

# THE THEATRE GREEN BOOK

*Version 2*

## Foreword to the Irish Edition of the Theatre Green Book

The Theatre Green Book is being adopted and adapted by theatre communities across the world. Its popularity is proof of its value to those creating, touring and hosting theatre productions. It is a priceless resource.

Here in Ireland, we were extraordinarily fortunate in not having to translate the book into a language other than the one it had been originally written in, so our labour was small in comparison with that of other adaptations. Nonetheless, this adaptation would not have been possible without the assistance and support of a number of people. I would like to sincerely thank **Sinead Wallace** of The Lir Academy in Trinity College and **Mike O'Halloran** from the Department of Drama and Theatre Studies in the University of Galway for their advice, counsel and expertise in adapting the Theatre Green Book to an Irish context. I would like to thank **Irma McLoughlin** and the team at Performing Arts Forum for their patience and support in making this happen, and I would like to thank **Anna Walsh** (Ex PAF) whose idea it was to adapt the Theatre Green Book to an Irish setting.

Most importantly, I would like to extend our warmest thanks to **Paddy Dillon** and **Lisa Burger** for the inspired thinking and dedication that led to the creation of the TGB back in 2021. Since then, with the fervour of evangelists, they have spread the gospel of the **Theatre Green Book** far and wide. We will be eternally grateful.

Catriona Fallon  
Green Arts Initiative in Ireland

Having used the Theatre Green Book Production Book on two productions now, I've found it to be a practical, workable guide to reducing our impact on the environment. Without stifling creativity, it encourages us to refine our ideas, to change the way we make our work, and make more ethical and greener choices. It has empowered us to do better and shown us the pathway to making theatre more sustainable.

Sinead Wallace  
Lighting Designer at the Lir Academy

<i>Using the Theatre Green Book</i>	5
<i>What matters most?</i>	8
<i>Where do I start?</i>	12
<b>Productions</b>	17
<b>Operations</b>	31
<b>Buildings</b>	44
<i>Measuring progress</i>	57
<i>Measuring results</i>	63
<i>Resources</i>	65
• <b>Detailed guidance</b>	
• <b>Tools</b>	
• <b>Case studies</b>	
• <b>Toolkits</b>	

*We would like to thank everyone who has supported the Green Book with their time, their commitment and ideas. Their names are in the acknowledgements. And special thanks to the funders of the Green Book, whose names you'll find in the inside back cover.*

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## Green Book Foreword

Theatre has begun a journey.

It's a journey we must all make – a transition to a world where we live, work, travel, eat and make art without harming the planet we live on. To use Gro Harlem Brundtland's definition of sustainability: to meet the needs of the present without compromising the ability of future generations to meet their own needs.

We need to make this transition urgently. The climate emergency is a crisis, and a crisis is a problem that demands attention now – not next year or the year after. Many theatres have laid credible plans to achieve net zero by 2030.

The good news is that we're already well on the way. Since the Theatre Green Book came out in 2021, networks all over the world, encompassing all varieties of theatre, opera and dance, have joined this collective initiative. We're learning, together, to make theatre sustainable. We're learning how to share that progress with our partners and audiences.

Theatre's core strengths are innovation, courage and creative thinking. They've all fed into this second edition of the Theatre Green Book. With their help, we can make the journey to net zero. We can make theatre today, without compromising the dreams of future theatre-makers.

**Lisa Burger and Paddy Dillon, Renew Culture**



The climate emergency is the most serious challenge humanity has ever faced.

Theatre can play an essential part in our response.

So theatre must become environmentally sustainable.

## ***A complete method for environmentally sustainable theatre***

- *A framework for planning sustainability*
- *Best practice guidance for every area*
- *Three standards on the path to net zero*
- *A measurement system to measure progress*

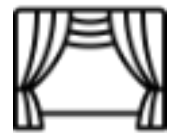
### ***based on***

- *Practical expertise from theatre-makers*
- *Reliable methodology from environmental sustainability experts*

### ***to support***

- *Work of any kind (theatre, dance, opera...)*
- *By anyone (freelancers, companies, theatres, schools...)*
  - *At any scale*

# To be sustainable, we need to...



## Sustainable Productions

... make theatre **Productions** as sustainably as possible



## Sustainable Operations

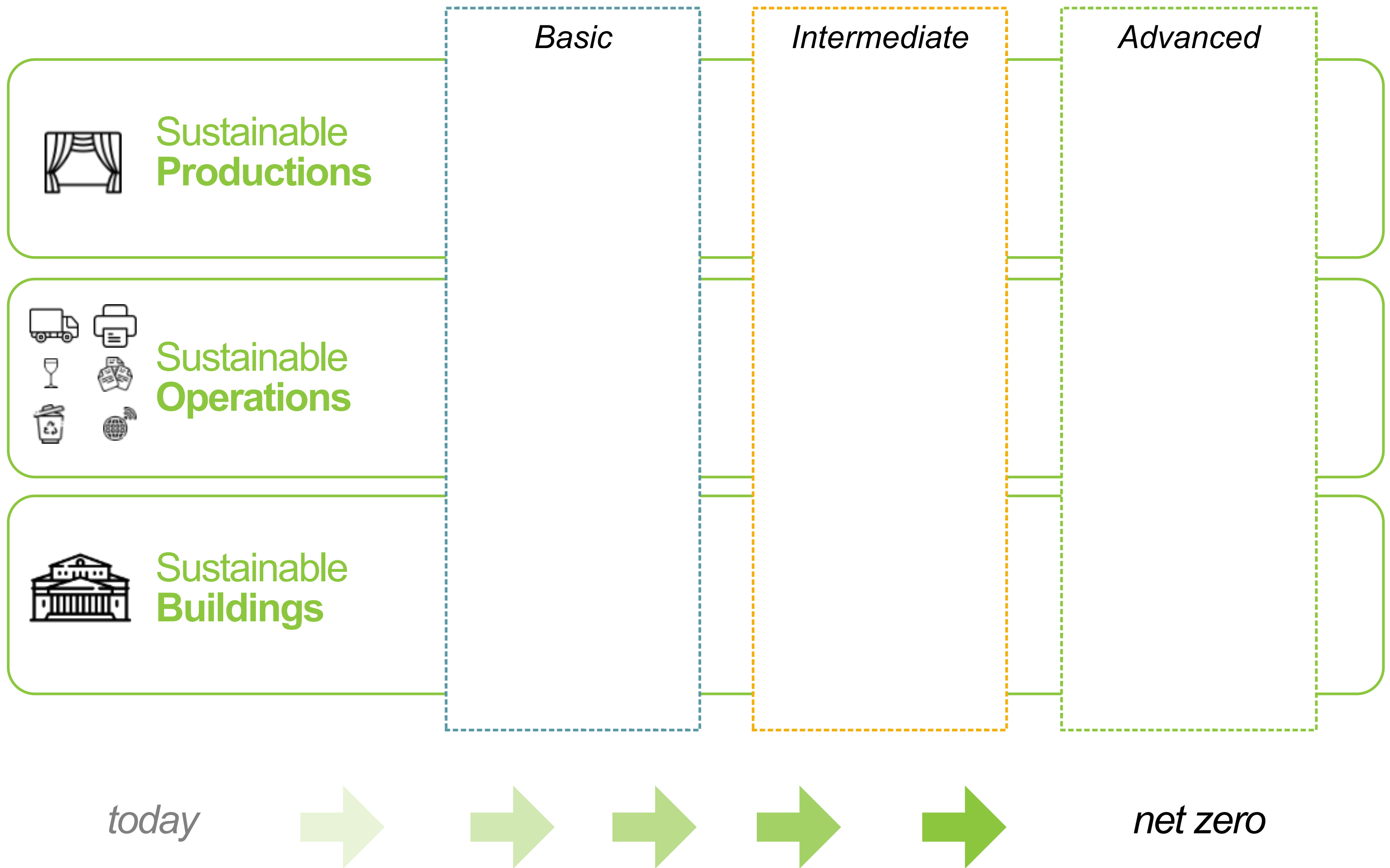
... run theatre **Operations** as sustainably as possible



## Sustainable Buildings

... make theatre **Buildings** as sustainable as possible

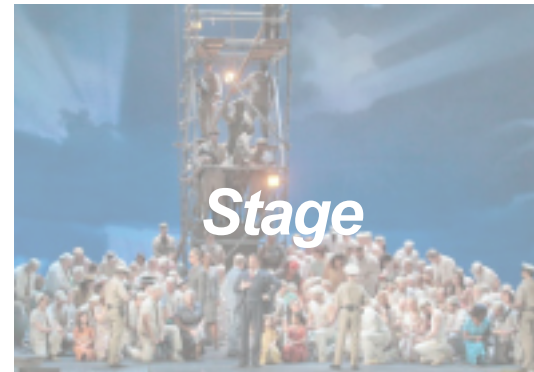
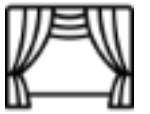
# Follow three steps for the transition to net zero



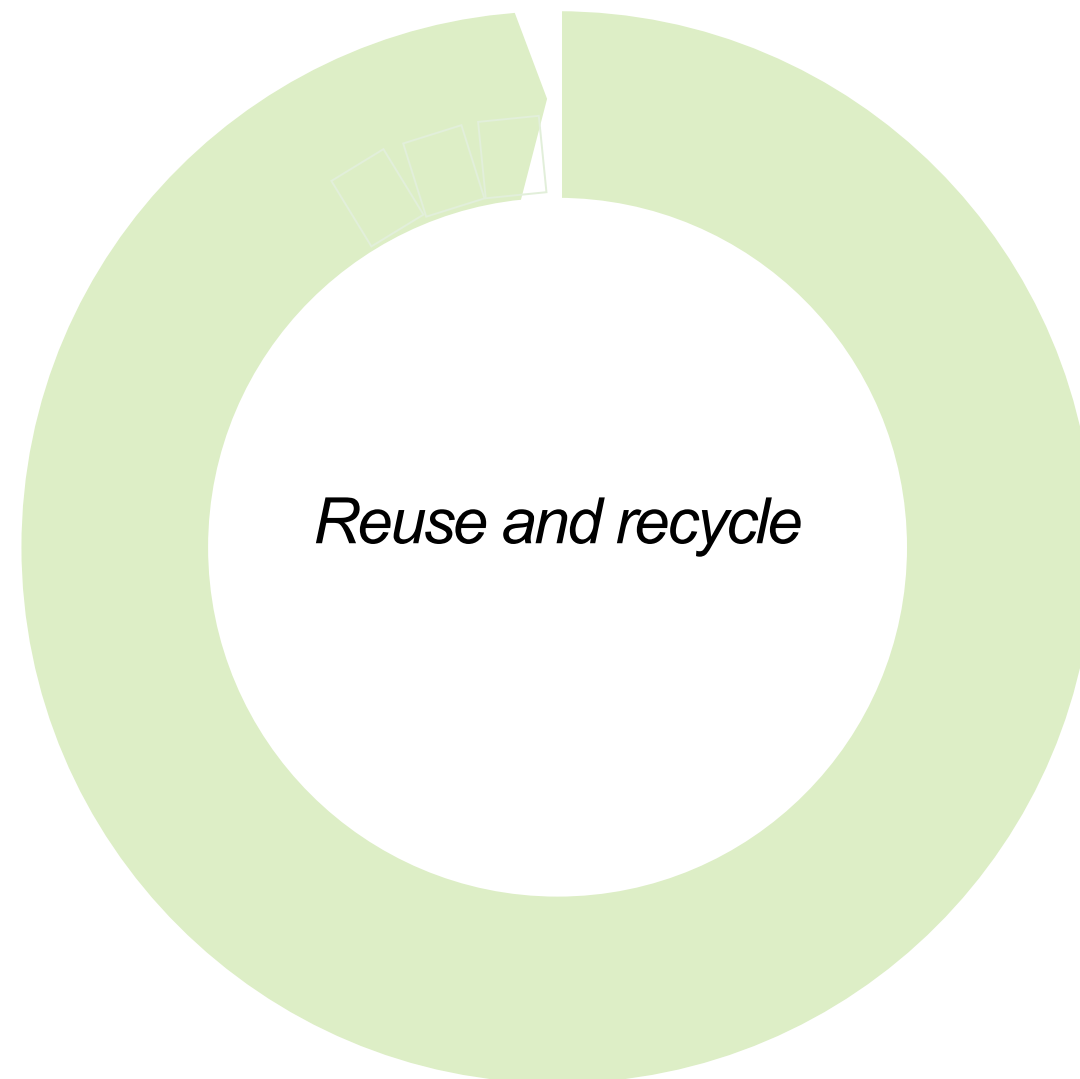


What must we do to make  
theatre sustainable?

# In our PRODUCTIONS, we need to ...



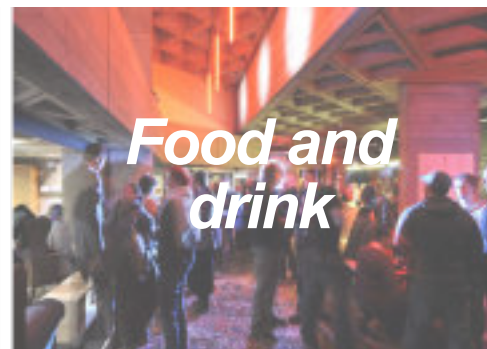
move from a **linear** ...  
... to a **circular** economy for theatre



# In our OPERATIONS, we need to ...



- **Reduce** how much we use
- **Source** what we use sustainably
- **Reuse or Recycle** everything we can



# In our BUILDINGS, we need to ...



*Insulate* so we need  
*less energy*



*Make our systems **efficient***  
so we use *less energy*



Generate *renewable*  
*energy*



Support *biodiversity* and  
use *less water*

How do we start?

## Start with a **PRELIMINARY** commitment

- ***Commit** to becoming a sustainable theatre-maker*
- *Form a **Green Team** in your organisation*
- *Set a timeline to reach the first step, **Basic***



# Start with a PRELIMINARY commitment

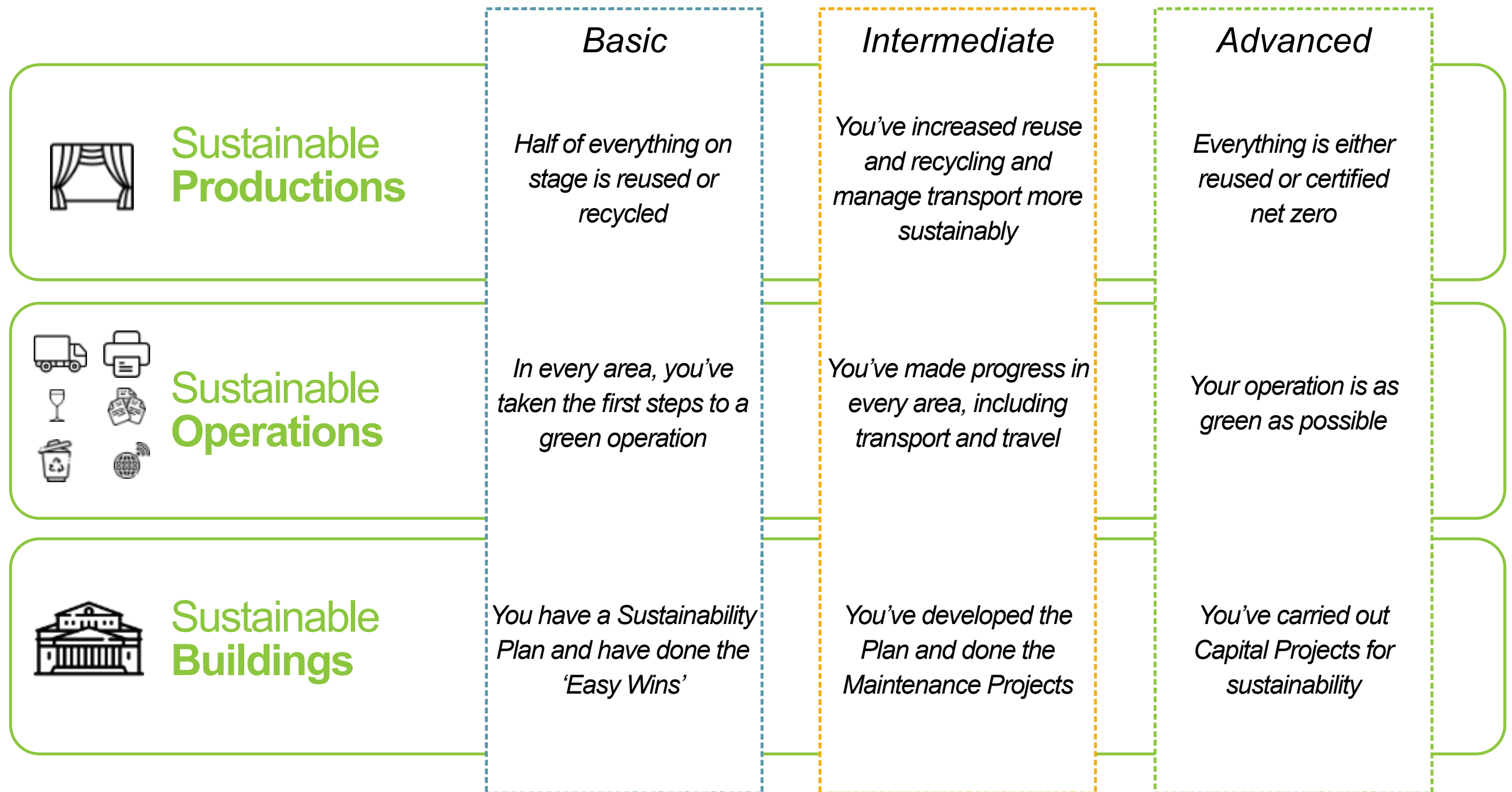
These are the steps you'll need to reach

