motivational drivers for your orchestra is probably the meeting with the audience. Both artistically and operationally, your orchestra engages with a lot of audiences each year and this platform could be used to articulate, demonstrate, inspire and influence.

In the interaction with the audience you can show best practices in terms of waste management, sustainable catering, incentivising green transportation and many other areas. And in your programming, you can help tell the story of urgency, necessary action and potential.

All these messages can reach thousands and thousands of people, who take that new knowledge and inspiration back home and to their workplaces, creating a ripple effect of increased climate literacy and sustainable actions.

However, it can be difficult to strike the right balance. Sustainability isn't the only thing you want to communicate to your audience (there's also quality, practicalities and many other messages you'll want to

get across) and at the same time, in a time where the cultural sector is struggling for attention, there's a limit to how much you can take it upon yourself to educate people, rather than "just" entertain them. Or is there?

As mentioned earlier in this guide, if your orchestra engages deeply in the green agenda, chances are this effort will initiate projects, collaborations and initiatives that individually and collectively tells an interesting story about your orchestra and your position on sustainability.

This might give you an edge over competing offers or might help you attract new audiences for whom sustainability is a priority. Of course, caution should be taken to avoid green-washing, as this - in addition to being rather amoral - might backfire and spur negative reactions.

STRATEGIC GOALS

INTEGRATE YOUR SUSTAINABLE PROFILE INTO YOUR PROGRAMMING

While it might require some imagination at first, it is possible to integrate your sustainable profile and efforts more into your artistic programming. As we will cover later in the section on Touring and staff travel, there are a number of choices you can make, in order to make sure that your recruitment of soloists and other outside talent as well as the orchestras own touring aligns with your green ambitions - in terms of e.g. travels.

As for the works themselves, it is worth investigating how the green agenda can be integrated into the commissioning of new works.

Can you commission pieces that directly or indirectly address the topic of climate change? Or curate programs that in other ways inspire a stronger sensibility towards nature - for both children and adults? Can you facilitate the meeting between “extreme thinkers” on both spectrums of the climate debate - and act as “peace negotiators”?

There is no step-by-step manual on how to do this right, but being curious and reflected in your programming process might help you uncover new ways in which your orchestra can help along the dialogue and reflections on sustainability.

FIND THE RIGHT BALANCE IN COMMUNICATIONS

As mentioned previously, it can be hard to strike the right balance in your audience communication. How much of your talk-time should be directed towards communicating sustainability and potentially educating your audience on the subject - and how much should be used on communicating all those other important messages you have?

Also here, there is no “one size fits all” plan, but in engaging with your audience you can be curious as to how much the sustainable agenda resonates with different segments, and use this data to drive your sustainable communication.

To better understand your audience’s reactions to matters of sustainability, consider adding “reader’s responses to green messages within newsletters” as an additional dimension of audience segmentation. This could help you provide valuable insights into which audience members are more inclined to respond positively (or negatively) to your green communication.

This might also give you insights into which members of your audience might be most dispositioned towards supporting for example a crowd-funding campaign to fund your next green initiative.

Ultimately finding the right balance might take some time, and you shouldn't be afraid to reach out to your audience and build qualitative and quantitative data on how your communication mix is working in terms of your green agenda.

ENGAGE YOUR AUDIENCE IN YOUR GREEN EFFORTS

As mentioned above, some of your audience might be so engaged in the sustainable agenda, that your commitment can be a unique selling point that appeals to them. Others might be more hesitant or even reluctant to embrace your green agenda as part of your value proposition.

These different segments of your audience can be engaged in your green efforts in different ways, thereby slowly pushing the "laggards" in a more progressive direction, while building on the strong common values with others.

Most people are positive regarding climate initiatives and will respond positively to your efforts. However, there will always be those who are less positive and we need to consider them as well when we draft our communication plan on sustainability.

For example, the less positive audience members might be interested in hard facts and numbers that show that this is not just "the emperor's new clothes", but that efforts do in fact have an impact - in terms of reduced emissions, waste management

results etc. Perhaps these audiences are also interested in climate incentives in relation to your tickets - e.g. discounts for traveling by bike or public transportation etc.

For those who are already fully along for the ride, you might try to engage them even further through idea contests, climate-related donations or even crowdfunding campaigns where you make it very clear what exact sustainability efforts can be implemented or maximized as a result of the funding secured.



INITIATIVES SHORT TERM

- **SHOW AND TELL WHAT YOU DO**

Did you just create a partnership with a public transportation company? Did you create an artistic programme with special focus on climate change? Or did you just change all your light-bulbs to LED? Implement smart heating? Install solar panels? Change the menu in the bar or café to be more environmentally friendly?

Make sure you communicate what you do - in season-programmes, on-site, on social media etc. Bragging about what you've done isn't green-washing, as long as it's genuine!

- **TEST YOUR GREEN COMMUNICATION**

Start out with small green messages relating to your own sustainability efforts or suggested sustainable actions from your audience - in e.g. newsletters etc. Monitor how they perform: What is the level of engagement, what are the emerging patterns etc.?

- **COMMUNICATE GREEN ACTION
'THROUGH THE LINE'**

Make sure that your sustainability profile is communicated on all your platforms as a part of your day to day relation with your audience.

Future audiences will expect transparency on climate action - and your surroundings might even become inspired to join

you in your efforts. Hence, make sure that you communicate consistently on all platforms.

- **TEST OUT GREEN INCENTIVES**

Map out and test various possible green initiatives relating to your audience engagement. Reduced ticket prices when traveling by bus or bike, a free beverage at the intermission if showing a train-ticket - the possibilities are many depending on your specific situation, and the more you test various initiatives, the more you will learn about what works and resonates. Make sure to collect and build on the feedback you receive and share your findings with other orchestras.

- **SEGMENT AUDIENCE BASED ON
RESPONSIVENESS**

While "audience segmentation" can sound frightening and time-consuming to those who aren't already familiar with it, it doesn't have to be that advanced. Depending on your initiatives you can probably fairly easily identify your top-20 or top-100 climate-engaged audience, based on clicks in newsletters, use of green incentives etc.

Maybe they get an extra "green greeting" once in a while? If you granulate your picture of the audience, you can better serve them with relevant messages and use that to boost your green efforts.

- **GIVE THE STAGE TO THE CLIMATE**

As mentioned, you are in contact with a large number of people each year, who are generally receptive to what you have to say. Let a climate activist or scientist introduce your next (sustainability related) performance with a short comment. Introduce guest columnists in your newsletters - or take-overs on your social media.

Of course this should all be done in accordance with your overall narrative, sustainable efforts etc, but when you get started, there are a lot of possibilities for giving air-time to the green cause.



INITIATIVES LONG TERM

- **MAKE SUSTAINABILITY ONE OF YOUR KEY MESSAGES**

Some might argue that acting in accordance with the climate in anything you do, is just as important as what you do. In that light, your sustainability efforts become just as important as your high artistic quality - and should be prioritized accordingly in your communication.

If you come a long way in your green journey, maybe this is just as relevant to talk about at conferences, in the press, in your own media and in other relevant forums, as your artistic quality and output?

- **DEVELOP EDUCATIONAL AND INFORMATIVE CAMPAIGNS AND INITIATIVES**

One thing is acting sustainably yourselves, another thing is to teach others how to do so. In a longer perspective, you might use your platform to educate and inform audiences - both children and adults - how they can act more in accordance with nature.

E.g. any activities directed at schools or similar, could have sustainability and green actions as an underlying theme, thereby helping build knowledge and literacy for the future.

- **INVOLVE THE AUDIENCE**

Once you have some idea of which green initiatives and possibilities you see for yourself, you might benefit from involving the audience in developing additional projects and initiatives to move you further.

Who knows, perhaps there is a climate expert in your audience waiting to be asked for advice - or people who can help you along in other ways, creatively, operationally etc.

- **CONSIDER GOING PAPER-FREE**

Most orchestras still publish concert note booklets for each concert. After the concert as much as half of the printed booklets end up in the recycling bin never to be used again.

To minimize the usage of paper, consider having the usher's count how many booklets were not taken after the concert has started and adjust your printed quantity accordingly. In the future it is very likely that these printed booklets will become outdated and we therefore need to start to think about alternatives.

Consider collaborating with other cultural institutions on finding a digital alternative and make the change collectively - as this will help your audience adjust to the change.

POTENTIAL PARTNERS

- Your audience
- Climate advocacy organizations
- Local government and municipalities
- Educational sector
- Green thought-leaders
- Venues



YOUR SUSTAINABILITY CHECKLIST

PROGRAMMING

We include environmental sustainability in artistic/production briefs and open calls etc.

We have produced, programmed or curated work exploring environmental themes.

We have dedicated a concert on the topic of sustainability.

We have commissioned a work on the topic of sustainability.

AUDIENCE ENGAGEMENT

We offer the possibility for carbon footprint offset in the ticket buying process.

We offer a fully digital buying process (e.g. tickets and receipts are fully digital).