Theatre Green Book **Preliminary**

## Preliminary

<ul style="list-style-type: none"> <li>• <b>COMMIT</b> to reducing your environmental impact, and starting the transition to net zero.</li> <li>• Establish a <b>GREEN TEAM</b> including a sustainability lead, a member of the senior leadership team, and a lead for each area - Productions, Operations and Buildings – and key staff members.</li> <li>• Agree an <b>ACTION PLAN</b> setting out the steps you need to reach the next Green Book stage, and a timescale to achieve it.</li> <li>• Make a <b>DATA PLAN</b> to set out what you are going to measure and who is responsible.</li> <li>• Set a <b>COMMUNICATIONS PLAN</b> to explain how you will share your targets and achievements, involving staff, partners and audiences.</li> </ul>	<p><i>It's essential to make sure your environmental commitment is clear to everyone.</i></p>	
	<p><i>Leadership is key but a senior team is needed to decide which Theatre Green Book level to target, make change, involve staff and report progress.</i></p>	
	<p><i>You must be clear on the key actions needed to deliver measurable progress towards the environmental goal.</i></p>	
	<p><i>You need to be in a position to report and analyse your progress, to achieve each Green Book standard.</i></p>	
	<p><i>Sustainability needs a cultural change. Good communication helps everyone share the challenge.</i></p>	

# BASIC is the next step on the journey to net zero



The next sections show how to reach **Basic** in each area



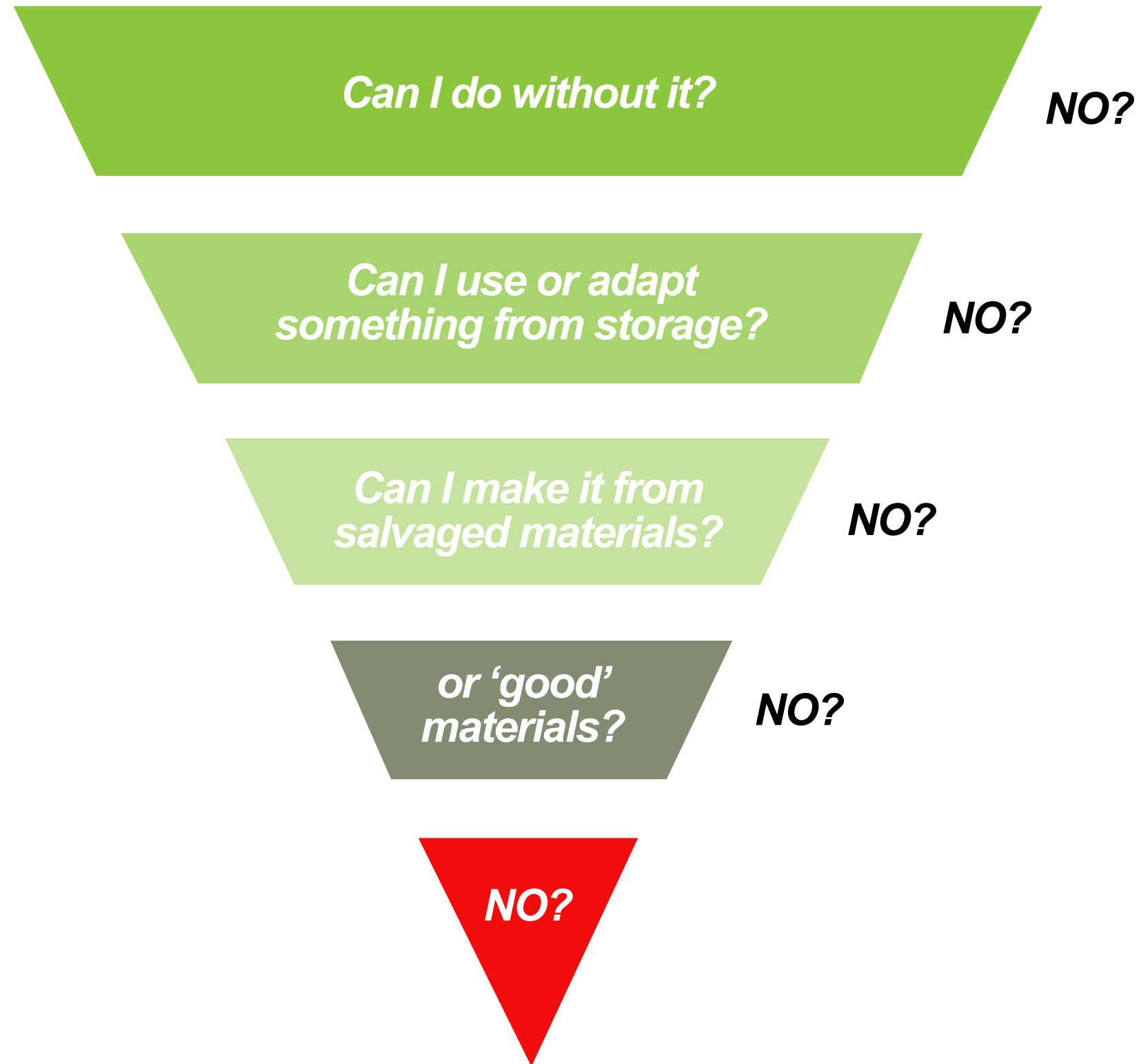
# **SUSTAINABLE PRODUCTIONS**

Click [here](#) to go straight to ***Productions Resources*** for:

- *The Production Calculator and standards*
- *Toolkit pages*

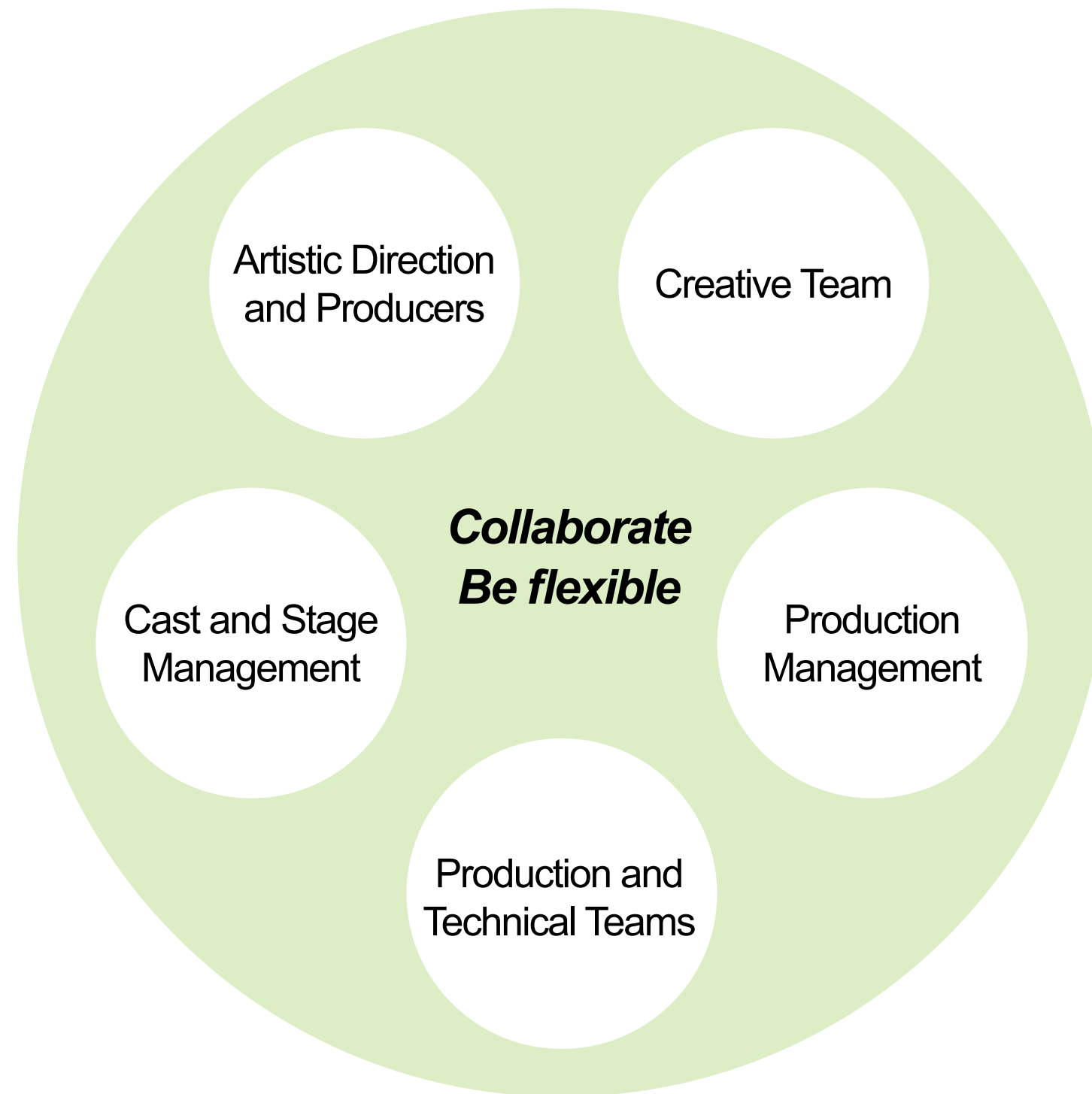
***If you don't produce shows, ignore this section***

# Think differently



***Is it worth harming the planet for?***

# Everyone has a part to play

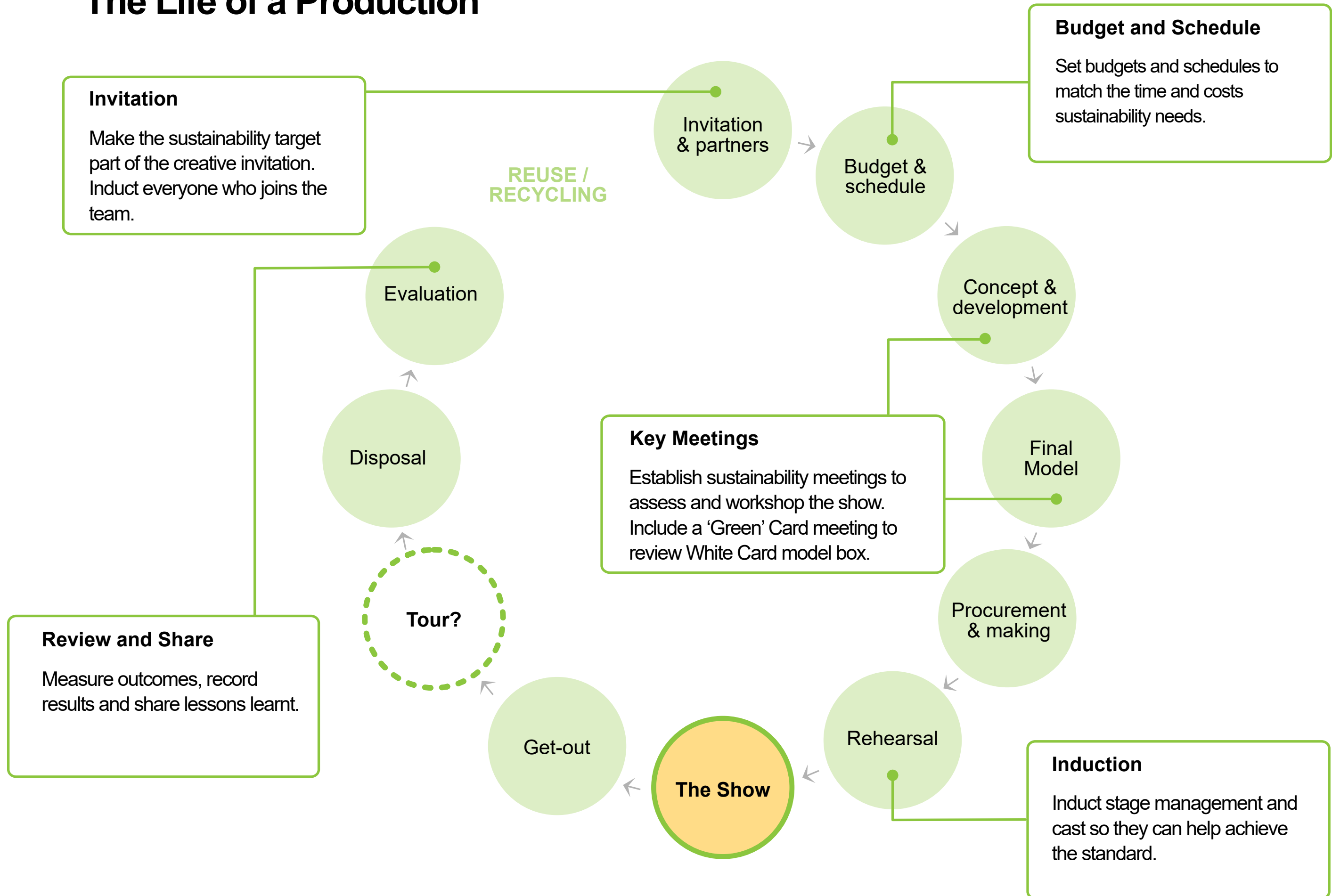


# Sustainable Production

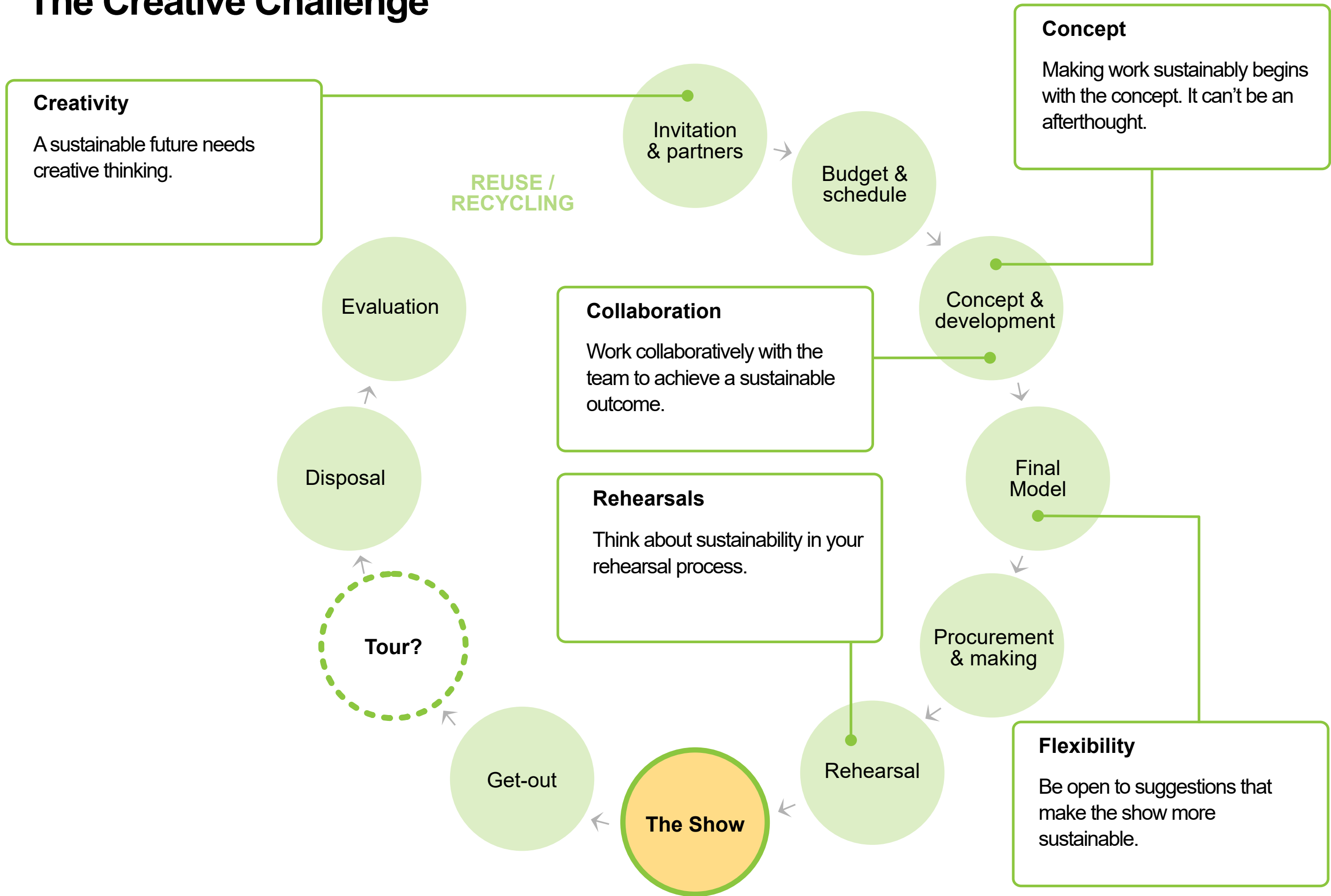


*Start early. Give yourself time*

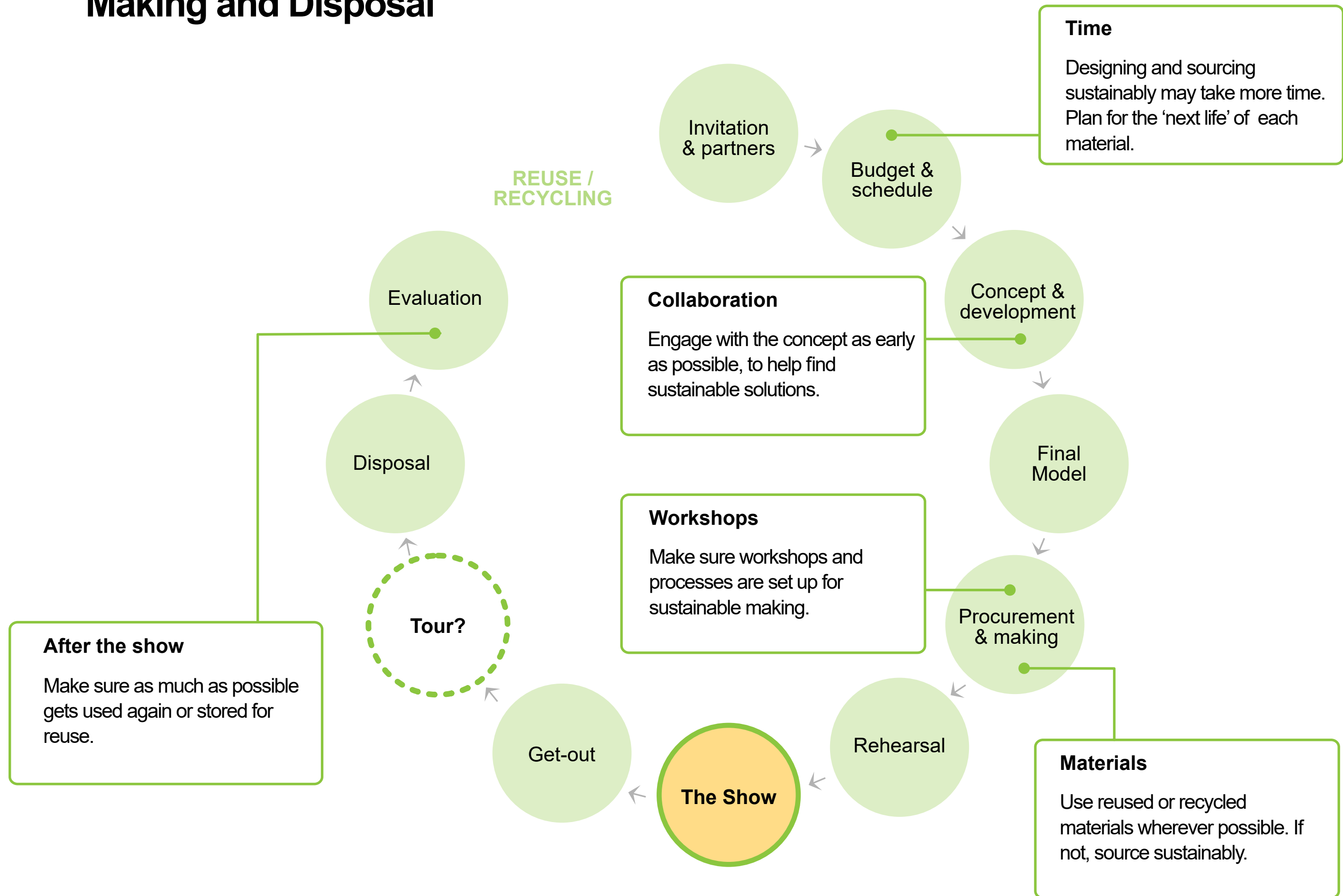
# The Life of a Production



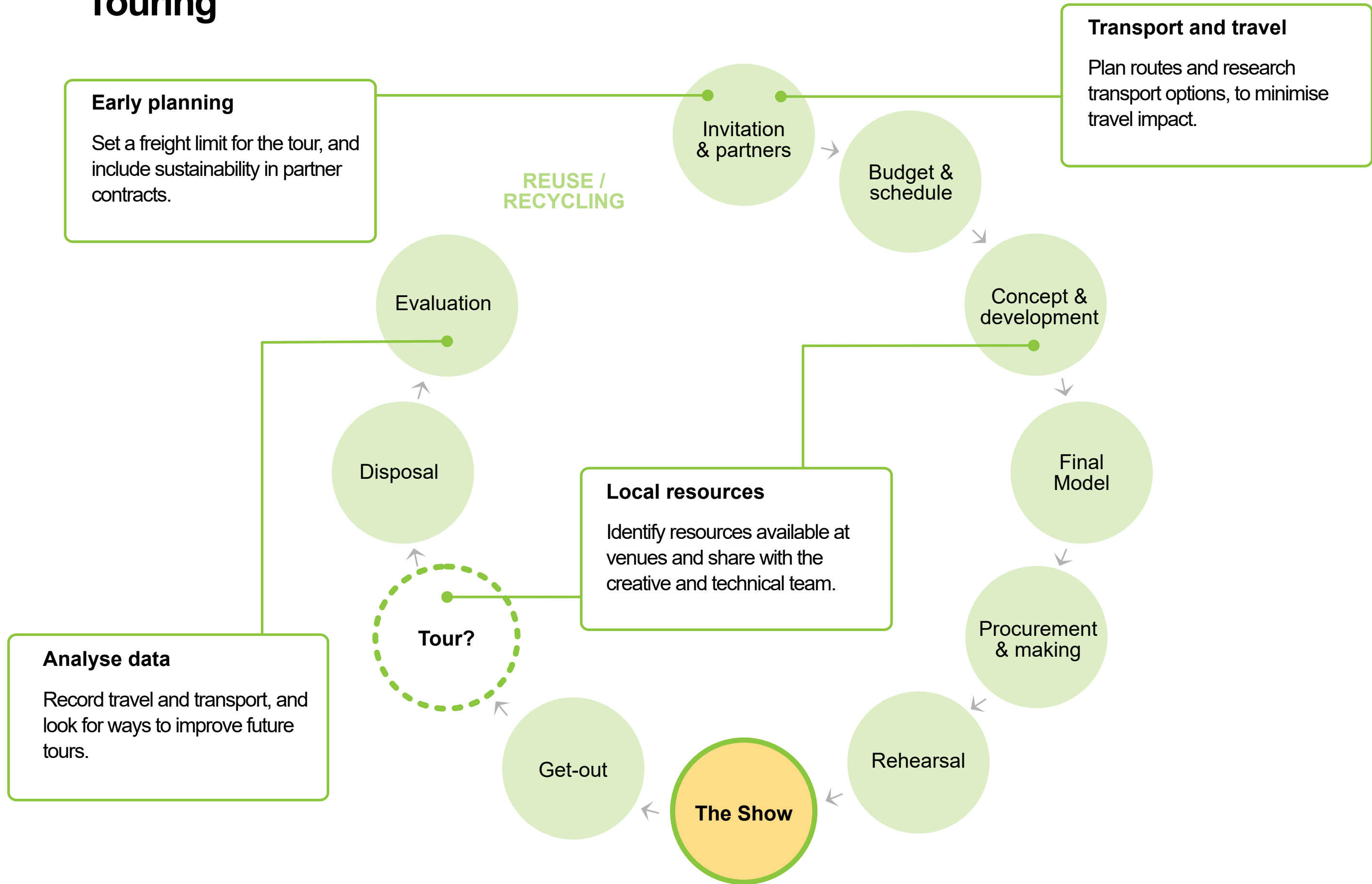
# The Creative Challenge



# Making and Disposal

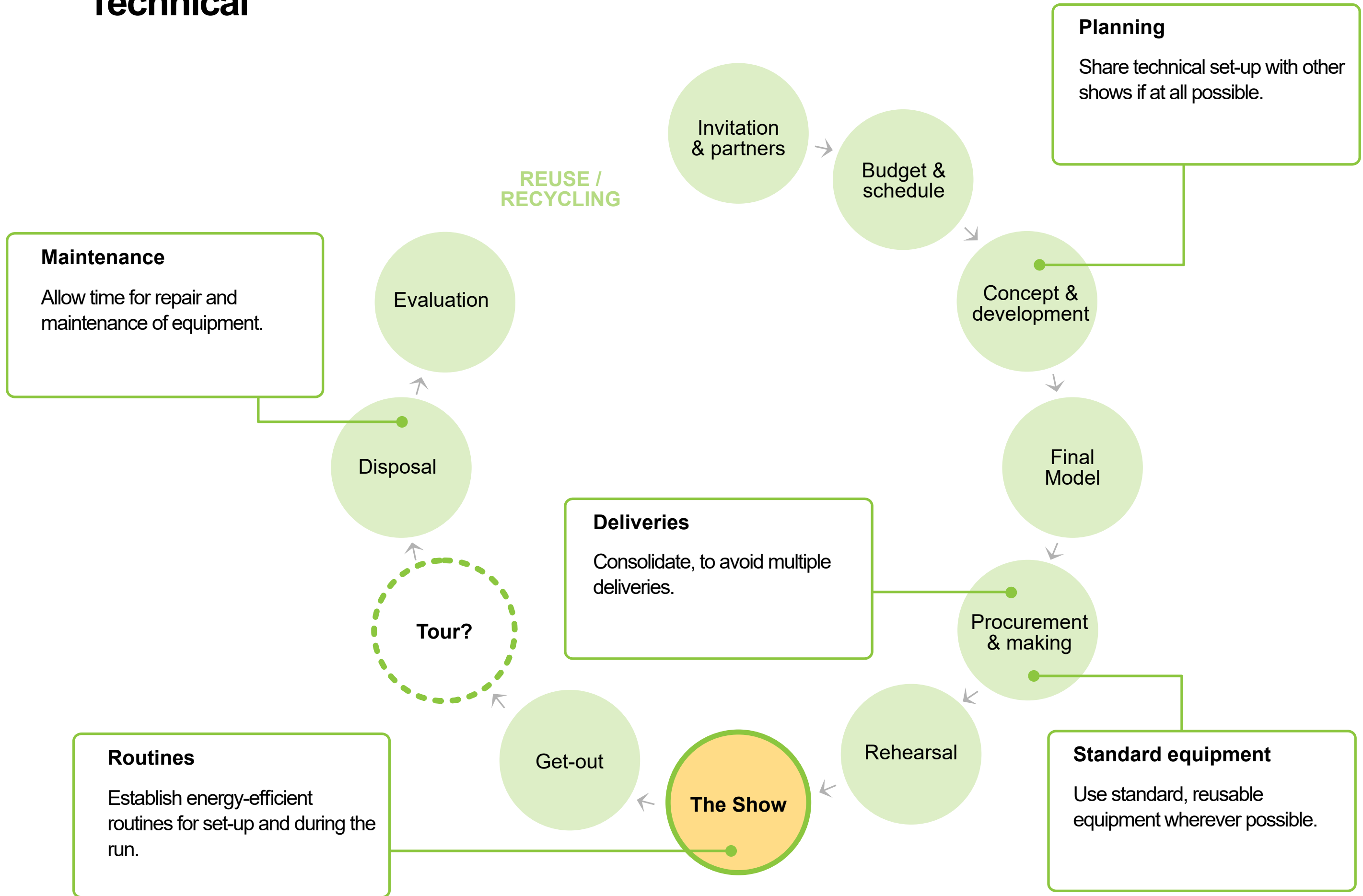


# Touring

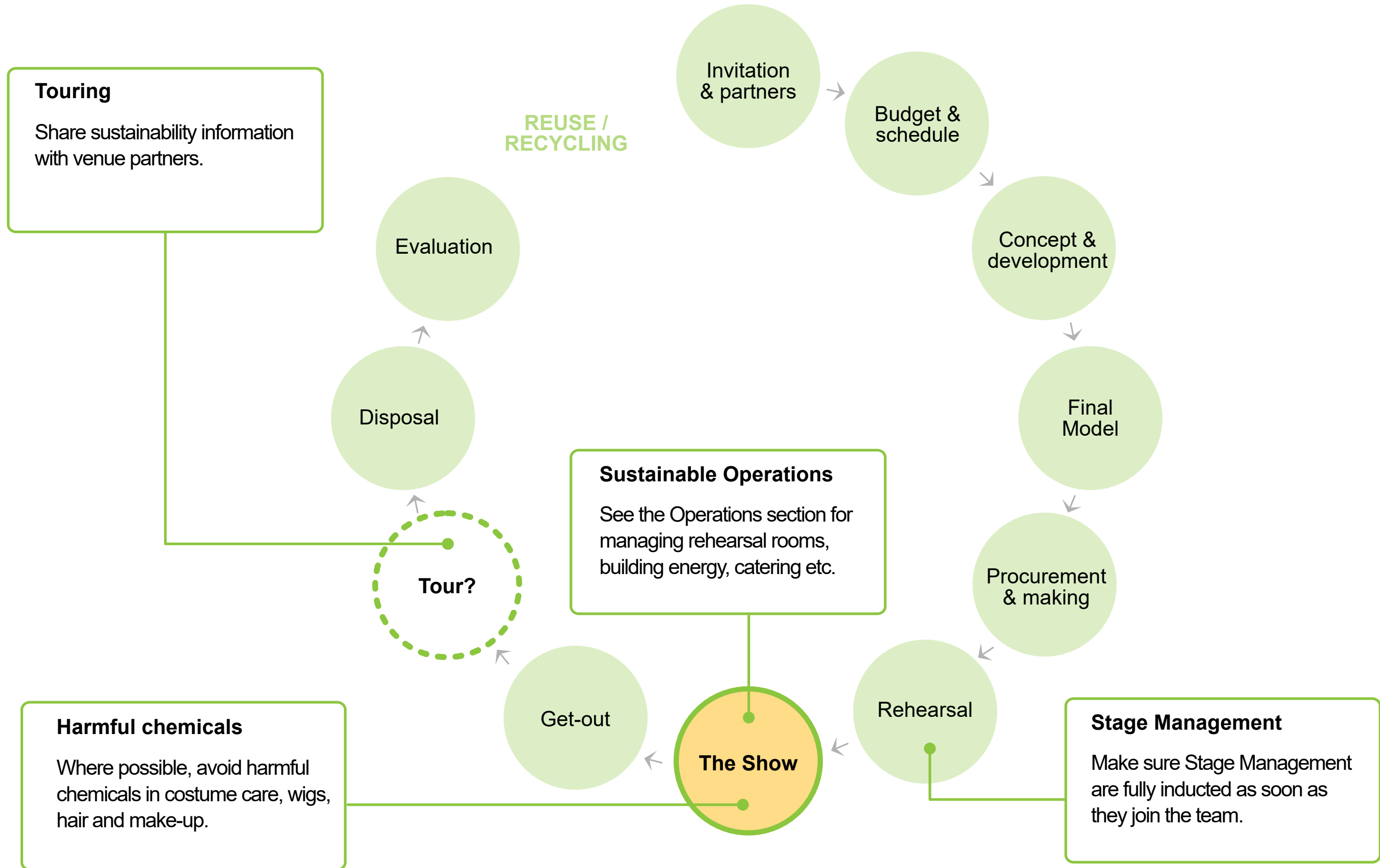




# Technical



# Running a Production



# Basic Production

This is **Basic** standard. It follows the five steps of a production.

In a **Basic** production:

- 50% of everything on stage must be reused or recycled
- 65% must be stored or used again afterwards

The Green Book **Production Calculator** helps you assess percentage of re-use and recycling in each production.