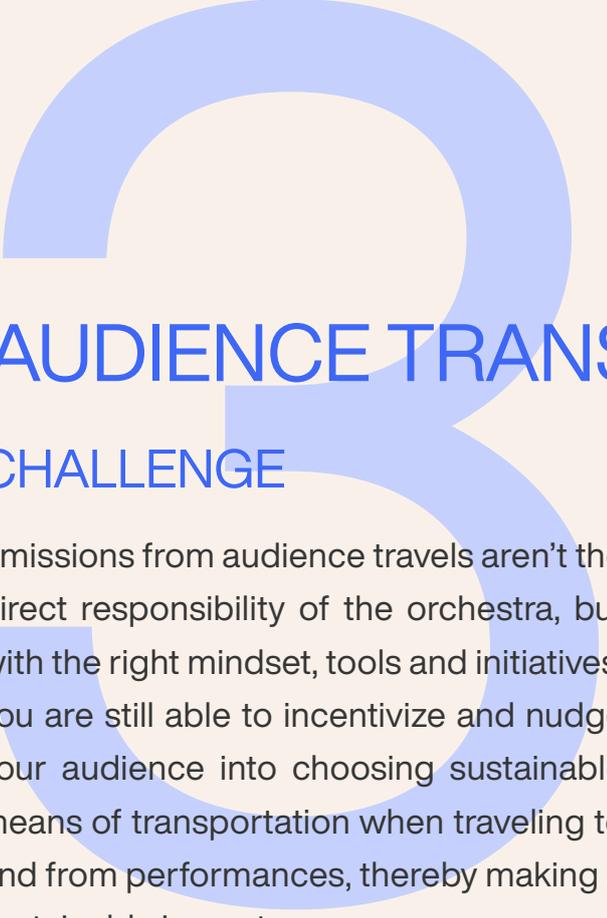
We offer climate friendly food and beverage alternatives at our concerts.

We offer a digital version of our program notes.

COMMUNICATION

We have identified our core green audience segment (e.g. from clicks in newsletters or responses on social media).

We regularly inform our audiences on our sustainability goals (e.g. via newsletter or social media).



AUDIENCE TRANSPORTATION

CHALLENGE

Emissions from audience travels aren't the direct responsibility of the orchestra, but with the right mindset, tools and initiatives, you are still able to incentivize and nudge your audience into choosing sustainable means of transportation when traveling to and from performances, thereby making a sustainable impact.

It is important to keep in mind that when talking about audience transportation, the goal is to affect actions outside of the orchestra's control.

Probably most orchestras are reluctant to accept a reduction in audience as a consequence of a green audience transportation strategy or initiative - but this should not refrain you from implementing and communicating sustainable options and possibilities, and encouraging the use of such.

As actions are outside of the orchestra's control, it is also harder to measure and track progress in relation to emissions from audience travels. However, there are several tools that can be used to qualify some kind of language and ongoing monitoring of these emissions.

STRATEGIC GOALS

BUILDING KNOWLEDGE:

COLLECTING DATA

In order to incorporate knowledge about and actions related to audience transportation in the operational and development processes of an orchestra, it is necessary to develop an ongoing and dedicated collection of data.

Data might be sourced from authorities or ticket vendors (baseline emissions per traveled distance etc) or collected by the orchestra itself. Collecting data on the audience's exact emissions footprint will be too big a task for most orchestras, but if the same methods and measures are used over time, you will still be able to track progress and measure the effectiveness of your initiatives.

In order to have the maximum effect, the collected data should be integrated into the decision making process and be part of the discussion within the relevant parts of your organization as well as on a management level.

HELPING THE AUDIENCE:

MAKING IT EASY

As data is integrated into the decision making process, this can help develop a number of possible initiatives to reduce audiences emissions.

As orchestras are part of the attention economy, battling with a large number of other offers on leisure activities, it is important that such initiatives do not impose extra barriers for participation upon audiences. In other words, it's about making it easy for the audience to choose green transportation.

This needs to be incorporated into the full customer journey - from communication over possible choices to be made along the way to the facilities when attending a performance - and green choices made by the audience can even be incentivized financially to award audiences that act in accordance with your orchestra's green policy.

COMMUNICATING:

STRIKING THE RIGHT BALANCE

As mentioned, most orchestras will likely be reluctant to accept a reduction in audience as the result of trying to impact audiences decisions in relation to transportation. As such, it is important to strike the right balance when communicating around the subject. The aim is to avoid shaming the

audience or in other ways induce negative emotions. Rather the focus should be on communicating the positive effects, the added-value (direct or indirect) from choosing green transportation and the contribution to local, national and international goals and positive development.

When done right, this might even attract new audience segments, resulting in a positive impact on audience numbers.



INITIATIVES SHORT TERM

- **COLLECTING YOUR OWN DATA**

In order to start building knowledge and understanding of audience transportation emissions, it is important to start collecting data.

This can be done e.g. through on-site questionnaires asking audiences on how they arrived at the performance, what distance they traveled, size of group, or by similar digital surveys sent out to ticket holders or the orchestra's general fan base.

- **FACILITATE CARPOOLING BETWEEN AUDIENCES**

Facilitating a platform where guests can easily get in touch with each other for carpooling to and from performances. This might be as simple as a forum on the orchestra's website or an open group on social media - or may involve partnering with carpooling-services, venues or ticket platforms to create a more integrated and seamless experience.

- **ORGANIZE COACH TRANSPORT FOR AUDIENCES**

For some locations, it might be relevant to offer communal transport for the audience. This might be absorbed in the ticket price (so audiences help pay for the initiative whether they use it or not) or offered as a pay-per-use service.

Depending on the traffic conditions in relation to the performance, one or more pick-up points can be organized in central traffic junctions and the bus-ride to the performance might be used for introductions to the performance or other sorts of extra "content" that can strengthen the audience experience.

- **PUBLIC TRANSPORT**

Partnering with public transport to bundle public transportation with tickets or reduce the prices of public transportation for ticket-holders is another option.

Establishing extra bus-routes or additional departures fitting to the schedule for the performance might also be possible in some cases. For touring activities this might be resource demanding, as individual agreements have to be made for each location - but for orchestras with their own concert hall or a fixed venue for shorter or longer periods, such efforts might be sustainable.

- **INFLUENCE PARKING**

Increasing the costs related to undesired behavior on the part of the audience is another way to affect behavior and potentially fund further green initiatives.

This could for example be done by increasing the price for parking, which could apply to all vehicles or be limited to gas cars,

or by having electric car charging points installed. For many orchestras, this would require coordination with venues and potentially any privately owned parking-operators involved, although there might be a conflict of interest in relation to the latter.

There are however examples of audiences being willing to pay extra for e.g. parking to compensate for the lack of possibility to choose green alternatives.

- **REWARD GREEN TRANSPORTATION**

It is possible to reward audiences choosing green transportation, both by securing optimal facilities and by establishing incentives and rewards for these audiences.

Securing optimal facilities can be e.g. by making sure that venues are easily accessible by foot and bike, that walkways and bike paths are sufficiently illuminated, that signage is sufficient for such audiences and that there are enough bike racks available where cyclists can safely store their bikes during the performance.

Other incentives and rewards could be hand-outs and encouragement to cyclists parking their bikes and discounts on ticket prices for green means of transportation.

- **COMMUNICATE GREEN OPTIONS CLEARLY IN VISITOR EXPERIENCE**

It is important that any possibilities for interacting with your orchestra in a more green way are not solely for those to actively seek the information. For maximum impact, green initiatives and possibilities should be communicated clearly to all - e.g. integrated into the ticket-purchase flow.

- **COMBINE LIVE AND STREAMED CONCERTS**

While most - both on and in front of the stage - will likely prefer the live-experience, technological development has made it possible to produce high-quality video productions for live-stream on a fairly low budget.

This development is likely to continue in the future, with quality and viewer experience going up and price of production going down. Hence, it is possible to work with a “digital twin” to a live performance, making performances accessible to audiences without the emissions related to audience transport.

However, it should be kept in mind that digital carbon footprint is also a factor, and that digital initiatives should be assessed with this aspect of emissions in mind.

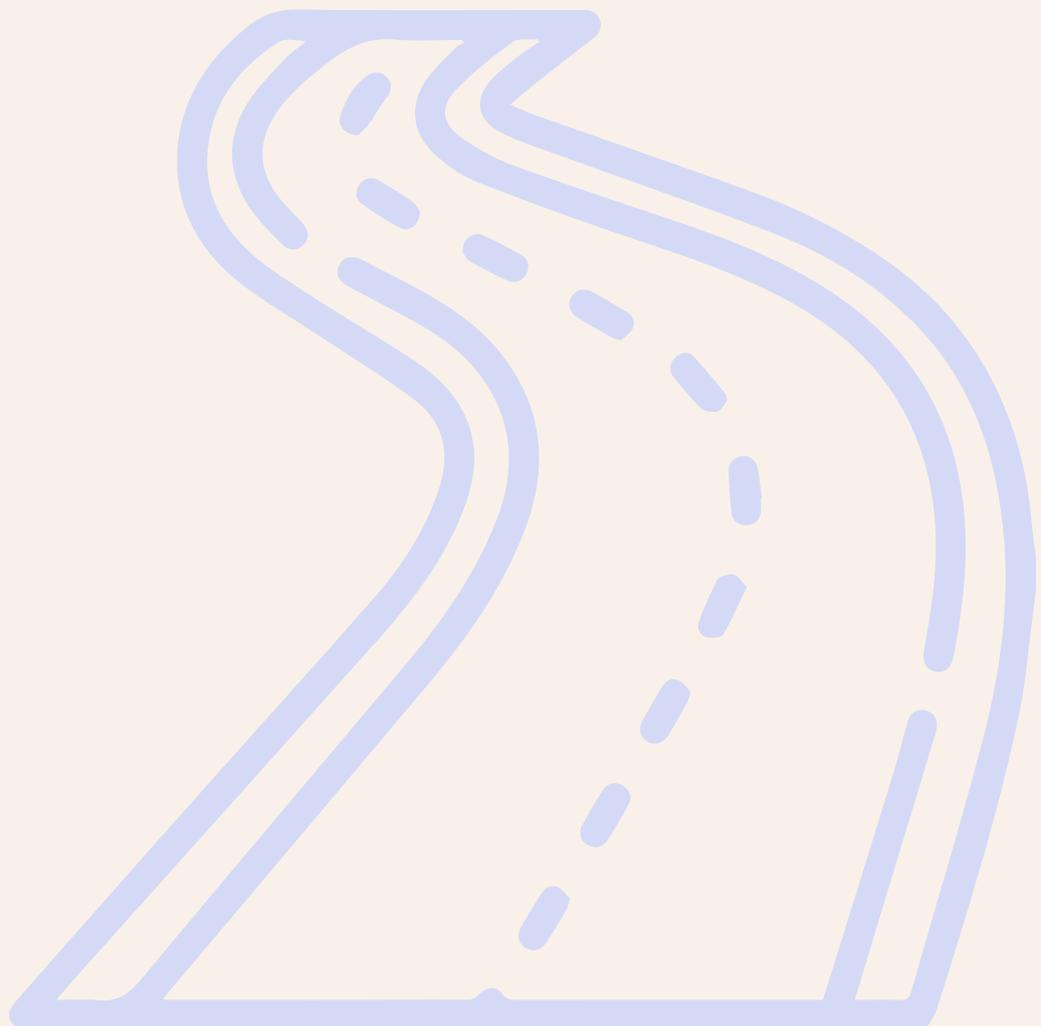
INITIATIVES LONG TERM

- **STANDARDS FOR AUDIENCE DATA COLLECTION**

While everyone can start for themselves, establishing industry standards for collecting data makes way for better comparison and combination of data across the sector. As such, partnering up with other orchestras, institutions and ticketing-platforms to agree on standards for collecting data, can help build a stronger data pool over time.