## Step 1 Prepare for a Sustainable Production

- **PRODUCING** : Appoint the team early. Make sure Basic standard is understood. Set a longer programme if possible. Set the budget to spend more on people's time and less on materials.
- **CO-PRODUCTION / TOURING** : Agree how expertise and resources will be shared. Identify responsibilities for measuring, recording, and sustainable disposal. Establish a haulage limit (e.g. 'one trailer' or 'one transit van'). Reference Basic standard in Co-production agreements.

## Step 2 Concept and Development

- **CONCEPT** : Hold an early concept meeting to collaboratively sense-check ideas. At **DEVELOPMENT** stage, collaborate with the whole team to achieve a sustainable outcome.
- **CO-PRODUCTION / TOURING** : Consider haulage limitations when designing (or when redesigning for a tour). Ensure technical specifications are agreed with all receiving venues.

## Step 3 Making a Sustainable Production

- **REUSE AND RECYCLING** : Keep an inventory of materials: sets and scenery, props and furniture, costumes. **50%** of each category should have been used previously. **65%** should be used again after the show.
- **NEW MATERIALS** : Source new materials sustainably if possible. Avoid PVC, tropical hardwoods and polystyrene where possible.
- **DELIVERIES** : Consolidate deliveries where possible. Avoid last-minute deliveries where possible.

## Step 4 Rehearsing and Running a Sustainable Production

- **STAGE MANAGEMENT and CAST** : Make sure cast and stage management understand Baseline standard, and can contribute to achieving it.
- **TECHNICAL** : Use re-used or hired equipment where possible. Make a plan to reduce the impact of your practice across all technical departments (see Technical worksheet).
- **WARDROBE, WIGS, HAIR, MAKEUP** : Avoid harmful chemicals where possible.
- **CO-PRODUCTION / TOURING** : Use sustainable transport methods where possible. Choose accommodation within walking distance of venues.

## Step 5 After the Production

- **REUSE AND RECYCLING** : Check you've achieved the target of **65%** reused / recycled for sustainable disposal.
- **REVIEW** : Assess results. Share lessons learned with future teams.

Done? v, NO or N/A





Source

Disposal









You can download this page with the Production Calculator from **RESOURCES**

# Intermediate Production

This is *Intermediate* standard.

In an *Intermediate* production:

- 60% of everything on stage must be reused or recycled
- 70% must be stored or used again afterwards

## Step 1

### Prepare for a Sustainable Production

- **PRODUCING** : Provide an information pack of in-house and local resources to support sustainability. Offer climate literacy training to key team members, including freelancers.
- **CO-PRODUCTION / TOURING** : Agree a Green Contract Rider with receiving venues (see Toolkit), including resources available. Review sustainable haulage options.

Done? v, NO or N/A


## Step 2

### Concept and Development

- **CONCEPT and DEVELOPMENT** : Connect with productions in the same season to **SHARE and REUSE** materials.
- **CO-PRODUCTION / TOURING** : Minimise business travel. Record all journeys. Technical design to use local resources where possible.


## Step 3

### Making a Sustainable Production

- **REUSE AND RECYCLING** : Keep an inventory of materials: sets and scenery, props and furniture, costumes. **60%** of each category should have been used previously. **70%** should be used again after the show.
- **NEW MATERIALS** : Source all new materials sustainably. Avoid PVC, tropical hardwoods and polystyrene where possible.
- **DELIVERIES** : Record deliveries related to the production.

Source	
Disposal	

## Step 4

### Rehearsing and Running a Sustainable Production

- **STAGE MANAGEMENT and CAST** : Use the Toolkit to make a Sustainability Plan for the rehearsal / production period and run.
- **TECHNICAL** : Begin to implement your plan to reduce the impact of your practice across all technical departments (see Technical worksheet).
- **WARDROBE, WIGS, HAIR, MAKEUP** : Source sustainable products where possible. Minimise laundry cleaning temperatures. Avoid dry cleaning where possible.
- **CO-PRODUCTION / TOURING** : Record travel distance and transport methods. Choose accommodation with green accreditation.

-

## Step 5

### After the Production

- **REUSE AND RECYCLING** : Check you've achieved the target of **70%** reused / recycled for sustainable disposal.
- **REVIEW** : Assess results. Share lessons learned with future teams.


You can download this page with the Production Calculator from **RESOURCES**

# Advanced Production

*This is **Advanced** standard.*

*In an **Advanced** production:*

- *Everything on stage must be: Reused (75%) or Recycled (80%), OR Certified Net Zero (No more than 20%).*

## Step 1 Prepare for a Sustainable Production

- **PRODUCING** : Use **CARBON CALCULATORS** (included in Production Calculator) to aid decision-making on new scenery materials and travel. Encourage the creative team and cast to promote the production's sustainability.
- **CO-PRODUCTION / TOURING** : Plan the tour route to reduce travel and use sustainable travel methods. Only co-produce with companies that have reached overall Baseline standard, and tour to theatres that have a commitment to sustainability.

Done? v, NO or N/A


## Step 2 Concept and Development

- **CONCEPT and DEVELOPMENT** : Use **MODULAR COMPONENTS** where possible to support recycling.
- **CO-PRODUCTION / TOURING** : Calculate the carbon footprint of **TRAVEL and TRANSPORT**, to help plan reductions. Use local resources where they support reductions.


## Step 3 Making a Sustainable Production

- **REUSE AND RECYCLING** : **75%** of materials should have been used previously. **80%** should be used again after the show. Make sets for easy disassembly to support recycling.
- **NEW MATERIALS** : Source all new materials from accredited zero carbon sources. Completely avoid PVC, tropical hardwoods, polystyrene and harmful chemicals.
- **DELIVERIES** : Calculate the carbon footprint of deliveries, to help plan reductions.

Source	
Disposal	

## Step 4 Rehearsing and Running a Sustainable Production

- **STAGE MANAGEMENT and CAST** : Fully implement a Sustainability Plan for the rehearsal / production period and run.
- **TECHNICAL** : Fully implement your plan to reduce the impact of your practice across all technical departments (see Technical worksheet).
- **WARDROBE, WIGS, HAIR, MAKEUP** : Completely avoid harmful chemicals and materials.
- **CO-PRODUCTION / TOURING** : Calculate the carbon footprint of tours, to help minimise and offset impacts. Publish results and highlight blockers to sustainability.

-

## Step 5 After the Production

- **REUSE AND RECYCLING** : Check you've achieved the target of **80%** reused / recycled for sustainable disposal. Ensure any residual waste is sustainably disposed of.
- **REVIEW** : Assess results. Share lessons learned with future teams.


You can download this page with the Production Calculator from **RESOURCES**

## Go to PRODUCTIONS RESOURCES

- for ...*
- *The Production Calculator and downloadable standards*
  - *Toolkits*

Go to  
**Productions**  
resources

# SUSTAINABLE OPERATIONS

Click [here](#) to go straight to **Operations Resources** for:

- *The Operations Tracker and standards*

## Establish a green structure for your organisation

### Leadership

*Sets **clear goals** and empowers everyone to change what they do*

### Green Team

*Co-ordinates actions, agrees **targets**, and **records** progress*

### Everyone

*Shares **expertise**, provides **feedback** and implements **actions***



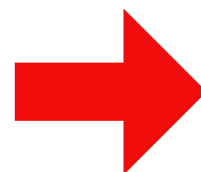


# Be methodical

*Don't waste time on things you can't control.*



**Preliminary**  
*Commit*



**Basic**  
*First steps*

**Intermediate**  
*Development*

**Advanced**  
*Sustainable operations*

# Paper and digital

## Back of house

Avoid printing. Use shared digital schedules. Establish best practice for digital and storage.

## Communication

Remember to inform staff, visitors and audiences of your targets and achievements.

## Rehearsals

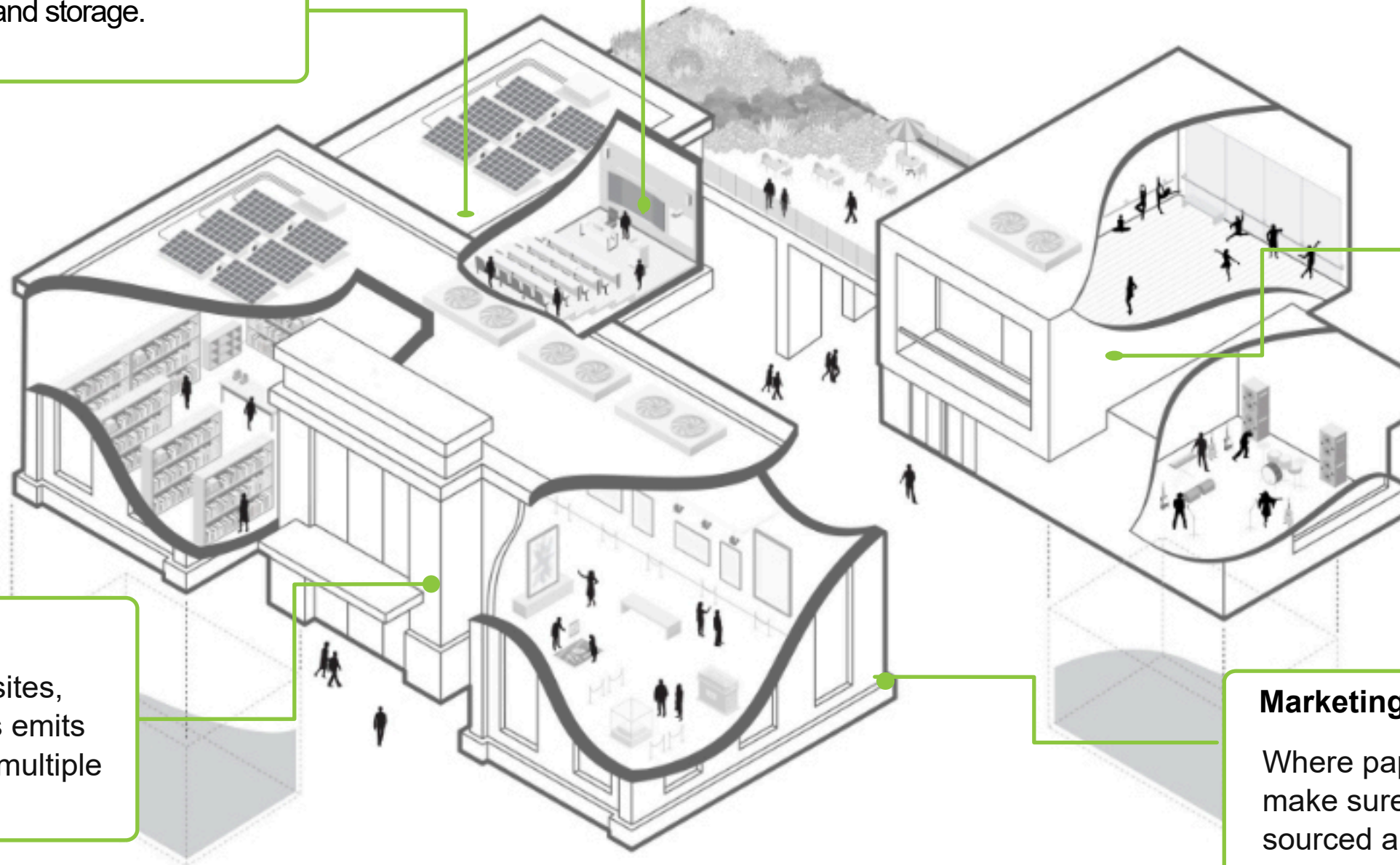
Limit printed scripts. Avoid reprinting multiple copies with every re-write.

## Digital

Cloud storage of websites, photos, clips and films emits carbon. Avoid storing multiple copies.

## Marketing

Where paper is unavoidable, make sure it's sustainably sourced and recyclable.



# Food, drink, retail

## Catering and bars

Food, drink, service, packaging and waste all have a big impact.

## Food

Start to move menus towards more plant-based items. Source locally and sustainably.

## Single-use plastics

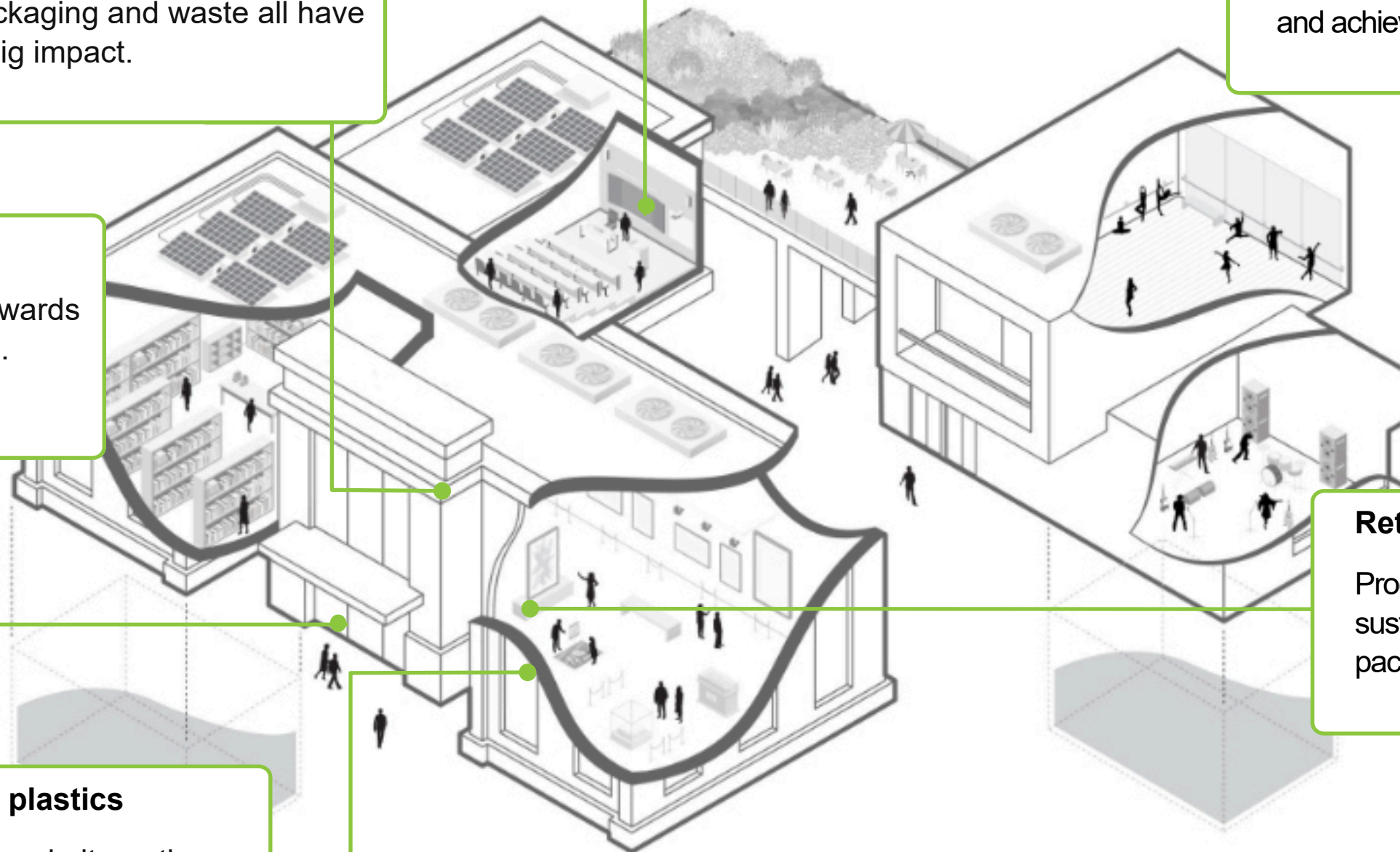
There are good alternatives for drinks and water. Reduce packaging for retail items.

## Communication

Encourage staff, visitors and audiences to share your targets and achievements.

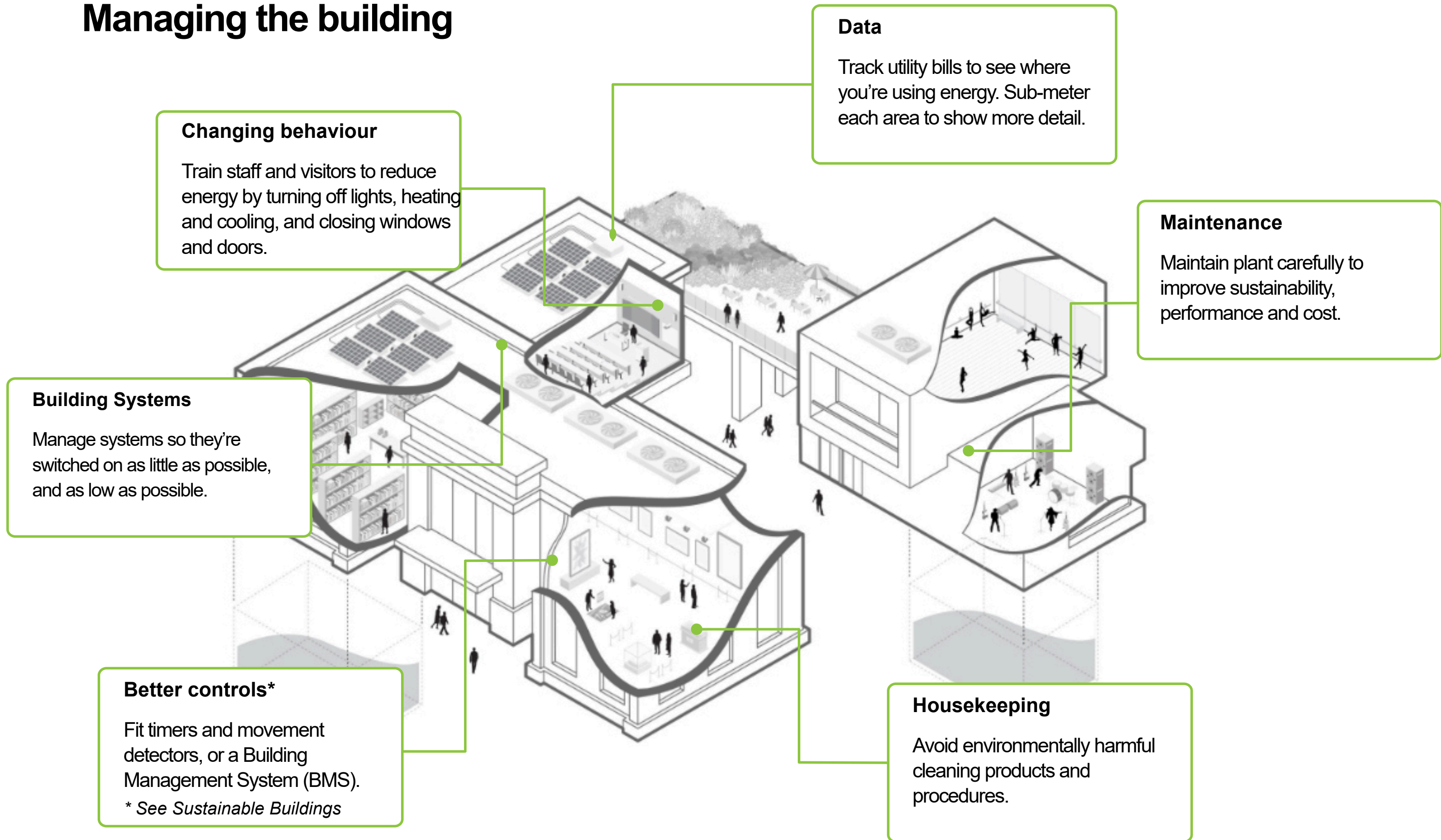
## Retail

Procure responsibly. Partner sustainable brands. Reduce packaging and deliveries.



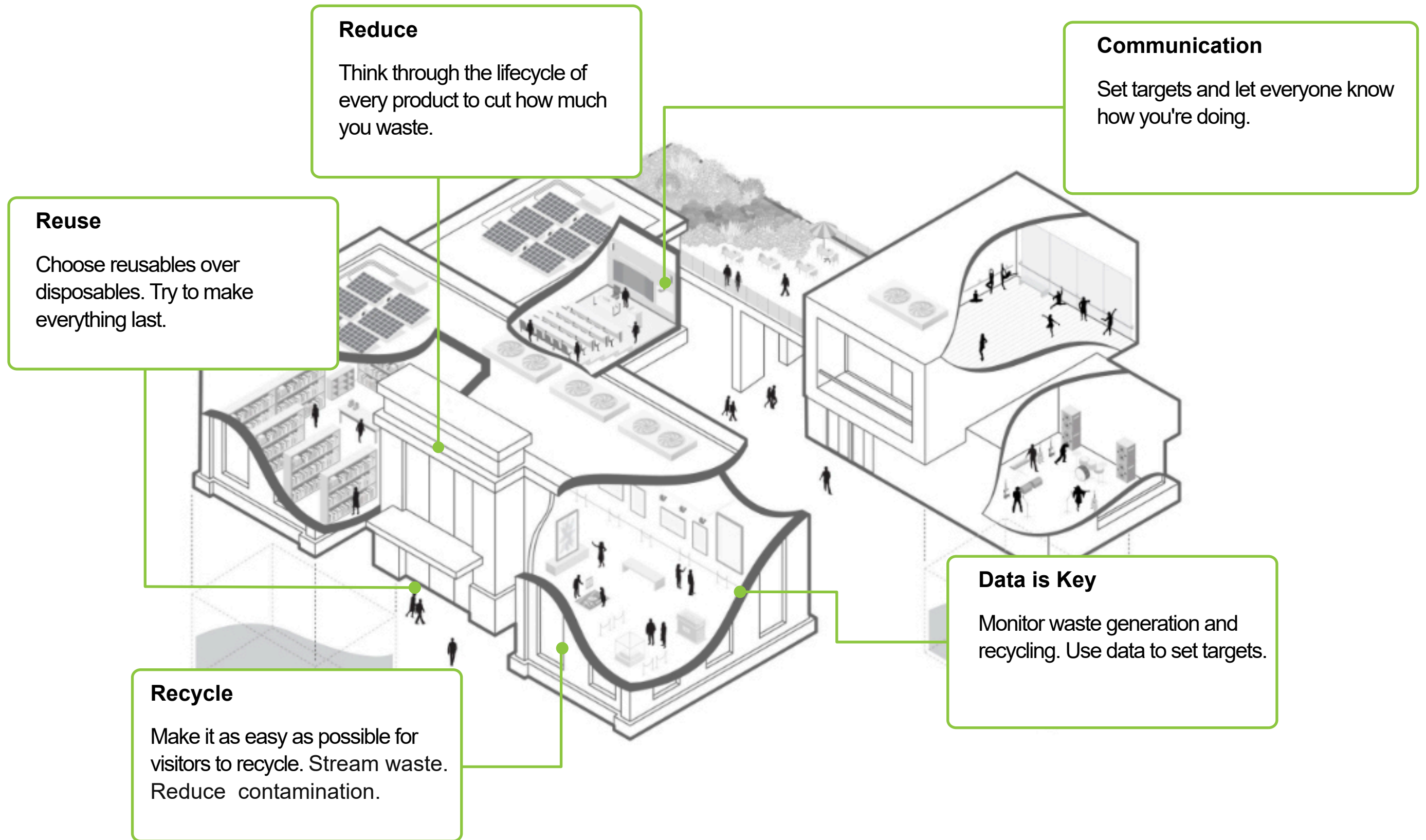


# Managing the building

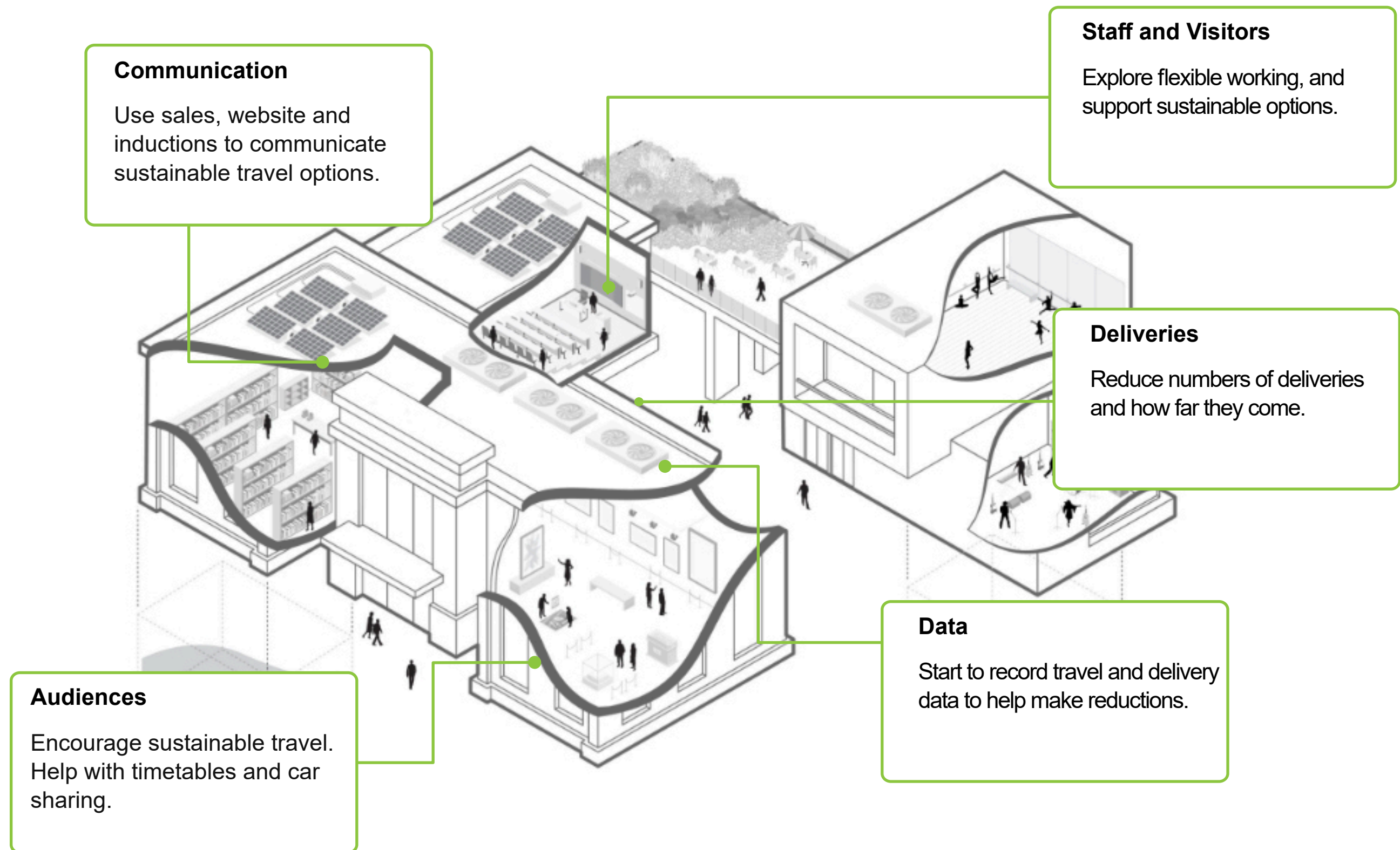


- *This section shows how to **manage** buildings as sustainably as possible.*
- *The next, 'Sustainable Buildings', shows how to **upgrade** them to make them more sustainable.*

# Reuse and recycling

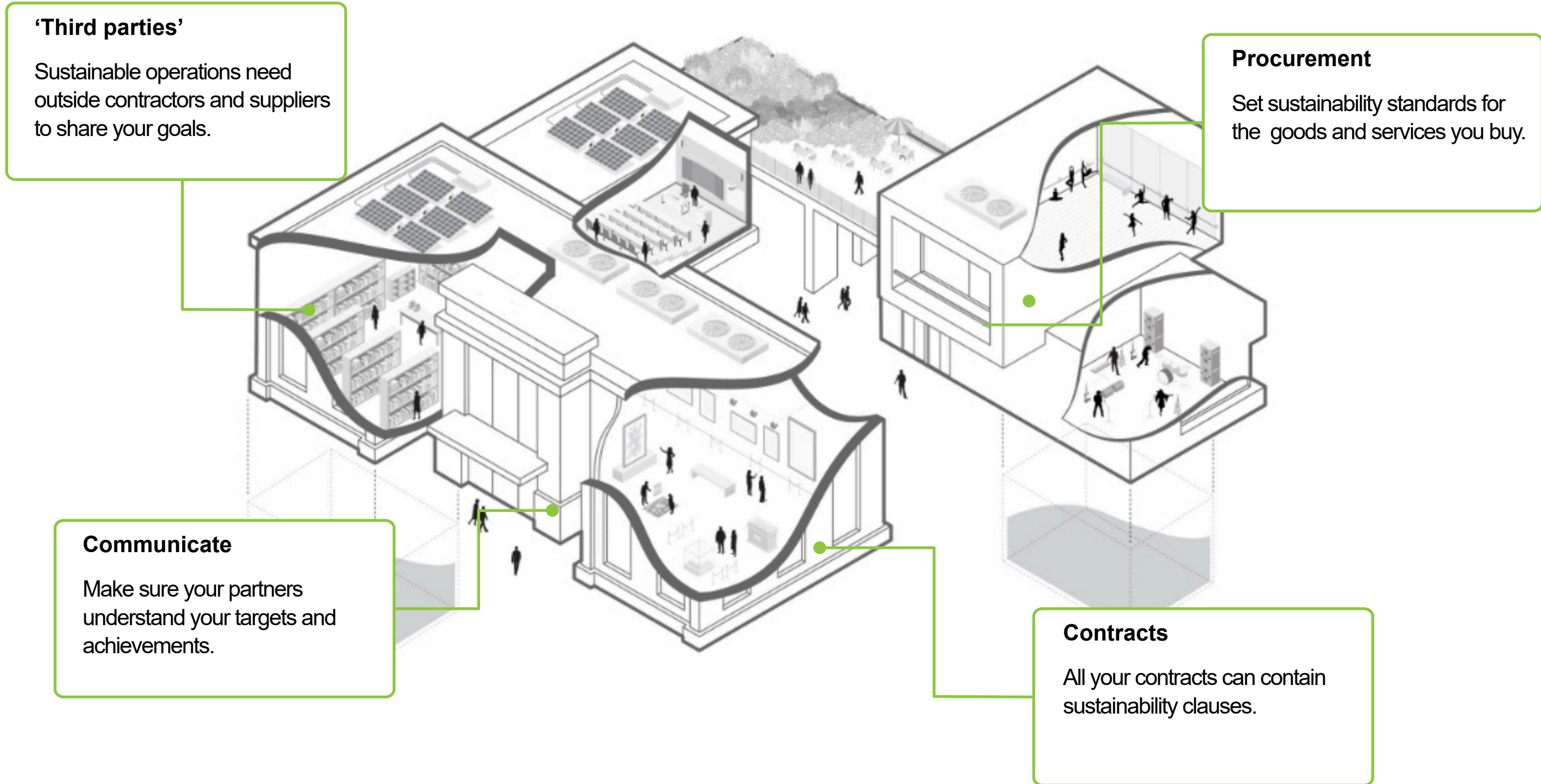


# Travel and transport





# Contracts and procurement



# Basic Operation

To reach **Basic** in your operations:

- **Plan for a Sustainable Organisation**
- **Reach Basic in at least four of the six areas (steps 2 to 7)**

The Green Book **Operations Tracker** helps you assess your progress in each area.

## Step 1 Plan for a Sustainable Organisation

- Establish a **GREEN COMMITTEE** and staff sustainability network. Set a timescale to achieve Basic standard.
- **COMMUNICATE** your Sustainability goals and systems, to staff, visitors and the public. **ENGAGE** your audiences on the journey.

## Step 2 Managing Paper and Digital

- Make a plan and timetable to **REDUCE PAPER** and switch to digital alternatives for tickets, documents etc.
- Make a plan and timetable to make **DIGITAL SYSTEMS** (e.g. websites and emails) sustainable.

## Step 3 Managing Food, Drink and Retail

- Make a plan and timetable to manage **FOOD AND DRINK** outlets sustainably. If you have a restaurant or staff canteen, make **20%** of starters & mains vegetarian or vegan.
- Make a plan and timeable to reduce **SINGLE-USE PLASTICS** in your Front and Back of House operations.

## Step 4 Managing Buildings

- **RECORD** energy readings every month.
- **TRAIN** staff and visitors in energy-saving behaviour. Set **CONTROLS** (timers and thermostats) to minimise energy use.

## Step 5 Managing Waste

- Separate **WASTE** between recycling and general waste and measure both.

## Step 6 Managing Travel and Transport

- Provide **STAFF, ARTISTS, VISITORS** and **AUDIENCES** with information on sustainable transport options.
- Record **BUSINESS TRAVEL**, using the Travel Calculator.
- Prepare a **DELIVERIES PLAN** to consolidate and reduce deliveries, and share it with every department.

## Step 7 Contracts and Procurement

- Include sustainability criteria in **PROCURING** major suppliers and contractors. Include Sustainability standards in major **CONTRACTS**.

fills in spreadsheet














You can download this page with the Operations Tracker from **RESOURCES**



# Intermediate Operation

To reach **Intermediate** in your operations:

- **Develop your Sustainable Organisation**
- **Reach Intermediate in at least four of the six areas (steps 2 to 7)**

## Step 1 Plan for a Sustainable Organisation

- Arrange **CLIMATE LITERACY TRAINING** for at least 25% of staff. Set a timescale to achieve Intermediate standard.
- **COMMUNICATE** your Theatre Green Book experience to other theatres.