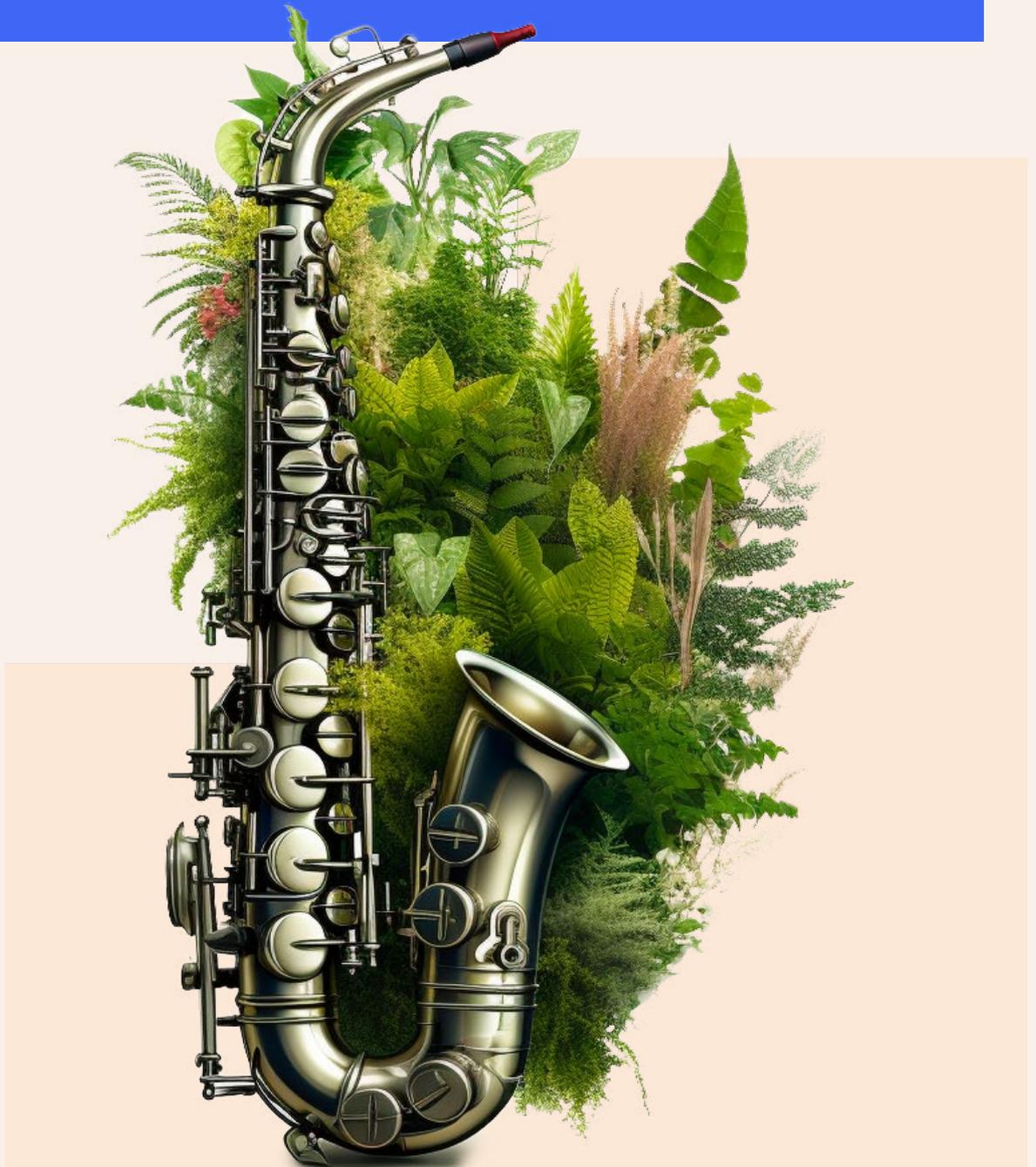
- **BETTER DATA ON EMISSIONS**

In addition to collecting your own data (as recommended above) a long term initiative could be to establish partnerships with other relevant sources of data relating to audience transportation - such as exact distance between ticket holders home and venue etc. Getting these data directly from ticket platforms etc could mean both a broader and deeper collecting of data over time.



POTENTIAL PARTNERS

- Carpooling-services
- Venues
- Ticket platforms
- Public transportation companies
- Other orchestras and institutions



YOUR SUSTAINABILITY CHECKLIST

DATA COLLECTION

We have collected relevant data on audience transportation behavior.

We have created a survey to identify audience transportation behavior and preferences.

COMMUNICATION

We communicate different public transport options and cycle routes to concert venues/performance spaces (e.g. on our website, social media or via our newsletter).

AUDIENCE TRANSPORTATION

We offer or facilitate carpooling or coach transport options for audiences.

We have collaborated with public transport companies to encourage greener transportation.

We offer secure and accessible bike parking for audiences.

We reward green transportation with discounted ticket prices.

PROCUREMENT AND ACQUISITION

CHALLENGE

One of the main challenges when it comes to procurement is the lack of transparency and insight. Most orchestras are already running fast to make ends and resources meet, and adding the task of being able to see through the exact environmental impact or supply chain behind a purchase - whether it's energy acquisitions, ordering print material etc - seems unmanageable for many.

In short, answering the question of "what is sustainable?" is not so easy, when you don't have the underlying information and data.

At the same time, as financial resources are often also limited, it can be hard for orchestras to prioritize the environmentally friendly but also more expensive solution, over the one that meets or falls below the budget.

Furthermore, with limited bargaining power, many orchestras might struggle in trying to affect or influence suppliers, vendors, venues etc, to come along on the green journey, if this is not already a priority.

Finally, when it comes to facility management and procurement, energy acquisitions etc. for buildings, many orchestras are not the owners of their halls, which again means limited influence on the decision making in these settings.

Despite that we still have many means of influencing and putting pressure on our partners to make the change - and as the pressure increases from all sides, the more likely change will happen.

STRATEGIC GOALS

BUILDING KNOWLEDGE AND NAVIGATING SUSTAINABILITY

In order to act more sustainable in daily operations, including procurement and acquisitions, it's important to build knowledge of what alternatives exist to "business-as-usual" and develop an overview of which of these alternatives strike the right balance between operationally sound and environmentally friendly.

This might be a different process and balance depending on your specific organization, but taking a close look at all functions, departments and actions will help identify areas where possibilities should be investigated and mapped.

In order to identify areas with room for improvement, a mix of imagination and inspiration might be necessary. This can be a task delegated to the individual functions or departments; engage in dialogue with peers and be curious about green alternatives to business-as-usual - and develop a list of potential initiatives with an estimated financial and environmental implication.

This data might be developed from different sources - while forecasting the financial impact might be relatively easy with the help of the financial department, the environmental impact might be approximated by various CO₂-calculators, research-studies etc. Depending on the

resources and the specific area of the operations, you can calculate the environmental impact very thoroughly, or you can use the principle that "acting now is better than not acting because you don't have sufficient data".

DEVELOP SUSTAINABLE PROCUREMENT PRINCIPLES

The next step might be to develop a set of more thorough sustainable procurement principles which the whole organization will have to adhere to. For example, specific criteria on how much price weighs over sustainability might help employees who are on a budget feel at ease about their sustainable choices.

What is the organization's position on leasing or renting vs. buying? Are budget expansions available for departments or functions that succeed in documenting a certain sustainable impact in their procurement, or can other mechanisms be put in place to nudge?

In essence, the goal is that thinking about sustainability in all procurement decisions becomes natural throughout the organization. Of course, this requires that directors and management are on board, puts sustainability on the agenda continuously and are willing to make management decisions that paves the way for and supports sustainable actions.

LEVERAGE YOUR INFLUENCE

Whenever and to whatever extent possible, the organization should leverage its influence and its own experience in working with sustainability to influence funders, partners, suppliers and all other possible stakeholders.