## Step 2 Managing Paper and Digital

- Implement your plan to **REDUCE PAPER** and switch to sustainable printing.
- Implement your plan to make **DIGITAL SYSTEMS** sustainable.

## Step 3 Managing Food, Drink and Retail

- Implement your plan to manage **FOOD AND DRINK** outlets sustainably. If you have a restaurant or staff canteen, make **20%** of starters and mains plant-based.
- Implement your plan to reduce **SINGLE-USE PLASTICS** from your Front and Back of House operations.

## Step 4 Managing Buildings

- Make a **FULL ANALYSIS** of energy use in each part of the building.
- Make a **PLAN** for further reductions in energy use, using the findings of the analysis.

## Step 5 Managing Waste

- Eliminate waste to landfill. Make a plan to reduce **WASTE** and increase **RECYCLING**, to make sure you stream waste as much as your waste collector allows.

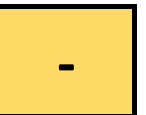
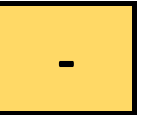
## Step 6 Managing Travel and Transport

- Survey **AUDIENCES** to find out how they travel.
- Make a **SUSTAINABLE TRAVEL PLAN**, including a limit on **AIR TRAVEL**.
- Implement your **DELIVERIES PLAN** to reduce the annual carbon footprint of deliveries.

## Step 7 Contracts and Procurement

- Make a **SUSTAINABLE PROCUREMENT POLICY** to define standards and requirements for all major suppliers and contractors, and share with all relevant departments.

fills in spreadsheet



You can download this page with the Operations Tracker from **RESOURCES**

# Advanced Operation

To reach **Advanced** in your operations:

- **Develop your Sustainable Organisation**
- **Reach Advanced in all areas**

**NOTE**

As a minimum, publish your carbon footprint using the Theatre Green Book tools, to include:

- Significant new materials in productions (steel, aluminium, timber)
- Travel (touring, deliveries, business travel)
- Building energy use

You may also use general calculators (e.g. Julie's Bicycle), but make sure you use the same method every year.

**Step 1 Plan for a Sustainable Organisation**

- Arrange **CLIMATE LITERACY TRAINING** for at least 75% of staff. Offer training to freelance partners. Set a timescale to achieve Advanced standard.
- **PUBLISH** your carbon footprint (see note below) every year.

**Step 2 Managing Paper and Digital**

- Complete your plan to **REDUCE PAPER** and switch to sustainable printing.
- Complete your plan to make **DIGITAL SYSTEMS** sustainable.

**Step 3 Managing Food, Drink and Retail**

- Complete your plan to manage **FOOD AND DRINK** outlets sustainably. If you have a restaurant or staff canteen, make **75%** of all menu items plant-based.
- Complete your plan to reduce **SINGLE-USE PLASTICS** from your Front and Back of House operations.

**Step 4 Managing Buildings**

- Switch to a **GREEN ENERGY SUPPLIER** if possible.
- Implement your **PLAN** for energy reductions.

**Step 5 Managing Waste**

- Complete the plan to minimise **WASTE** and maximise **RECYCLING**.

**Step 6 Managing Travel and Transport**

- Incentivise **AUDIENCES** to travel sustainably.
- Implement your **SUSTAINABLE TRAVEL PLAN** to minimise the carbon footprint of your business travel.
- Minimise the carbon footprint of your **DELIVERIES**.

**Step 7 Contracts and Procurement**

- Require all major suppliers and contractors to comply with **KEY PERFORMANCE INDICATORS** for sustainability.

fills in spreadsheet














You can download this page with the Operations Tracker from **RESOURCES**

## Go to OPERATIONS RESOURCES

- for ...*
- *The Operations Tracker and downloadable standards*
  - *Toolkits*

Go to  
**Operations**  
resources

# **SUSTAINABLE BUILDINGS**

- Click **here** to go straight to **Buildings Resources** for:*
- *The Building Survey Tool and downloadable standards*
    - *Toolkit pages*

***If you don't have a building, ignore this section***

## Theatre buildings emit a lot of carbon

- *The previous section, Sustainable Operations, shows how to **manage** buildings as sustainably as possible.*
- *This section shows how to **upgrade** buildings to make them more sustainable.*
- *Sustainable buildings **cost less** to run.*

## These are the priorities, in order:

### Insulation

*Roofs, walls and windows ... so your building **needs** less energy*

### Efficiency

*Efficient plant and good controls ... so your building **uses** less energy*

### Renewables

*So you generate **renewable** energy*

### Biodiversity (and use less water)

# Insulation (so you need less energy)

## Roofs

Roofs are a major source of heat loss, particularly above auditoriums

## Walls

Walls can be insulated to keep energy in.

## Floors

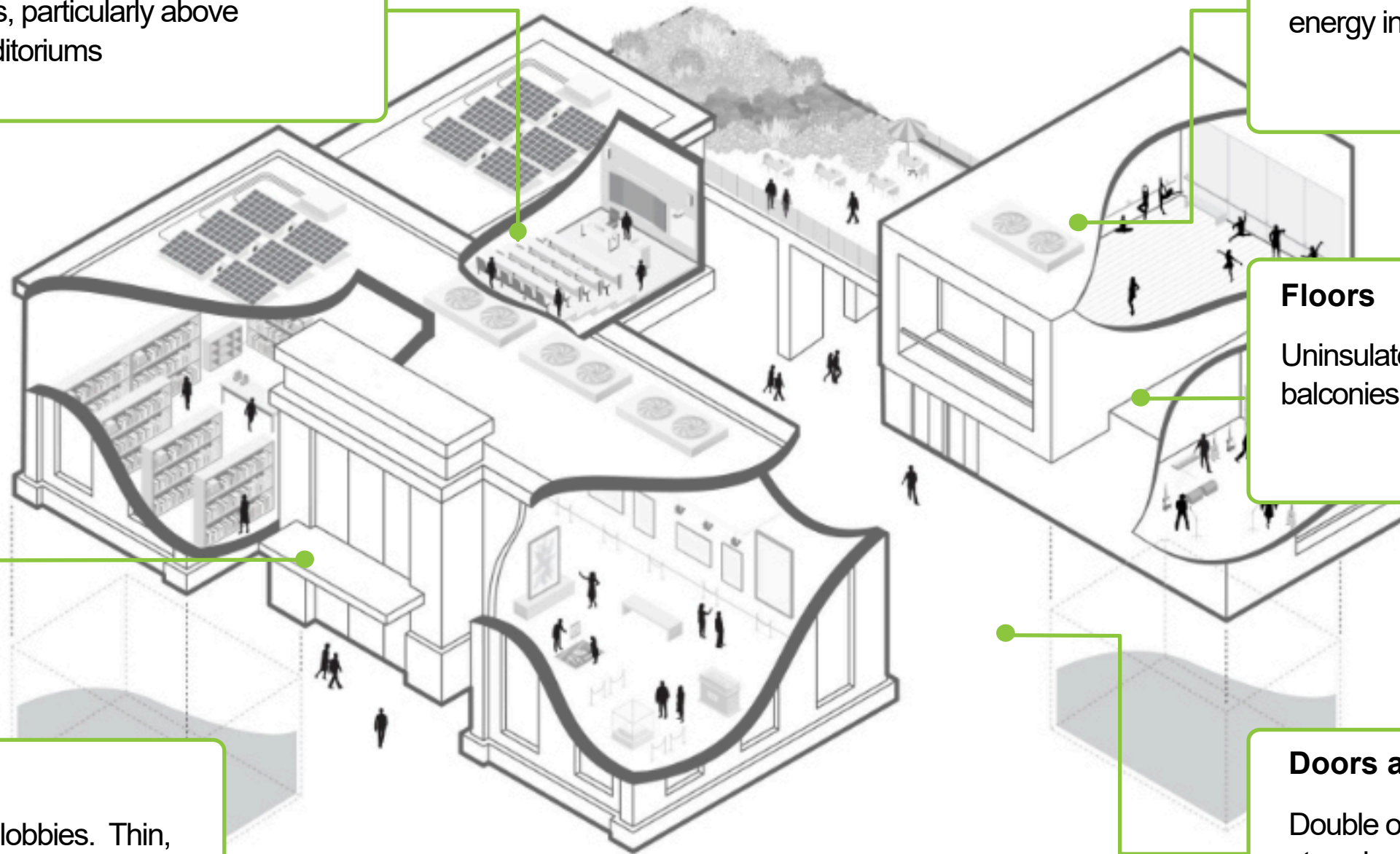
Uninsulated overhangs and balconies let energy escape.

## Entrances

Entrances need lobbies. Thin, leaky doors waste heat.

## Doors and windows

Double or secondary glazing stops heat going out of the windows.





# Efficiency (so you use less energy)

## Heating and cooling

Replace fossil fuels with low-carbon energy sources. Thermostats and timers minimise use.

## Ventilation

Efficient fans and pumps prevent energy waste. Timers and controls switch them off.

## Lighting

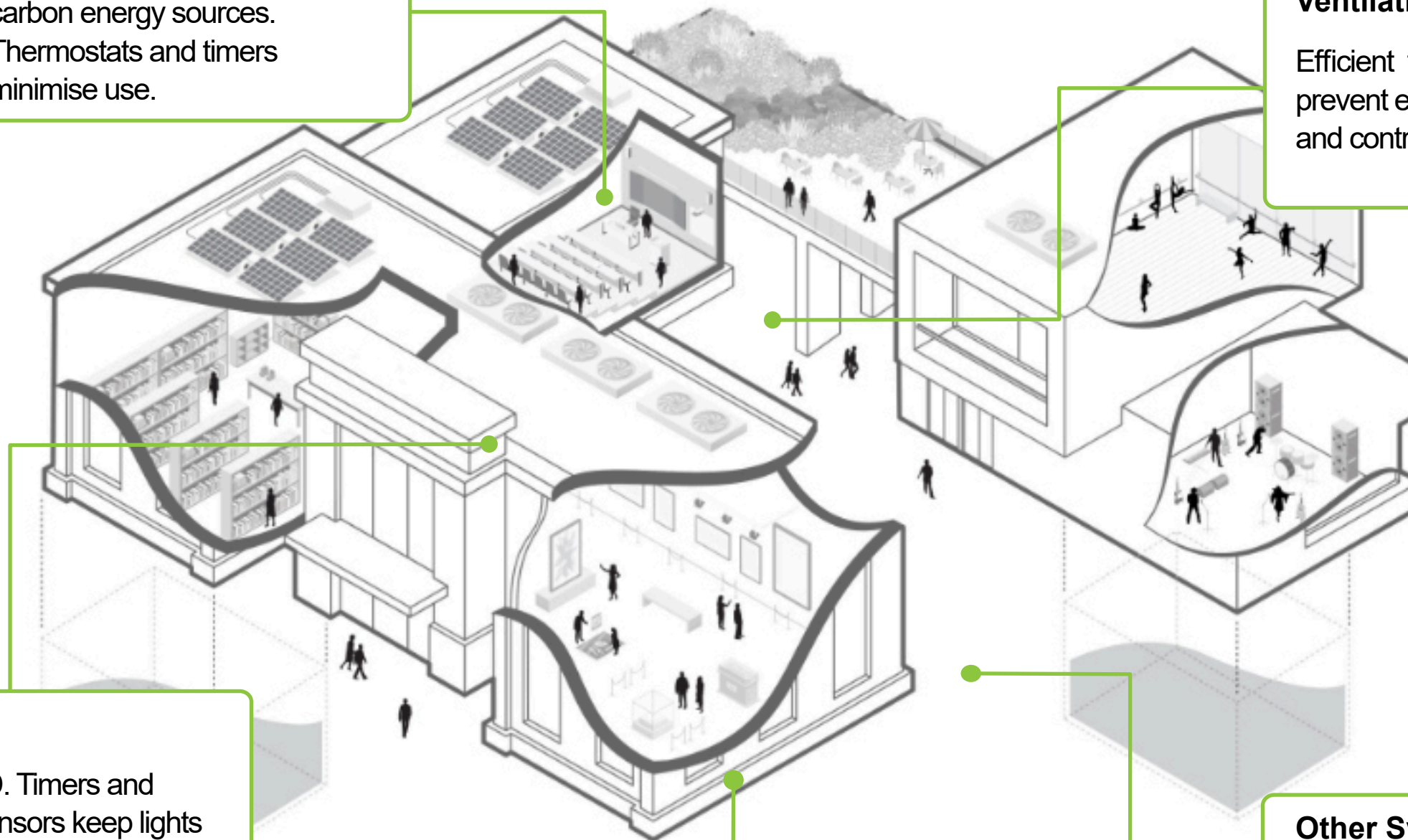
Switch to LED. Timers and movement sensors keep lights off unless they're needed.

## Hot water

Hot water supply for taps and showers must be heated sustainably.

## Other Systems

Lifts, servers, security systems and catering are all big energy users.





# Renewables (make your own energy)

## Solar panels

'PVs' and thermal panels work well on auditorium or back of house roofs

## Turbines

Wind power rarely works in towns and cities, but may help rural theatres.

## Air source heat pumps

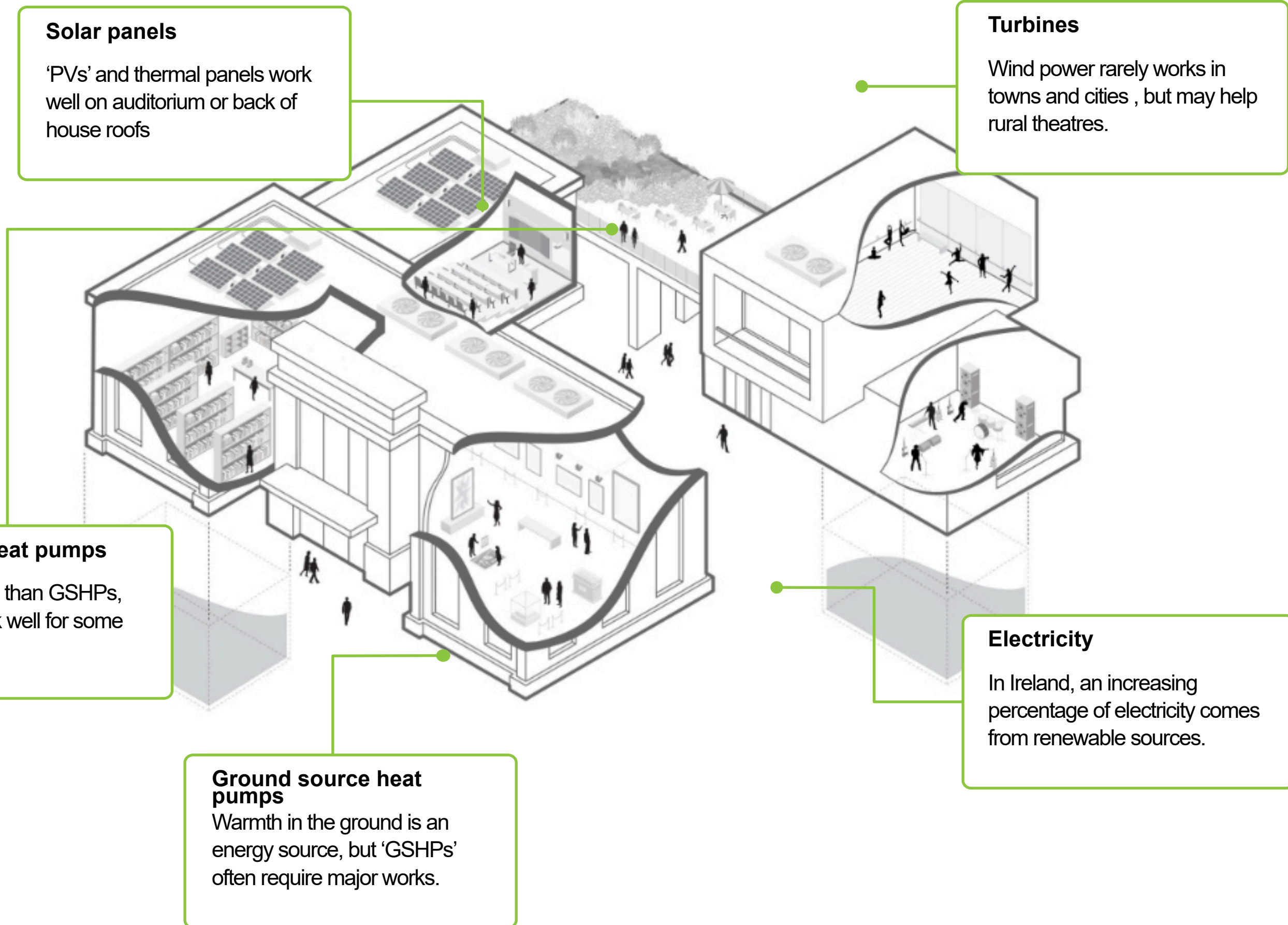
Easier to install than GSHPs, these can work well for some theatres.

## Ground source heat pumps

Warmth in the ground is an energy source, but 'GSHPs' often require major works.

## Electricity

In Ireland, an increasing percentage of electricity comes from renewable sources.



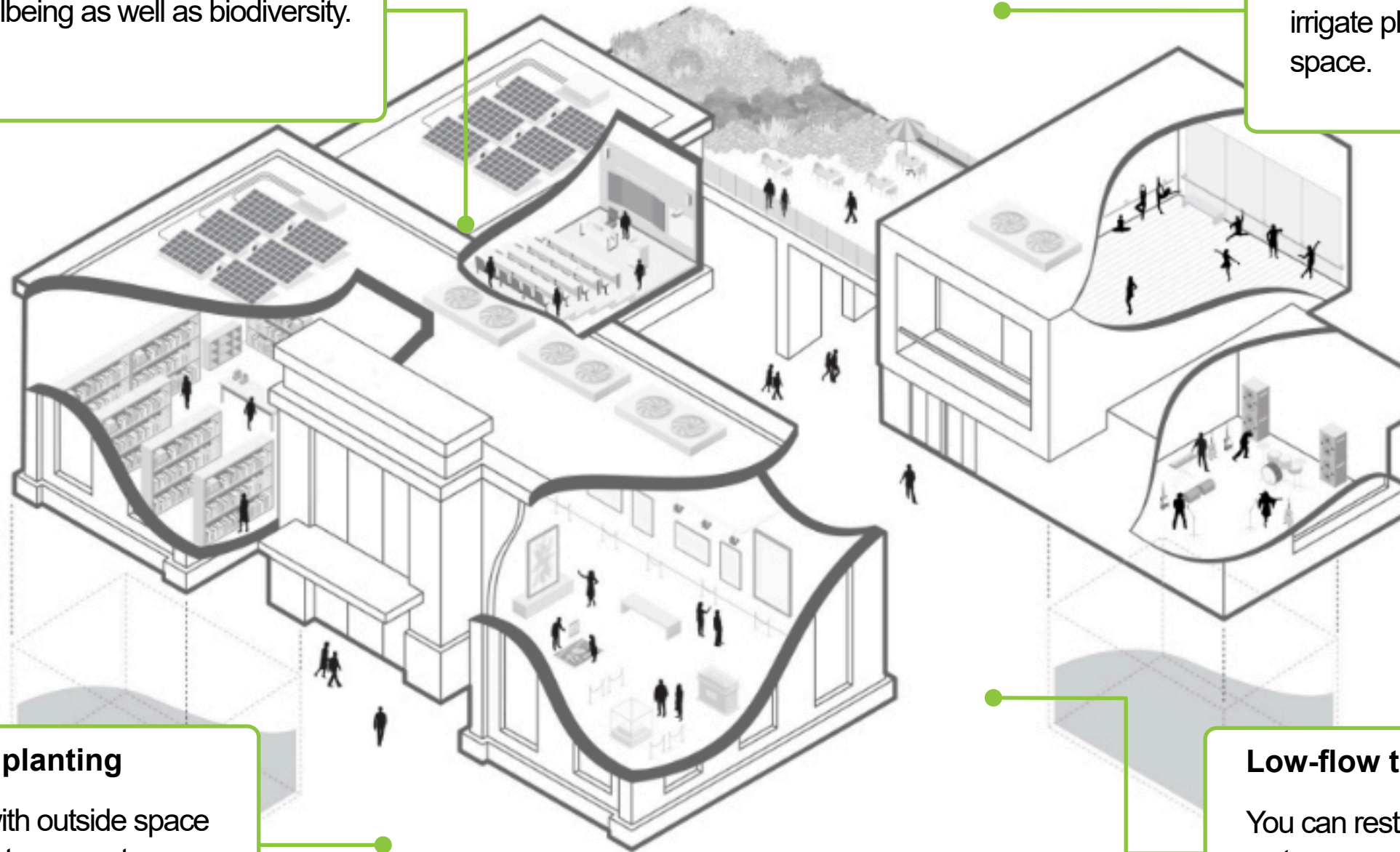
# Support biodiversity and use less water

## Green roofs

Planted roofs can support wellbeing as well as biodiversity.

## Rainwater

Rainwater can be captured to irrigate plants, but needs storage space.



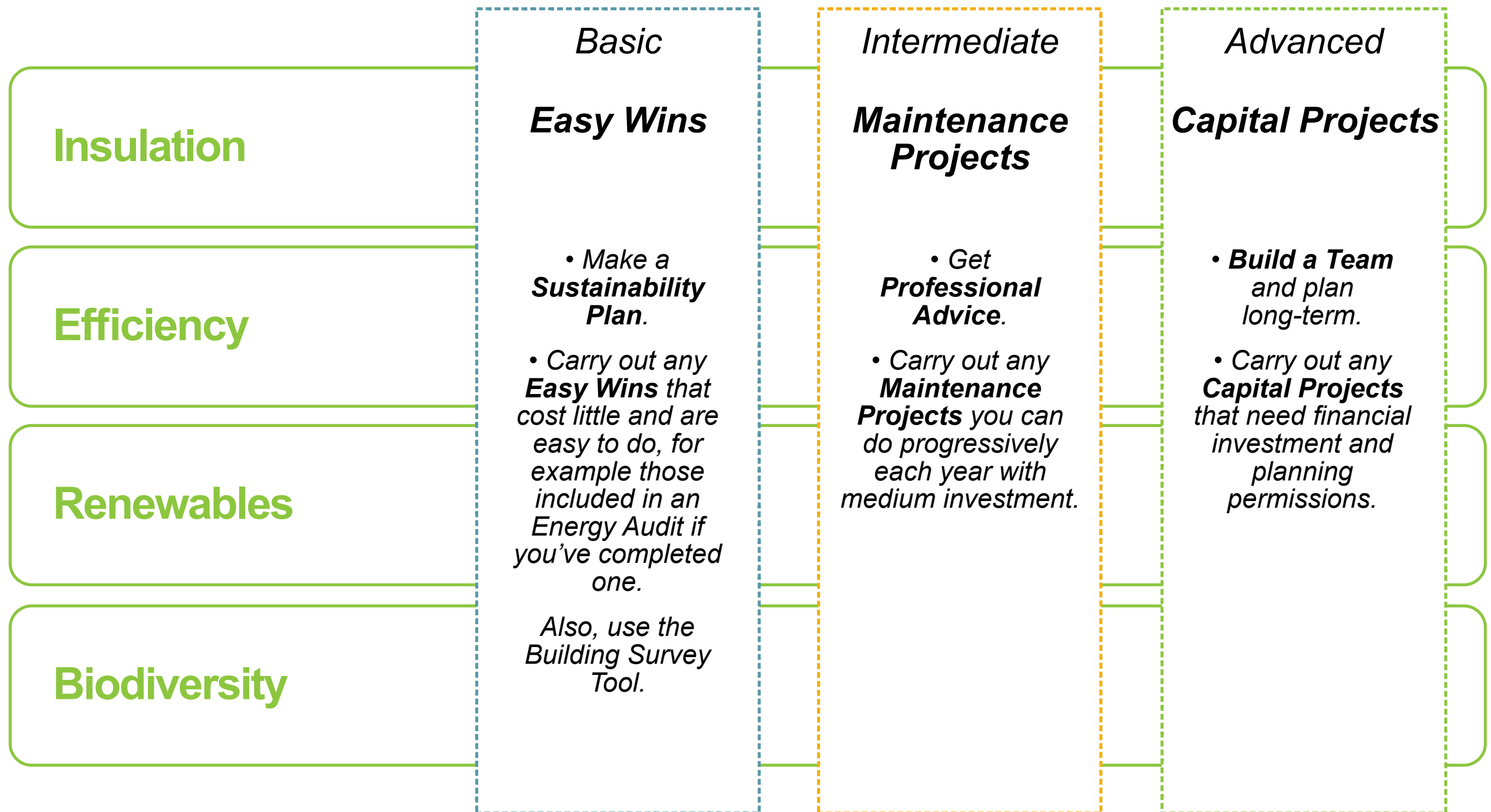
## Landscape planting

Any theatre with outside space has a chance to support biodiversity.

## Low-flow taps and WCs

You can restrict the amount of water you use in taps, urinals and cisterns.

# Make a Sustainability Plan



# Sustainability cuts energy costs

*If you don't own your building:*

- Create a **Sustainability Plan**
- Share it with the **Building Owner**

*Basic*

**Low cost**

*Saves money through energy savings*

*Intermediate*

**Medium cost**

*Saves money through energy savings*

*Advanced*

**High cost**

*Saves money long-term, but needs major investment through:*

- *Subsidy*
- *Fundraising*
- *Energy contracting*

# Basic Building

To reach **Basic** for your building:

- **Make a Sustainability Plan**
- **Implement the Easy Wins**

The **Building Survey Tool** helps you start a Sustainability Plan.

Answer questions about your building. It will help you divide actions into

- **Easy Wins**
- **Maintenance Projects**
- **Capital Projects**

It will put them in order of priority, and suggest where you need professional advice.

You can download this page with the Building Survey Tool from **RESOURCES**

## Step 1 Plan for a Sustainable Building

Done?

- Prepare a Sustainability **PLAN**, identifying Easy Wins, Maintenance projects and Capital Projects
- Gather **INFORMATION**. Record energy use monthly (Heating & Electricity).

## Step 2 Insulation: so your building needs less energy

- Identify Easy Wins (if any) to insulate **ROOFS**, balconies and **WALLS**. Implement these and list next steps.
- Identify Easy Wins (if any) to upgrade **DOORS** and **WINDOWS**. Implement these and list next steps.

## Step 3 Efficiency: so your building uses less energy

- Learn all you can about your **HEATING AND COOLING** system(s). Identify Easy Wins (e.g. better timers, thermostats and controls). Implement these and list next steps.
- List all your **LIGHTING** systems and how they're controlled. Identify Easy Wins (e.g. movement detectors or timers). Put them in hand and list next steps.
- Learn all you can about your **HOT WATER** system(s). Identify Easy Wins (e.g. better timers, thermostats and controls). Implement these and list next steps.
- Learn all you can about your **VENTILATION** system(s). Identify Easy Wins (e.g. better timers and CO2 detectors). Implement these and list next steps.
- Learn all you can about **OTHER SYSTEMS** (lifts, servers, security, catering equipment, electrical appliances etc). Identify Easy Wins . Implement these and identify next steps.

## Step 4 Renewables: so you make your own energy

- Research **RENEWABLE** energy generation systems (Solar panels, Photovoltaic ('PV') cells or (more rarely) wind turbines). Identify next steps.
- Research **HEAT PUMPS** as a replacement for boilers and chillers. Identify next steps.
- Switch to a green **ELECTRICITY** supplier if possible.

## Step 5 Support Biodiversity and use less water

- Install **PLANTERS** around your building, where possible. Identify opportunities for new planting, or **GREEN ROOFS**.
- Install butts to collect **RAINWATER**, where possible.



# Intermediate Building

To reach *Intermediate* for your building:

- Develop your **Sustainability Plan**
- Put in hand the **Maintenance Projects**

## Step 1 Plan for a Sustainable Building

Done?

- Develop the Sustainability **PLAN** with professional advice. Complete the Easy Wins and implement the Maintenance Projects.

- Where possible, install **SUB-METERS** to show clearly where energy is being used.

## Step 2 Insulation: so your building needs less energy

- Identify Maintenance Projects (if any) to insulate **ROOFS**, balconies and **WALLS**. Implement these and list next steps.

- Identify Maintenance Projects (if any) to upgrade **DOORS** and **WINDOWS**. Implement these and list next steps.

## Step 3 Efficiency: so your building uses less energy

- Identify Maintenance Projects for your **HEATING AND COOLING** system(s), and implement these.

- Identify Maintenance Projects for your **LIGHTING** system(s), and implement these.

- Identify Maintenance Projects for your **HOT WATER** system(s), and implement these.

- Identify Maintenance Projects for your **VENTILATION** system(s), and implement these.

- Identify Maintenance Projects for your **OTHER SYSTEMS**, and implement these.

## Step 4 Renewables: so more of your energy comes from renewable sources

- Get professional advice to confirm feasibility of **RENEWABLE** energy systems. Identify next steps.

- Get professional advice to confirm feasibility of **HEAT PUMPS** as a replacement for boilers and chillers. Identify next steps.

- Identify systems you could switch to **ELECTRICITY**.

## Step 5 Support Biodiversity and use less water

- Install new **PLANTING** areas. Get professional advice to confirm feasibility of **GREEN ROOFS**. Identify next steps.

- Identify Maintenance Projects to reduce **WATER USE**, and implement these.

You can download this page with the Building Survey Tool from **RESOURCES**

# Advanced Building

To reach **Advanced** for your building:

- Carry out a **Capital Project**

## Step 1 Plan for a Sustainable Building

Done?

- Carry out a Capital Project(s) to achieve your Sustainability **PLAN**, raising funds and obtaining permissions as necessary.
- Monitor energy **RECORDS** to compare planned energy savings with actual outcomes.

## Step 2 Insulation: so your building needs less energy

- Carry out all possible works to improve insulation to **ROOFS**, balconies and **WALLS**.
- Carry out all possible works to upgrade **DOORS** and **WINDOWS**.

## Step 3 Efficiency: so your building uses less energy

- Carry out all works to make your **HEATING AND COOLING** system(s) as energy-efficient as possible.
- Carry out all works to make your **LIGHTING** systems(s) as energy-efficient as possible.
- Carry out all works to make your **HOT WATER** system(s) as energy-efficient as possible.
- Carry out all works to make your **VENTILATION** system(s) as energy-efficient as possible.
- Carry out all works to make your **OTHER SYSTEMS** as energy-efficient as possible.

## Step 4 Renewables: so you make you're using renewable energy

- Install **RENEWABLE** energy generation systems, if they are part of your Sustainability Plan.
- Install **HEAT PUMPS** where feasible, if they are part of your Sustainability Plan.
- Switch systems wherever possible to **ELECTRICITY**.

## Step 5 Support Biodiversity and use less water

- Installing **PLANTERS**, planted areas and **GREEN ROOFS** wherever feasible.
- Install systems for recycling **RAINWATER** or **GREYWATER** wherever feasible.

You can download this page with the Building Survey Tool from **RESOURCES**

## Go to BUILDINGS RESOURCES

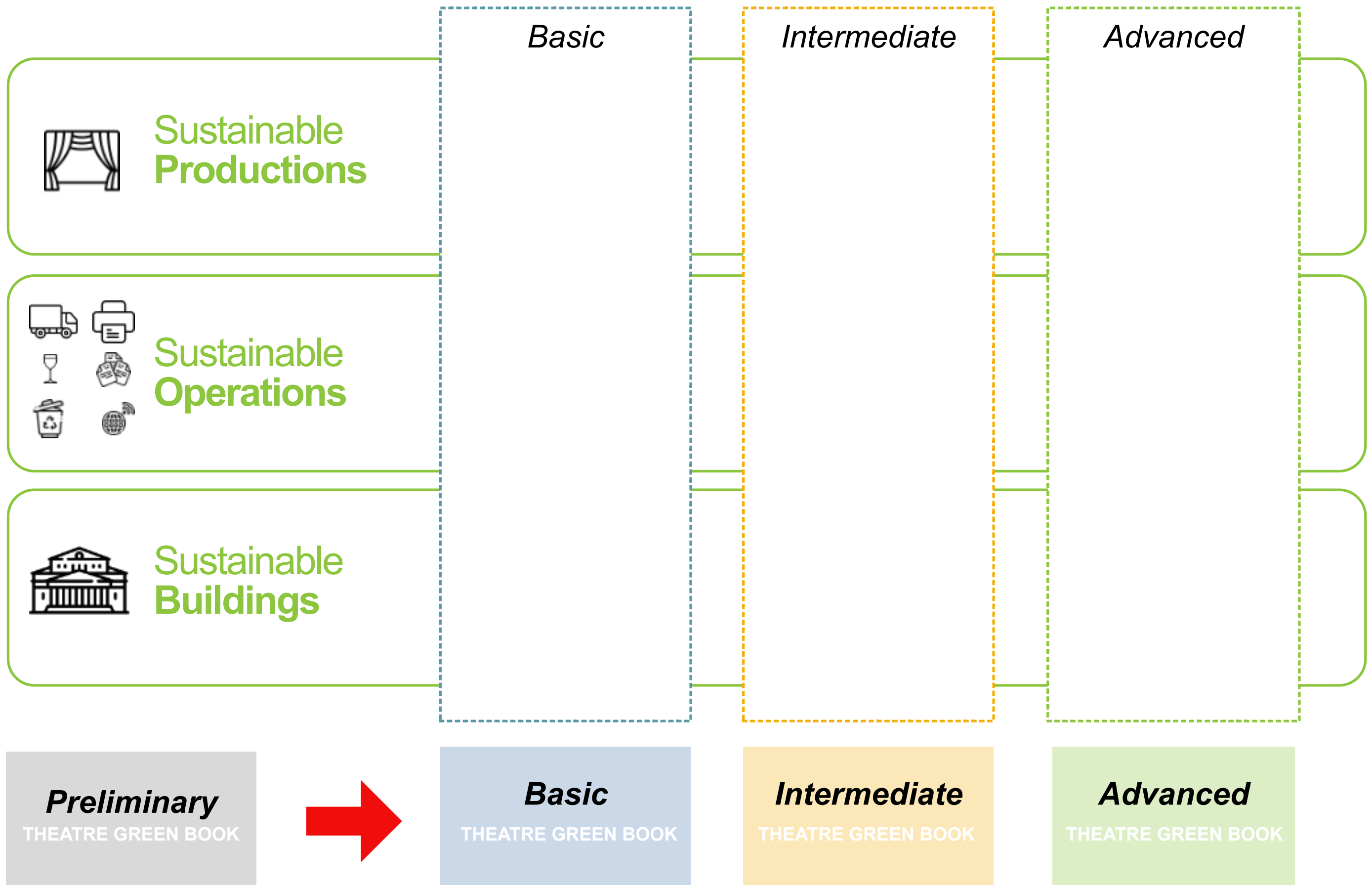
- for ...*
- *The Building Survey Tool and downloadable standards*
  - *Toolkits*

Go to  
**Buildings**  
resources



How do I measure progress?