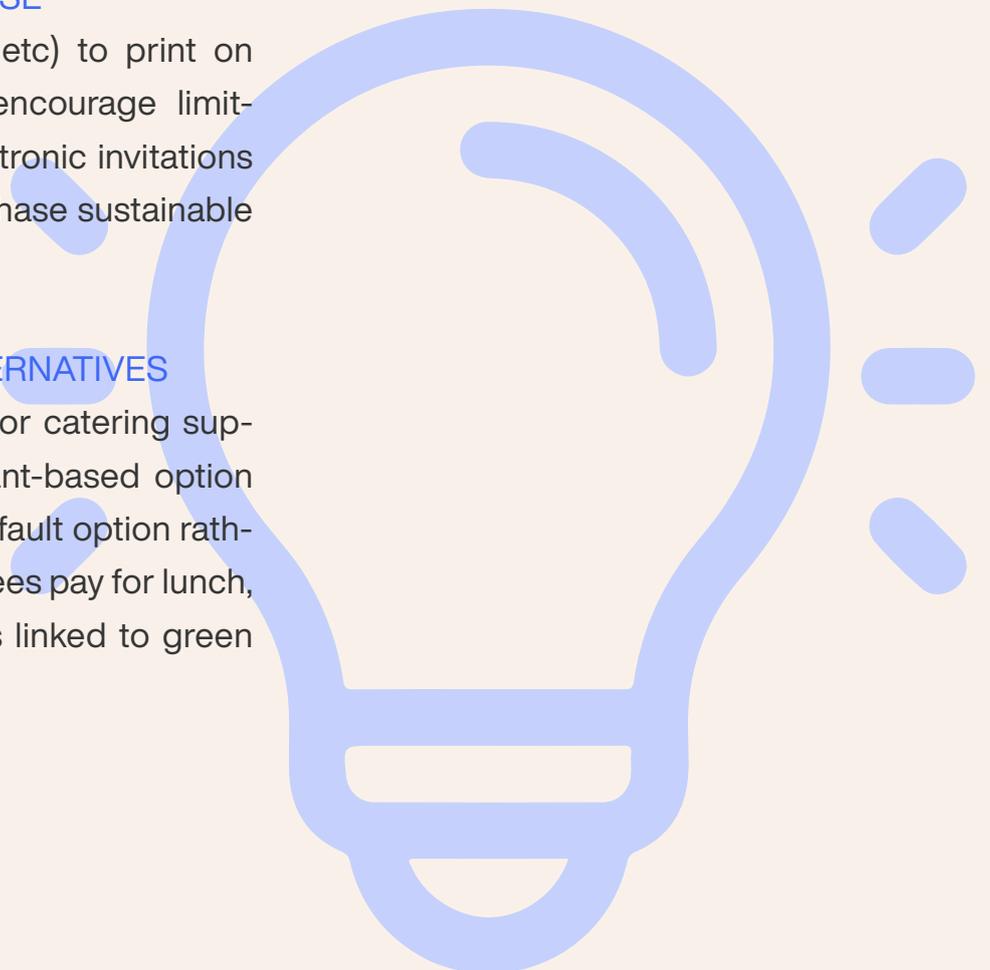
The possibilities might vary heavily depending on your funding structure, size, level of activities, available resources etc, so it is hard to establish general guides for this - but as a general principle, the goal should be to commit stakeholders to act at least as sustainable as the organization itself.

Some stakeholders might also be willing to engage in partnerships around developing new sustainable solutions and best-practices together - e.g. your orchestra acting as a test lab for suppliers who wish to experiment with developing new products, processes etc.



INITIATIVES SHORT TERM

- **PERFORM A RE-USE/RECYCLING AUDIT**
Investigate which “daily objects” can be changed for reusable/recyclable alternatives (e.g. flowers, disposable cups etc.), if more can be done in terms of recycling and sorting waste (e.g. by setting up recycling stations centrally rather than bins in each office) etc.
- **PERFORM AN ENERGY-USE AUDIT**
Investigate unfulfilled potentials for lowering temperatures, installing automatic thermostats, using LED-light bulbs, installing room-sensors for automatically turning off the light etc.
- **PRINTING AND PAPER USE**
Set machinery (printers etc) to print on both sides as default, encourage limiting printing (e.g. use electronic invitations rather than printed), purchase sustainable and certified paper.
- **OFFER MEAT-FREE ALTERNATIVES**
Make sure your canteen or catering supplier has a meat-free/plant-based option and make this the first/default option rather than the last. If employees pay for lunch, consider price-incentives linked to green options.
- **ENGAGE IN DIALOGUE WITH SUPPLIERS**
Engage in a dialogue with your service contractors and suppliers, letting them know what your sustainability-efforts are and asking them if and how they are able to support you and come along for the ride. Engaging in these dialogues will help you build understanding of the possibilities, how “sustainability” resonates with your business partners etc.



INITIATIVES LONG TERM

- **DEVELOP A SUSTAINABLE
PROCUREMENT STRATEGY**

When working with your sustainability strategy, make sure that procurement is a part of it. Such a strategy can state clearly your sustainable criteria for procurement, commitment to local, regional and national goals and other principles to adhere to, and should include an action plan on how to train staff, affect suppliers etc.

- **AVOID GOODS SHIPPED BY AIR
FREIGHT**

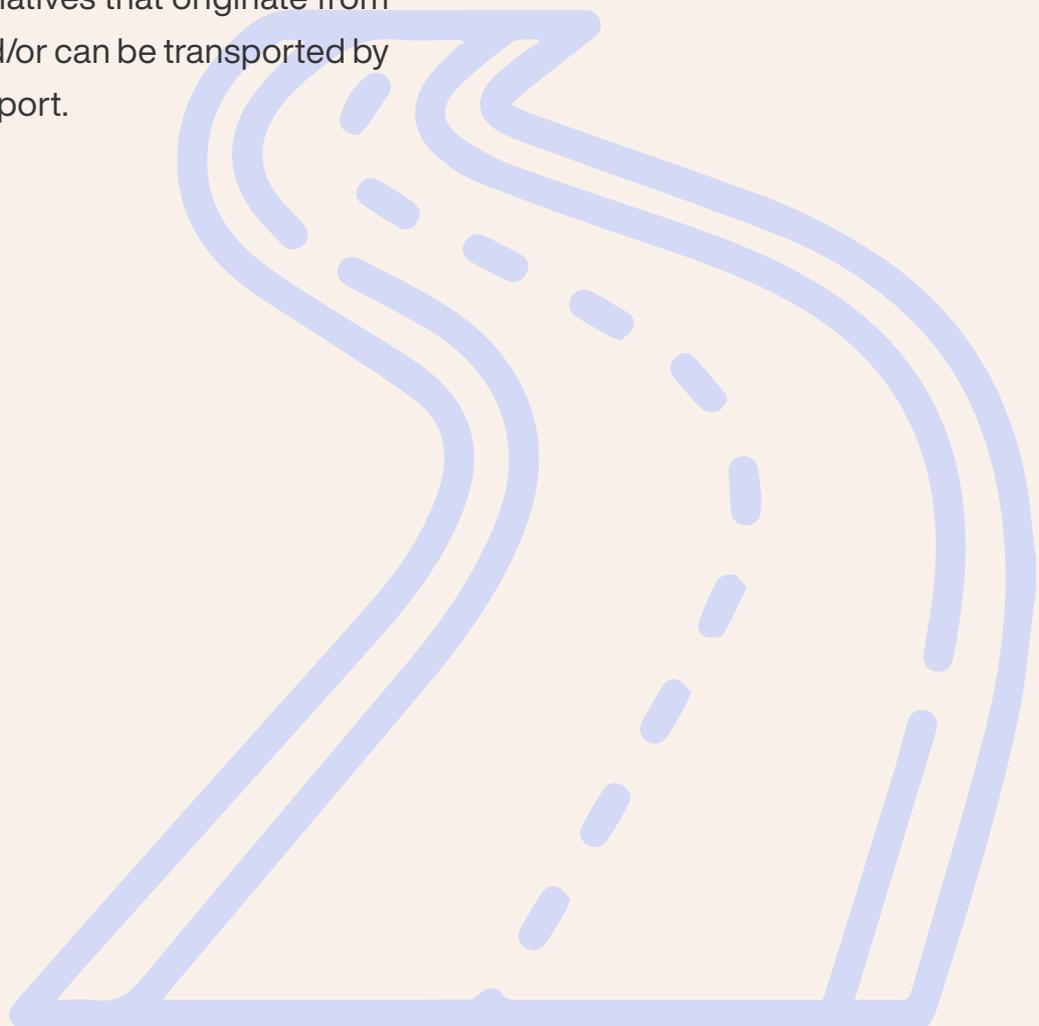
If possible, try and eliminate the need for goods transported via air freight. Investigate alternatives that originate from nearby areas and/or can be transported by sea or land transport.

- **SOURCE LOCALLY**

Taking it a step further, investigate the possibility for buying goods that are sourced and produced locally, minimizing the need for transportation all together.