# Self-certify using the Theatre Green Book standards



# How to Start :

Make a **Commitment** to sustainability, with

- A **Timescale** to reach **Baseline**.
- An immediate **Action Plan**.

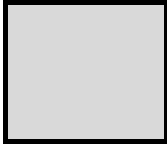
Form a **Green Team** and develop a sustainability culture within your organisation.

Appoint someone to lead on **Data** gathering and someone to lead on **Communications**.

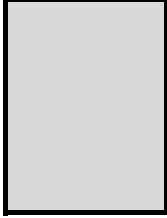
# Preliminary

- **COMMIT** to reducing your environmental impact, and starting the transition to net zero.
- Establish a **GREEN TEAM** including a sustainability lead, a member of the senior leadership team, and a lead for each area - Productions, Operations and Buildings – and key staff members.
- Agree an **ACTION PLAN** setting out the steps you need to reach the next Green Book stage, and a timescale to achieve it.
- Make a **DATA PLAN** to set out what you are going to measure and who is responsible.
- Set a **COMMUNICATIONS PLAN** to explain how you will share your targets and achievements, involving staff, partners and audiences.

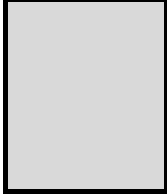
*It's essential to make sure your environmental commitment is clear to everyone.*



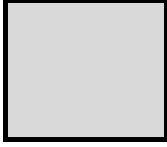
*Leadership is key but a senior team is needed to decide which Theatre Green Book level to target, make change, involve staff and report progress.*



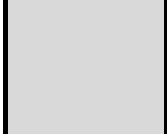
*You must be clear on the key actions needed to deliver measurable progress towards the environmental goal.*



*You need to be in a position to report and analyse your progress, to achieve each Green Book standard.*



*Sustainability needs a cultural change. Good communication helps everyone share the challenge.*



**Basic**  
THEATRE GREEN BOOK

# To reach Basic :

- All **Productions** target Basic and two thirds achieve it (only include in-house productions for which you have lead responsibility).

- You have a Sustainable **Operation** and have achieved Basic in 4 out of 6 areas.

- You have a Sustainability Plan for your **Building** (if applicable), and have implemented the Easy Wins in each area. ( Include Easy Wins you have carried out in the past five years).

Sustainable Productions	Target?	Achieved?
Production		
Production		
Production		
Production		
Production		
Production		

Sustainable Operations	Organisation	
Paper and digital		
Food,drink, retail		
Managing the buildings		
Reuse and recycling		
Travel		
Contracts and procurement		

Sustainable Buildings	Plan	
Easy win no. 1		
Easy win no. 2		
Easy win no. 3		
Easy win no. 4		
Easy win no. 5		
Easy win no. 6		

# Intermediate

THEATRE GREEN BOOK

## To reach Intermediate :

- All **Productions** target Intermediate and two thirds achieve it (include productions where you are a co-producer).

- You have a Sustainable **Operation** and have achieved Intermediate in 4 out of 6 areas.

- You have developed the Sustainability Plan for your **Building** (if applicable), and have implemented the Maintenance Projects in each area. (Include Projects you have carried out in the past five years).

You can download this page from **RESOURCES**

### Sustainable Productions

Target?

Achieved?

Production		
Production		
Production		
Production		
Production		
Production		

### Sustainable Operations

Organisation

Paper and digital	
Food,drink, retail	
Managing the buildings	
Reuse and recycling	
Travel	
Contracts and procurement	

### Sustainable Buildings

Plan

Maintenance Project no. 1	
Maintenance Project no. 2	
Maintenance Project no. 3	
Maintenance Project no. 4	
Maintenance Project no. 5	
Maintenance Project no. 6	

**Advanced**  
THEATRE GREEN BOOK

**To reach Advanced :**

- All **Productions** target Advanced and three quarters achieve it (include touring productions where you are a receiving venue).

- You have a Sustainable **Operation** and have achieved Advanced in all areas.

- You have achieved Advanced for your **Building** (if applicable).

Sustainable Productions	Target?	Achieved?
Production		
Production		
Production		
Production		
Production		
Production		

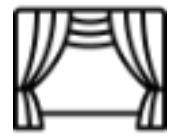
Sustainable Operations	Organisation	
Paper and digital		
Food,drink, retail		
Managing the buildings		
Reuse and recycling		
Travel		
Contracts and procurement		

Sustainable Buildings	Plan	
Capital Project no. 1		
Capital Project no. 2		
Capital Project no. 3		
Capital Project no. 4		
Capital Project no. 5		
Capital Project no. 6		

How do I measure outcomes?



# Assess your practice using the standards



Sustainable  
**Productions**

***Basic***

THEATRE GREEN BOOK



Sustainable  
**Operations**

***Basic***

THEATRE GREEN BOOK

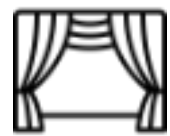


Sustainable  
**Buildings**

***Basic***

THEATRE GREEN BOOK

# Measure circularity and carbon using the tools



Sustainable  
**Productions**

**Advanced**  
THEATRE GREEN BOOK

**%**  
reused /  
recycled

**kgCO2e**  
new  
materials



Sustainable  
**Operations**

**Advanced**  
THEATRE GREEN BOOK

**%**  
waste  
recycled

**kgCO2e**  
travel



Sustainable  
**Buildings**

**Advanced**  
THEATRE GREEN BOOK

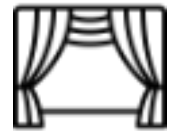
**kgCO2e**  
building

Note: 'kgCO2e' is 'kilograms of CO2 equivalent', a standard measure of carbon emissions.

**kgCO2e**  
total

What tools do I need?

# You'll find all you need in the **RESOURCES** area



## Sustainable Productions

for...

- *Downloadable Production Calculator*
- *More detailed guidance*
- *Case studies*
- *Toolkit*

Go to  
**Productions**  
resources



## Sustainable Operations

for...

- *Downloadable Operations Tracker*
- *More detailed guidance*
- *Case studies*
- *Toolkit*

Go to  
**Operations**  
resources



## Sustainable Buildings

for...

- *Downloadable Building Survey Tool*
- *More detailed guidance*
- *Case studies*
- *Toolkit*

Go to  
**Buildings**  
resources

## Certification

for...

- *Downloadable Self-certification forms*
- *Sustainability Glossary*

Go to  
**General**  
resources

The Theatre Green Book is a pathway to climate and ecological sustainability.

It aligns theatre with UN Sustainable Development Goals:

- *Goal 9 : Industry, Innovation and Infrastructure*
- *Goal 11 : Sustainable Cities and Communities*
- *Goal 12 : Responsible Consumption and Production*
- *Goal 13 : Climate Action*

You need action on health, equality and justice to align theatre with all 17 UN Sustainable Development Goals.

- *<https://www.undp.org/sustainable-development-goals>*

# Acknowledgements and Thanks

## Thanks

With very special thanks to the many individuals and organisations who have provided input and support in adapting this Irish edition, and especially to all those who developed the second UK edition of the Theatre Green Book.

Alex Horder, Alex Mathias, Alisha Khadri, Alistair Cope, Alistair McArthur, Amber Massie-Blomfield, Andrew Ashton, Andrew Wylie, Anette Ollerearnshaw, Angela Buckley, Angela Wachner, Anna Walsh, Ben Gearing, Ben Richardson, Ben Steinitz, Ben Twist, Bob Brandsen, Camille Wilhelm, Carlos Martinez Andreu, Caro Overy, Catriona Fallon, Célia Grau, Charlotte Jones, Chris Durant, Chris Lang, Chris Mercer, Chris Pepler, Christian Gade Bjerrum, Christian Wallace, Christy Romer, Claire Appleby, Claire Murray, Claire Walker, Claudia di Giacomo, Craig Tye, Dan Turden, Danniella Beattie, Danny Lennon, Danni Vickerstaff, Dave Guy, David Bonney, David Evans, David Sunnuk, David Tanqueray, Dieter Reeps, Edilia Gänz, Emily Blackwell, Emma Wilson, Emmanuelle Lejeune, Esther Garrido, Evie Redfern, Ewa Semerakova, Feimatta Conteh, Fiona Sturgeon Shea, Flo Carr, Frances Dawes, Francesca Moseley, Frankie Bradshaw, Gemma Swallow, Geoff Hense, George Thomson, Grace Chan, Grace Christie, Grace Nye-Butler, Graham Sutherland, Hannah Essex, Hans Antonsen, Hans Joachim Rau, Heidi Wiley, Helen Atkinson, Helen Johns, Helena Wilson, Henrik Gustafsson, Holly Rice Roughan, Igor, Irma McLoughlin, Jacob Teglggaard, Jamie Saye, Jason Cox, Jason Culverwell, Jeffrey Tse, Jenn Taillefer, Jennifer Huygens, Jenny Carter, Jess Curtis, Jim Davis, Jim Harrison, Joachim Klement, Joanna Crowley, Joel Williams, Johan Otten, John Spreadbridge, Jon Davies, Jon Freeman, Jon Morgan, Jonathon Thonon, Josie Dale-Jones, Julie Fuchs, Juliet Hayes, Justin Audibert, Justine Harvey, Karine Décorne, Kate Bierman, Kate John, Kate Varah, Kathy Bourne, Katy Downton, Kieron Docherty, Kieron Lillis, Kim Fridbjørg, Kirsten Cockburn, Laura Morgan, Laura Oliver, Laura Pick, Laura Sedgwick, Laura Tendall, Laura Wootten, Lauren Soley, Lia Bundle, Linda Dixon, Lisa Burger, Lisa Maguire, Liz Minshall, Liz Sillett, Louise Gregory, Louise Miles-Payne, Lucy Bird, Lucy Davies, Maaïke Westinga, Martin Högg, Matthew Belsey, Melly Still, Merita Huang, Michael Bell, Michael O'Halloran, Mikkel Rubaek, Natasha Pavey, Neil Darlinson, Niamh Flanagan, Nicola Saunders, Nina Jacques, Paddy Dillon, Pam Vision, Paul Burgess, Paul Colwell,

Paul Handley, Paul Jozefowski, Peter Alesbury, Peter Rice, Peter Robson, Peter Wright, Phillip Brown, Philip Lisseman, Polly Bentham, Rachael Duthie, Rachael O'Sullivan, Raquel Castells, Richard Ashton, Richard Willoughby, Rima Dodd, Roberta Mock, Robin Townley, Rolf Hauser, Ros Maddison, Rose Connelly, Rufus Norris, Ruth Butterworth, Ryan Watson, Ryanne de Boer, Sam Garner-Gibbons, Sanne Brodersen, Sarah Cope, Sarah Moeremans, Sarah Newton, Sebastian Warrack, Serge Rangoni, Simon Curtis, Simon Erridge, Sinead Wallace, Stephanie Thomas, Stephanie Sirr, Steven Morris, Tapio Sakkinen, Teresa Pfaud, Terry Lee Dickson, Tobias Wolff, Tomas Wright, Tony Smith, Tracy Dunk, Urs Dierker, Valentina de Simone, Vera Liao, Vicki Mortimer, Wayne Dibsall, Wesko Rohde, Will Hargreaves, Will Ramsey, Will Reynolds, Zad Novak, Zoe Robinson, Zoë Svendsen.

Many of the above are freelancers. Others work for:

ABTT, An Tobar and Mull Theatre, Arcola Theatre, Arts Council England, Arts Council of Wales, Arts University Bournemouth, Association for Lighting Production and Design, Association for Sound Design and Production, Association of Stage Managers, ATG, Baeredygtig Kulturliv NU, Bennetts Associates, Buro Happold, Bush Theatre, Central, Centro De Tecnologia Del Espectaculo, Charcoalblue, Chichester Festival Theatre, Citizens Theatre, Complicité, Creative Carbon Scotland, Creative Scotland, Creu Cymru, Curve Theatre, DTHG, Dutch National Opera and Ballet, Ecostage, English National Ballet, English Touring Opera, European Theatre Convention, Federation of Scottish Theatres, Fedora, Footprint Scenery, Forced Entertainment, GMAST, Green Adventures, Guildford School of Acting, Headlong, Independent Theatre Council, Indigo, Instituto Nacional de Artes Escénicas y de la Música, Irish Theatre Forum, LW Theatres, Lyric Theatre Belfast, Mind the Gap, National Theatre, National Theatre of Scotland, National Theatre Wales, Nederlandse Associatie voor Podiumkunsten, New Vic Theatre, Nimax, Nottingham Playhouse, Northern Stage, Oper Leipzig, Opera Europa, Opera North, Oxford Playhouse, PAV, Performing Arts Alliance Taiwan, Rambert, Renew Culture, Roundhouse, Royal Ballet and Opera, Royal Danish Theatres, Royal Exchange, Royal Holloway College, Royal Lyceum Theatre Edinburgh, Royal Shakespeare Company, SAIL, Salisbury Playhouse, Scottish Ballet, Scottish Conservatoire, Shift, Society of British Theatre

Designers, Stage Management Association, The Lowry, Theatre Alibi, Theatre and Dance Northern Ireland, Theatr Clwyd, Theatres Trust, UK Dance, UK Theatre / SOLT, Vereniging van Schouwburg- en Concertgebouwdirecties, Vereniging voor Podiumtechnologie, Wales Millenium Centre, Welsh Ballet, Young Vic, 1927.

We apologise if any names have been missed. Very many others have helped through the many theatre organisations, companies and freelance collectives who are working for sustainability, and whose thinking has contributed to this guide.

## Triallers

Many theatres use the Theatre Green Book, and have offered feedback. We are grateful to all of them. A group of UK theatres has offered continual structured feedback to test the second edition and its support tools:

Chichester Festival Theatre, English National Ballet, Headlong, The Lowry, National Theatre, National Theatre of Scotland, Northern Stages, Opera North, Royal Ballet and Opera, Royal Shakespeare Company, SAIL, Shift, Wales Millenium Centre, Young Vic.

## European Theatre Convention

The European Theatre Convention ([www.europeantheatre.eu](http://www.europeantheatre.eu)) has been instrumental in helping develop the new format of the Theatre Green Book, supported by a group of member theatres across Europe:

Teatro Arriaga, Bilbao; Deutsches Theater, Berlin; Théâtre de Liège; Národní Divadlo, Prague; Det Norske Teatret, Oslo; Staatsschauspiel, Dresden; Toneelmakerij, Amsterdam; Young Vic, London; Het Zuidelijk Toneel, Tilburg.

*Icons are from Flaticon: <https://www.flaticon.com/>*

*Renew Culture are co-founders and co-authors of the Theatre Green Book. We have pioneered the growth of Green Book networks across the world, and are leaders in theatre's journey to sustainability.*

<https://www.renewculture.co.uk>

**Renew Culture**  
The Theatre Green Book

*Buro Happold is an international, integrated consultancy of engineers, consultants and advisers. After leading the construction industry in declaring a climate emergency, we've committed to reduce our own impact by achieving challenging science-based targets. We are collectively working towards an equitable and green future by adapting our business to mitigate climate change and the biodiversity crisis and helping others achieve their sustainability goals.*

<https://www.burohappold.com/about/>

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*With thanks to all those who have made the Theatre Green Book possible through financial support - as well as to the many theatres, companies, and freelance theatre-makers who have supported the Theatre Green Book by donating their expertise and their time.*

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