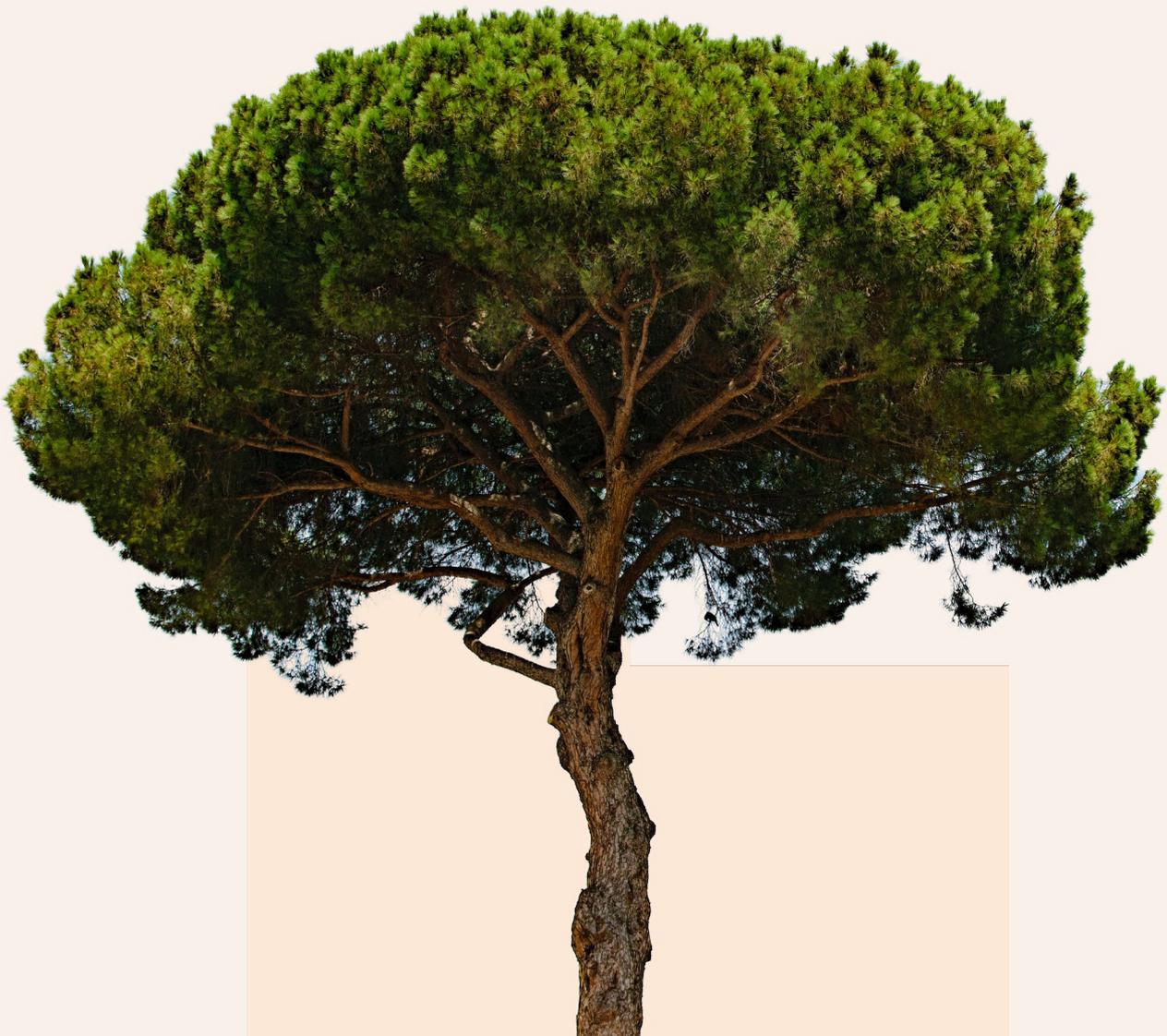
- **USE RENEWABLE ENERGY**

Even if at a higher cost, investigate possibilities for switching to renewable energy suppliers - or even consider implementing renewable energy sources to your facilities, such as solar roof panels etc.



POTENTIAL PARTNERS

- Suppliers
(sustainable partnerships)
- Peers and colleagues
- Funders
- Venues



YOUR SUSTAINABILITY CHECKLIST

SUPPLIERS

We include environmental standards and credentials in our procurement decision-making.

We include environmental requirements and/or objectives in key contracts for products and services.

We collaborate with other stakeholders and orchestras to collectively affect our suppliers.

ENERGY

We have performed an energy-use audit on our operation.

We use renewable energy.

RECYCLING

We have performed a reuse/recycling audit on our operation.

We collect data on our recycling to monitor our footprint.

TOURING AND STAFF TRAVEL

CHALLENGE

There are several challenges facing orchestras in relation to green transition and touring. Ultimately, the most efficient way of reducing emissions from touring is to stop touring all together - but as this is not seen as a viable approach, it is necessary to develop tools and skills for making sure to reduce impact as much as possible, from the tours the orchestra does take.

While the emissions caused by touring are not directly caused by the orchestra itself, it is very much within the hands of your orchestra to make choices that can affect and reduce the emissions caused.

In order to reduce emissions from touring, however, it is very likely that a tradeoff will have to take place in the intersection between cost, time, convenience and emissions - and your orchestra should be willing to make sacrifices in that regard.

Affecting emissions from touring however, is also about changing habits. Comfort is a significant factor, especially for artists who are expected to perform at their very best at every performance given. As such, it is necessary to work with both the practicalities around touring, but also the emotional factors and priorities when planning.

STRATEGIC GOALS

INCLUDE SUSTAINABLE TOURING- PRINCIPLES IN STRATEGY AND FOLLOW UP WITH MONITORING

In order to implement sustainable touring practices, it is necessary to formulate the goals for sustainability in touring and the strategy that will get you there. Goals should be ambitious but within reach, and should be followed up with monitoring that will help you evaluate how close you are to reaching those goals.

The formulation of a sustainable touring strategy that is approved at board level, will help crystallize what tradeoffs the orchestra is willing to make in terms of extra travel time (meaning extra staff costs), extra costs (as the greenest tour might not always be the cheapest) etc.

It will become a document to point to when justifying sustainable choices that might not be “convenient” from an operational perspective - and a document to help make sure that your organization does what it said it would.

As such, it is also important to follow up and work with reports and accounts on sustainable touring-achievements as seen in relation to the intentions formulated in the strategy.

This can be done on a tour-to-tour basis at some levels of the organization, but should

be discussed at the highest possible level in the organization in relation to annual, semi-annual or quarterly reports. Read more about measuring and evaluating later in this guide.

OPTIMIZING TOURS TO ELIMINATE UNNECESSARY EMISSIONS

As eliminating touring altogether is not feasible for any orchestra, it is relevant to look at how to plan even better when organizing tours. Sometimes tours are the result of specific performance opportunities in relation to festivals etc.

However, most festivals also plan well ahead of time, so sometimes it will be possible to plan additional concerts in relation to these performances. One suggestion is to build a database/list of potential venues that are interested in organizing a concert “when the time is right” - which in a green perspective could be when the orchestra is nearby and able to add the venue to the tour in a sustainable way.

When the orchestra plans tours itself, maximum attention should be paid to planning fewer, longer tours with a total reduction in travels as seen in relation to more, shorter tours with a lot of traveling back and forth.

This, of course, should be seen in relation to staff costs, time spent “on the road”, hotel costs etc - but orchestras need to re-

cognise that the easiest (and sometimes least expensive) way of flying in and out for each concert is not the environmentally friendly way.

PLAN GREENER TRAVELS AND ACCOMMODATION

The main culprit in terms of emissions and touring is off course flights. Unsurprisingly, flying - with the current technology available - causes significantly higher emissions than other means of transport. Hence, the place where you can make the largest impact fastest, is reducing or eliminating travels by flight.

Where possible, ground transportation - trains, buses, etc - should be chosen over flying. If flying cannot be avoided, direct flights should be prioritized, even at extra cost, as this will reduce emissions as compared to layovers.

Also consider any ways to reduce the necessity for transporting equipment by locally renting whatever is possible without compromising artistic quality. For larger touring productions, consider how you can reduce the amount of goods that need to be transported.

Anything that could be supplied or hired locally should be - and this should happen in dialogue with the venue and in line with their own sustainable efforts.

The ability to source materials locally can be aided by using commonly available materials for productions whenever possible. For accommodations as well as catering during touring, also look for the greenest possibility available, even at extra cost.

There are various green labeling schemes for hotels which can help guide your choice, and vegetarian and plant-based options should always be available - if not a requirement - for staff when traveling as well as for in-house concerts.



INITIATIVES SHORT TERM

- **INVESTIGATE GREEN OPTIONS FOR ALL TRAVELS**

Be curious about green options whether you travel by bus (like HVO/renewable diesel), train or - if necessary - plane. Ask transportation companies what they are doing to minimize emissions and don't be afraid to make demands in terms of engaging subcontractors in reducing emissions.

- **BECOME WELL ACQUAINTED WITH TRAIN- AND BUS-ROUTES**

The better you know the possibilities, the more likely you are to make use of them, and to orchestrate your plans to match these possibilities. If for example, traveling by train to a concert hall, making sure that get-in times stated in contracts match train-times etc will help make use of green transportation in practice.

- **CHOOSE ENVIRONMENTALLY FRIENDLY HOTELS**

Depending on your environmental policy, make sure to look for green labeling schemes when choosing accommodation.

- **GIVE STAFF THE OPTION TO SHARE ROOMS**

Some staff might not mind sharing rooms when traveling, and two persons in one room is much more energy efficient than two persons in each their room.

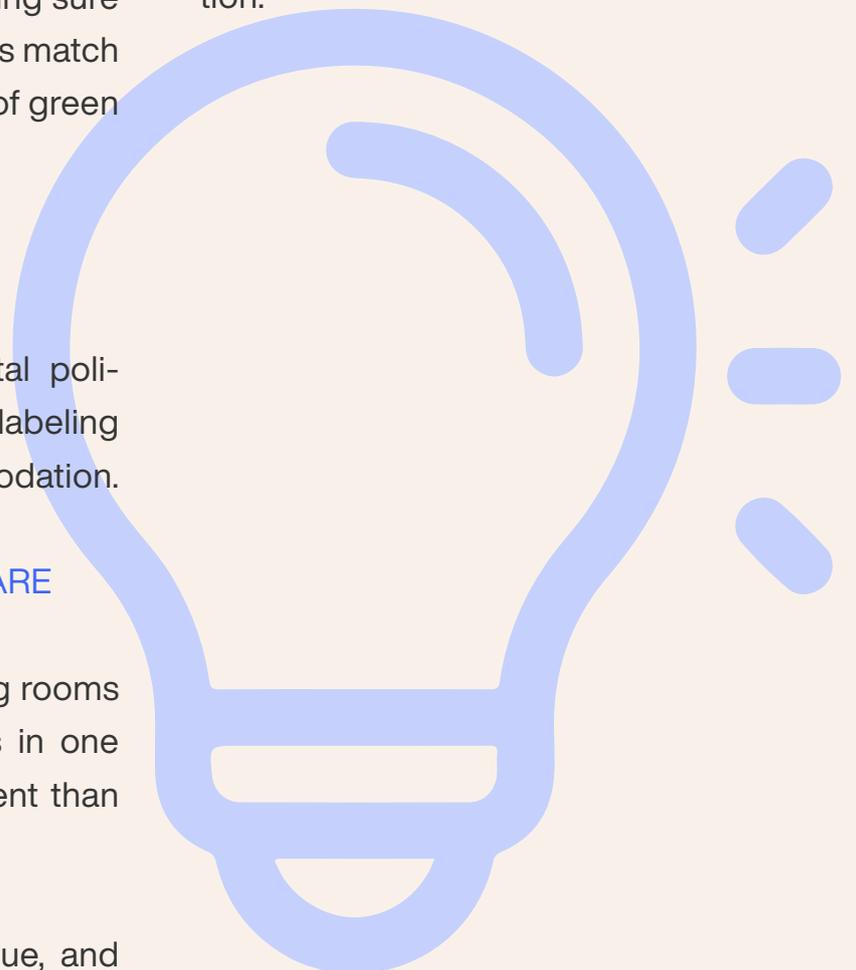
This might be a controversial issue, and

hard to make strict policies about - but a first step can be to explain the rationale and give people the option to choose.

- **PRIORITIZE VEGETARIAN AND PLANT-BASED OPTIONS IN CATERING**

Vegetarian and plant-based options should always be included in catering, for several reasons - but consider making a shift towards making those options the default.

It is not a human right to eat meat, and often you can go quite far in implementing those dietary options without people noticing - depending on your communication.



INITIATIVES LONG TERM

- **NEGOTIATE FAVORABLE TERMS FOR GREEN TRANSPORTATION**

By working together in established networks, industry associations etc, you can potentially build up the power to negotiate favorable terms for green transportation across these networks or associations.

- **NEGOTIATE FEES TO MATCH GREEN OPTIONS**

Often, green transportation (being mainly ground transportation instead of aviation), is more time consuming and even sometimes more expensive than the less green option.

Fees for performances should ideally reflect a shared wish between the orchestra and the venue (and even the audience), to make a green impact - i.e. extra transportation costs and/or time should be reflected in the fee paid for a performance.

- **DEVELOP GREEN ROUTES AND NETWORKS**

Traditionally, touring has been planned around other factors than environment, such as available dates, seasons etc. While these factors will remain central, there is potential in adding “sustainability” as an equal factor, shared by orchestras and venues alike.

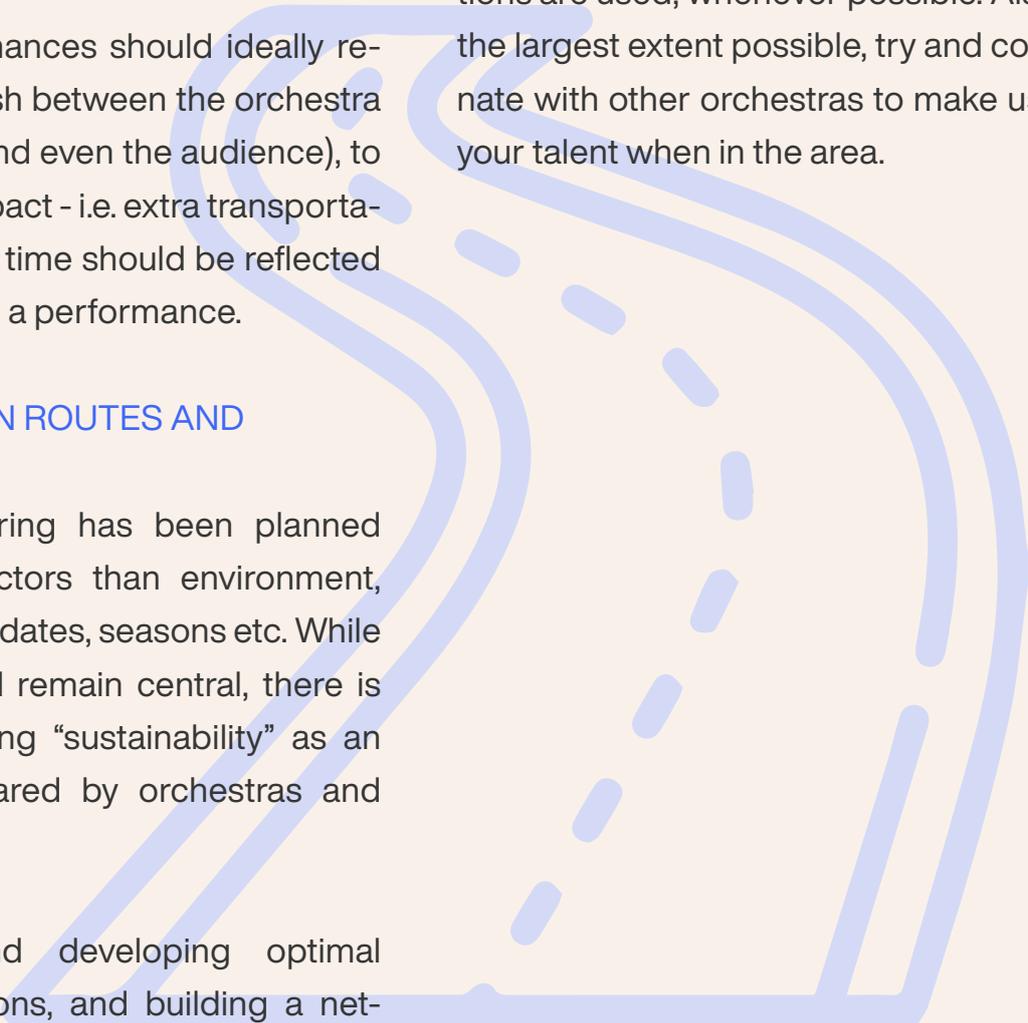
Researching and developing optimal routes, connections, and building a net-

work of venues who are willing to book concerts on short notice if a “sustainable opportunity” arises, are some of the elements that could be investigated further.

- **MAKE ROOM FOR SLOW AND EFFICIENT TRAVEL**

When hiring talent from outside - conductors, soloists etc - make sure that your financial arrangements and contracts also facilitate the use of slow travel/ground travel rather than air travel.

E.g. add an extra two days to the contract period and require that green travel options are used, whenever possible. Also, to the largest extent possible, try and coordinate with other orchestras to make use of your talent when in the area.



POTENTIAL PARTNERS

- Travel companies and agencies
- Venues (to plan efficient tours)
- Funders (to accept layover-days and less efficiency)
- Artist agencies



YOUR SUSTAINABILITY CHECKLIST

TOURING

We have included sustainable touring-principles in our strategy.

We continuously communicate and discuss our touring green strategy with our board, administration, musicians and suppliers.

We have a Green Rider or 'green clauses" for our touring productions.

We always aim to use green transportation, hotels and catering when on tour.

STAFF TRAVELS

We have included sustainable staff travel-principles in our strategy.

We actively promote tele-, desktop- or videoconferencing (e.g. Skype and Teams) instead of traveling.

We use public transportation, taxi services which utilize low emissions vehicles or a car sharing scheme (rather than owning one or more cars).

We incentivize and/or subsidize green transportation for our staff.



MEASUREMENT AND EVALUATION

CHALLENGE

One of the major challenges relating to working in a more sustainable manner - but also one of the keys to understanding the impact of your efforts - is to be able to measure and evaluate your initiatives.

Measurement and evaluation holds the key to assessing the fit between current and future initiatives and your organizational capabilities and resources. It also reveals to you, the actual impact of your efforts on your audience, your organization, your stakeholders and ultimately the environment.

Furthermore, relevant measuring and evaluation might be critical - if not now, in the future - to being able to report back sufficiently to funders, governments and others, what you are doing to work in a more sustainable manner.

And finally, if you want to engage with partners in other sectors, it is always a good idea to have a very clear image of what you are currently doing and how you are impacting the world around you - and to have some data to back that up. Also when it comes to sustainability.

However, to most, measuring sustainability is not quite as easy as counting audience-numbers, financial results and many of those other KPIs we have been used to working with for decades and decades.

As such, it is necessary to develop routines and workflows that allow you to, over time, monitor and track the impact of your work - and to develop a culture, where this data is part of the conversation in any layer of the organization, just as most of your organization likely to some extent relates to finances and your audience in their daily work.

STRATEGIC GOALS

SELECT THE RIGHT TOOLS AND EVALUATION CRITERIA

One of the hardest parts of measuring and evaluating yourself is getting started. However, once you start, you will also likely find that it does not hurt, it is not that hard, and it might actually help you prioritize your time and resources moving forward.

There are plenty of different tools and calculators available online - some are created by governments, some by NGOs, some are industry specific, some not, some are free, some paid. And some are mentioned in this guide - although the “market” for these tools and calculators are developing fast these years.

It is important that you select tools that are in line with your ambitions, your organizational (and financial) resources - and then stick to those tools, at least for a period of time that will allow you to get an idea of how the tools work, and how you work.

Likewise, it is important to set some goals and/or evaluation criteria that will allow you to track your progress on the path to success. This will allow you to engage in an internal (and external) dialogue about what and where to adjust, how to accelerate or maybe even, about formulating even more ambitious goals.

GET MEASUREMENTS AND DATA INTO THE CONVERSATION

Once you start getting hard data on how your sustainability efforts are working, it's time to bring those data into the conversation. Not just the yearly or quarterly report, but the daily conversation. Staff meetings, department meetings, work-group meetings, management meetings. It's hard to imagine an agenda where sustainability does not fit in - since all that you do, ultimately has some kind of environmental impact.

To qualify these discussions, you can use the data you have produced with online tools and calculators as mentioned above - but you can also use data already available to you, such as your electrical bill, number of flights taken etc.

There is plenty of data available in your organization already that will help you set baselines, monitor development and articulate goals - but this data needs to be part of the ongoing conversation, in order to develop a language and a culture around always thinking sustainability.

HARNESS YOUR ABILITY TO WORK FROM SCARCITY

If you think adding sustainability to your list of priorities sounds like extra work, you're probably right. But luckily you are working in a sector where you are used to optimi-

zing for limited resources and making the most out of your scarce resources.

This might sound provocative, but in all seriousness, the cultural sector has an ability to overcome difficulties and withstanding pressure, unlike most other sectors. Try to get your organization excited about your efforts to be more sustainable and save the planet for future generations.

Be generous about sharing progress, data, insights, problems, worries etc - and bring everybody along for the ride!





INITIATIVES SHORT TERM

- **LOOK FOR AVAILABLE DATA-POINTS**

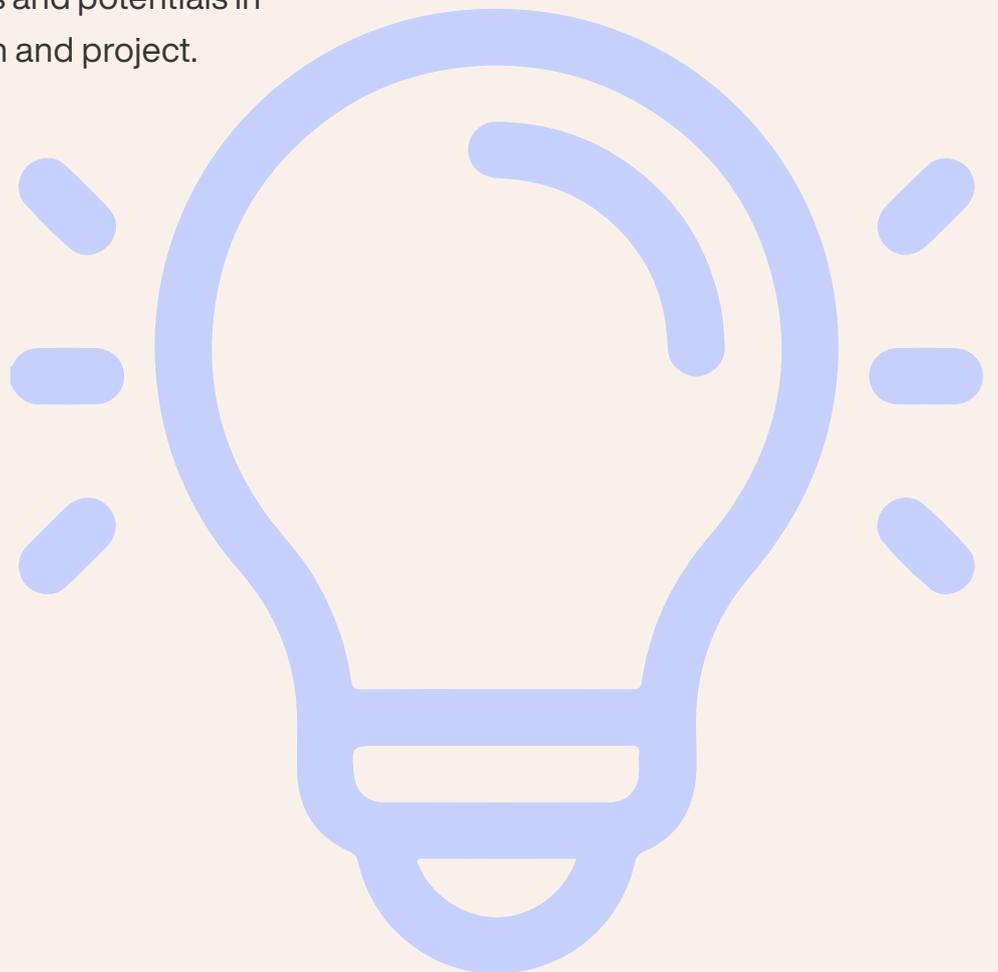
Look at where you might already have data that can help you track your progress on sustainability. Utility bills, travel plans, audience countries postal and codes, purchases of all sorts. This will help you identify data-points to watch in the future, as well as track progress.

- **PUT SUSTAINABILITY DATA ON THE AGENDA**

Make sure that your sustainability-data is part of any agenda. When assessing new projects to be initiated, when reviewing operations, when preparing budgets. There is always a reason to include your data on sustainability implications and potentials in any agenda, conversation and project.

- **LOOK FOR PATTERNS AND REPETITIONS**

Once you have your first data-points and you are getting used to including sustainability in the conversation, start looking for patterns that might tell you something about a certain aspect of your sustainability. And look for repeat processes and projects where you might be able to very directly track the impact of green adjustments and experiments - to build knowledge, language and excitement.



INITIATIVES LONG TERM

- **DEVELOP A DASHBOARD OR INTEGRATE INTO CURRENT DASHBOARD**

Maybe you are already working with a dashboard, BI-system, data-cube or something similar - and maybe you are just trying to juggle all those excel-sheets. Regardless, setting up some basic reports or “dashboards” to help you, over time, track those key data-points that you have identities will make it much easier to continuously include sustainability measurement and evaluation on your conversations and decision-making.

- **PUSH TO DEVELOP 360-TOOL FOR ORCHESTRAS**

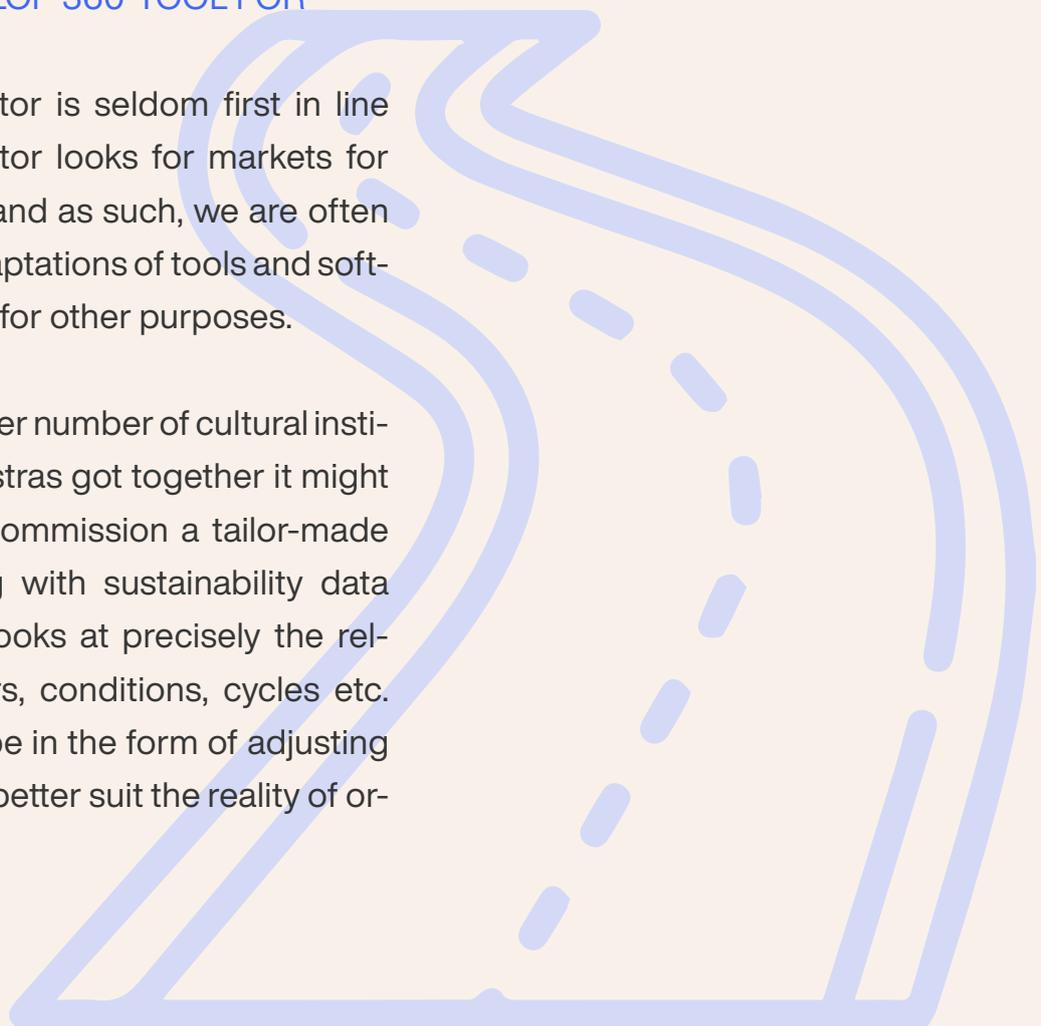
The cultural sector is seldom first in line when the IT-sector looks for markets for new products - and as such, we are often working with adaptations of tools and software developed for other purposes.

However, if a larger number of cultural institutions or orchestras got together it might be possible to commission a tailor-made tool for working with sustainability data over time, that looks at precisely the relevant parameters, conditions, cycles etc. This could also be in the form of adjusting existing tools to better suit the reality of orchestras.

- **LAY FORTH ALL AVAILABLE DATA**

It might sound a bit frightening at first, but the more open you are about your sustainability efforts, progress and data - the more others can learn from you, and the more change we can all make together.

So, please don't be protective about your data, or anxious that revealing it will put your orchestra in a bad light. Openness and honesty is the best path forward as we all try and do our best to help the planet out.



POTENTIAL PARTNERS

- Other orchestras
- IT-companies/-suppliers
- Major businesses who are reporting climate action and CSRD in their annual reports



YOUR SUSTAINABILITY CHECKLIST

MEASUREMENT

We perform a baseline analysis of our annual total carbon footprint.

We perform a baseline analysis of our carbon footprint for individual productions or activities.

We take measures to decrease our carbon footprint.

EVALUATION

We evaluate annually on our climate action plan.

We include sustainability as a part of the production meetings.

We assess the specific climate action plan regularly.

COMMUNICATION

We publicly disclose our environmental performance.

We collaborate with other cultural organizations on finding and sharing solutions to environmental issues.

WHAT ARE OTHERS DOING?

Iiris Lehtonen

Association of Finnish Symphony
Orchestras

... on how national classical music organizations externally can push change through advocacy and internally by creating climate literacy.

Also about the Finnish green road map for culture and the possibilities for a shared Nordic carbon calculator for symphony orchestras.

Click me!



Katrine Ganer Skaug

Helsingborg Symphony Orchestra

On how management and leadership play a vital part in the sustainable transition of a symphonic orchestra, and what concrete measures has been taken.

Also on how the old habits and routines, hierarchies and systems of the classical music industry needs to be addressed in order to accelerate the sustainable transition.



Arna Einarsdottir

Gothenburg Symphonic Orchestra

... on how partnerships between orchestras can help challenge an unsustainable ecosystem.

Also on how combining traditional classical pieces with contemporary topics such as climate change and sustainability can nudge audiences to think and act more sustainable.



Sigrun Sævarsdóttir-Griffiths

MetamorPhonics

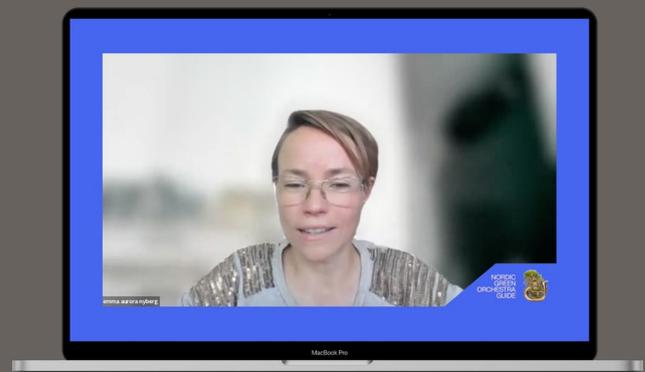
... on how MetamorPhonics have created concepts that tear down classical hierarchies and inspired musicians and audiences to break patterns.



Emma Nyberg

Baltic Sea Festival

... on how partnerships with scientists can draw focus to the climate crisis and possible solutions by using classical music as a foundation for new formats. Also on how measurement tools can not only measure carbon footprints, but also spark change and create behavioral change by asking the right questions.



Maija Kylkilahti

Lahti Symphony Orchestra

... on how an audience survey on transportation can help focus the specific initiatives to lower climate impact on audience transportation. And on how a partnership with the local university has helped Lahti identify their next steps in the sustainable transition.



Kim Fridbjørg

Royal Danish Opera

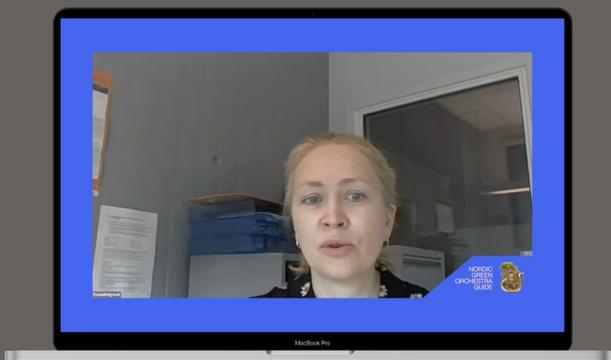
... on how to nudge your suppliers and how to implement sustainability into your tenders. Also on the importance of the management to appoint someone within the organization to be the green captain.



Torunn Reigstad

Arctic Philharmonic

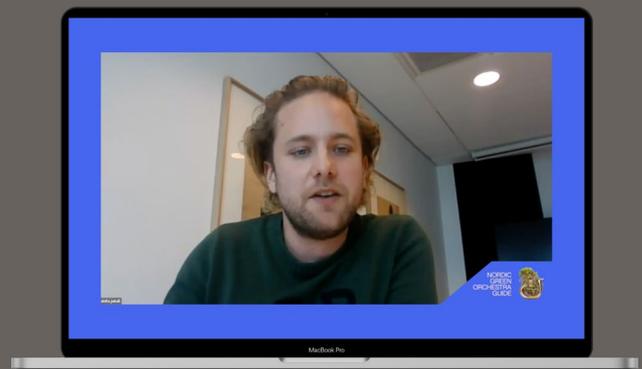
... on how an orchestra situated in two cities can use the physical distance to create new exciting formats. Also on how touring is vital and how outer barriers help you redefine your sustainable focus and become even more local.



Jökull Torfasson

Iceland Symphony Orchestra

... on how government requirements to cultural institutions can speed up the sustainable transition and how a five step program to green behavior might be the answer.



REPRISE

Your sustainability checklist

Tip: Use Adobe Acrobat Reader or
Mac OS Preview to check boxes directly in the document

1: LEADERSHIP AND MANAGEMENT

POLICY AND STRATEGY

We have an environmental policy in place.

Sustainability is a part of our long term strategy.

Our environmental policy and/or strategy is aligned with the national/international policy frameworks (e.g. Paris Agreement, Sustainable Development Goals).

We include environmental sustainability strategy in our core business strategies or plans (e.g. mission statement, broader business plan or strategy, capital development plans).

Our environmental policy and/or strategy is aligned with science-based targets (i.e. in-line with the scale of reductions required to keep global temperature increase below 1.5/2 celsius degrees).

We have an annual climate action plan.

INVESTMENT

We have a dedicated budget for environmental initiatives (e.g. campaigns, monitoring, impact reductions).

We work with a pension provider that invests in social and environmental impact projects.

We work with a bank that invests in social and environmental impact projects.

ROLES AND RESPONSIBILITY

We offer staff opportunities for environmental training (internally or through an external provider).

We formally recognise environmental responsibilities in job roles (e.g. job descriptions).

A member of our management holds responsibility for environmental sustainability (including investment decisions and advocacy).

A member of our board holds responsibility for environmental sustainability (including investment decisions and advocacy).

We include environmental requirements in contracts with employees.

2: COMMUNICATION AND AUDIENCE ENGAGEMENT

PROGRAMMING

We include environmental sustainability in artistic/production briefs and open calls etc.

We have produced, programmed or curated work exploring environmental themes.

We have dedicated a concert on the topic of sustainability.

We have commissioned a work on the topic of sustainability.

AUDIENCE ENGAGEMENT

We offer the possibility for carbon footprint offset in the ticket buying process.

We offer a fully digital buying process (e.g. tickets and receipts are fully digital).

We offer climate friendly food and beverage alternatives at our concerts.

We offer a digital version of our program notes.

COMMUNICATION

We have identified our core green audience segment (e.g. from clicks in newsletters or responses on social media).

We regularly inform our audiences on our sustainability goals (e.g. via newsletter or social media).

3: AUDIENCE TRANSPORTATION

DATA COLLECTION

We have collected relevant data on audience transportation behavior.

We have created a survey to identify audience transportation behavior and preferences.

AUDIENCE TRANSPORTATION

We offer or facilitate carpooling or coach transport options for audiences.

We have collaborated with public transport companies to encourage greener transportation.

We offer secure and accessible bike parking for audiences.

We reward green transportation with discounted ticket prices.

COMMUNICATION

We communicate different public transport options and cycle routes to concert venues/performance spaces (e.g. on our website, social media or via our newsletter).

4: PROCUREMENT AND ACQUISITION

SUPPLIERS

We include environmental standards and credentials in our procurement decision-making.

We include environmental requirements and/or objectives in key contracts for products and services.

We collaborate with other stakeholders and orchestras to collectively affect our suppliers.

ENERGY

We have performed an energy-use audit on our operation.

We use renewable energy.

RECYCLING

We have performed a reuse/recycling audit on our operation.

We collect data on our recycling to monitor our footprint.

5: TOURING AND STAFF TRAVEL

TOURING

We have included sustainable touring-principles in our strategy.

We continuously communicate and discuss our touring green strategy with our board, administration, musicians and suppliers.

We have a Green Rider or 'green clauses' for our touring productions.

We always aim to use green transportation, hotels and catering when on tour.

STAFF TRAVELS

We have included sustainable staff travel-principles in our strategy.

We actively promote tele-, desktop- or videoconferencing (e.g. Skype and Teams) instead of traveling.

We use public transportation, taxi services which utilize low emissions vehicles or a car sharing scheme (rather than owning one or more cars).

We incentivize and/or subsidize green transportation for our staff.

6: MEASUREMENT, EVALUATION AND CHANGE

MEASUREMENT

We perform a baseline analysis of our annual total carbon footprint.

We perform a baseline analysis of our carbon footprint for individual productions or activities.

We take measures to decrease our carbon footprint.

EVALUATION

We evaluate annually on our climate action plan.

We include sustainability as a part of the production meetings.

We assess the specific climate action plan regularly.

COMMUNICATION

We publicly disclose our environmental performance.

We collaborate with other cultural organizations on finding and sharing solutions to environmental issues.



SELECTION OF TOOLS



THE THEATRE GREEN BOOK

Buro Happold a.o. (UK), 2023

[FIND IT HERE.](#)

AGENDA 21 FOR CULTURE:

GOOD PRACTICES SEARCH TOOL

[FIND IT HERE.](#)

THE GREEN PRODUCERS TOOL:

CO-2 CALCULATOR

Green Producers Club (NO), 2022

[FIND IT HERE.](#)

RETHINK SCENEKUNST:

BEREGN HANDLING (DANISH ONLY)

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STIFTET 25. MARTS 1942



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