Net Zero Roadmap
Unlimited Theatre

Contents

Introduction & Definitions 2

Company Background 5

Current Context & Strategy 6

Roadmap to Net Zero 9

Roadmap to Net Zero - Detail 10

- Energy & Water 10
- Waste 13
- Travel 16
- Natural Capital 18
- Behavioural Change / Community Engagement 21

Roadmap Monitoring 24

Resource List 25

Introduction & Definitions

Through the Paris Climate Agreement, the world acknowledged that global temperatures are rising at an incredibly alarming rate and immediate action is required. A key goal of the agreement is to endeavour to limit global warming below 2°C and limit the amount of greenhouse gases emitted by human activity to the same levels that trees, soil and oceans can absorb naturally. It must be recognised that this is no small task, requiring dedicated planning, education and innovation. It is however absolutely necessary. We are painfully aware that the countries most affected by climate change are also some of the poorest in the world and we have a responsibility to rectify that.

On 27th June 2019, the UK became the first major economy to pass a law stating that we will bring all greenhouse gas emissions to net zero by year 2050. To be net zero is to balance emission generating activities with carbon saving measures, making overall net emissions zero. Leeds City Council became one of the first councils to commit to making its region net zero by 2030. Unlimited have also committed to bring this target forward by 20 years, in fact more if we can. If there's any industry that can put its innovative minds into creating a sustainable future, it's ours. We plan to be at the forefront of that movement.

There are several terms used in relation to environmental sustainability, greenhouse gases (GHG) and net zero which can be confusing, so we've included some common terms and definitions below, some of which have been provided by Net Zero Climate and Good Energy.

Net zero	Refers to a state in which the GHG going into the atmosphere are balanced by removal out of the atmosphere. The term is important because – for CO2 at least – this is the state at which global warming stops.
Absolute zero / zero emissions	No GHG emissions are attributable to activities across all scopes. Under this definition, no offsets or balancing of residual emissions with removals are used.
Climate neutral	Activities result in no net effect on the climate system. Any GHG emissions or other activities with warming effects are fully compensated by reductions or removals, or other activities with cooling effects — irrespective of the time period or the relative magnitude of emissions and removals involved.
GHG neutral	Net contribution to global GHG emissions is zero. Any GHG emissions attributable to activities are fully compensated by GHG reductions or removals exclusively claimed by the actor — irrespective of the time period or the relative magnitude of emissions and removals involved.
Carbon neutral	Net contribution to global CO2 emissions is zero. Any CO2 emissions attributable to activities are fully compensated by CO2 reductions or removals exclusively claimed by the actor — irrespective of the time period or the relative magnitude of emissions and removals involved.

Like for like	When a source of emissions and an emissions sink correspond in terms of their warming impact, and in terms of the timescale and durability of carbon storage. For example, fossil carbon is stable in the lithosphere over millennia if it is not extracted and burned, therefore mitigating measures (e.g. offsets) that aim to neutralise the effect of these emissions must persist for a comparable, geological-timescale.
Climate positive / net negative	GHG removals, internal and external, exceed its emissions and any removals are "like for like". Must be specified over a declared time period, and whether removals and emissions are cumulative or represent only the time period specified.
Carbon negative	Carbon removals, internal and external, exceed its emissions and any removals are "like for like". Must be specified over a declared time period, and whether removals and emissions are cumulative or represent only the time period specified.
1.5°C aligned	Target is aligned with scenarios that yield a long-term warming outcome of below 1.5°C with some probability (e.g. 50%, 66%) and some amount of overshoot (e.g. no, low), both of which should be explicitly specified.
Science based / Paris aligned	Target is aligned with what the latest climate science deems necessary to meet the goals of the Paris Agreement — limiting global warming to well-below 2°C above preindustrial levels and pursuing efforts to limit warming to 1.5°C, with no or low overshoot.
Offsetting	Reducing GHG emissions (including through avoided emissions) or increasing GHG removals through external activities to compensate for GHG emissions, such that net contribution to global emissions is reduced. Offsetting is typically arranged through a marketplace for carbon credits or other exchange mechanism.
Neutralisation	GHG removals outside an actor's emissions inventory, that balance residual GHG emissions such that net contribution to global emissions is reduced or eliminated. May include offsetting, but also all other activities outside a value chain that are contributions to mitigation. Near synonym of compensation, but limited to removals, and requires "like for like" balancing of residual emissions. Required if residual emissions remain after net zero status is achieved.
Compensation	Reducing GHG emissions (including through avoided emissions), or increasing GHG removals through activities outside of an actor's emissions inventory, in order to compensate for GHG emissions such that net contribution to global emissions is reduced. Includes offsetting, but also all other activities outside a value chain that are contributions to mitigation. Near synonym of neutralisation, but not limited to removals, and does not necessarily imply "like for like" balancing of residual emissions. Potentially helpful during the transition to net zero.

GHG reductions	Actions that reduce the quantity of GHGs attributable to an activity vis-a-vis a baseline (e.g. replacing fossil-burning power with renewable energy).
GHG removals	Actions that remove GHGs from the atmosphere relative to baseline (e.g. afforestation and reforestation).
Scope 1 activities	Direct emissions from facilities or equipment your business owns or controls. So, for example, if you are burning coal to generate heat for manufacturing processes, the emissions from this would be Scope 1, and so would any emissions from fuel burned by company vehicles. Reducing Scope 1 emissions may involve replacing equipment or changing processes.
Scope 2 activities	Indirect emissions from energy you buy from suppliers. This can be the easiest area to decarbonise, because if you switch to a supplier that only buys renewable energy, you can legitimately state that your purchased energy use has no associated emissions.
Scope 3 activities	Indirect emissions from your company's value chain: suppliers, distributors, etc. They can be the toughest to get to grips with, but these emissions are also the most important. They are the greenhouse gas emissions linked to the activities of your business, but not directly generated by you or the energy you buy. They're also called "value chain emissions" because they are generated by other organisations you work with: suppliers, distributors, waste management, customers, third-party transport services and so on. For most businesses, Scope 3 emissions will make up over 80% of the total. Any net zero target that doesn't include Scope 3 is simply not valid.
SAIL	Sustainable Arts in Leeds. This acronym will be used throughout the report and refers to the non-profit membership network for organisations and individuals in the creative and culture sector in Leeds. Unlimited has been a member since 2020.

Company Background

Unlimited is a charitable company of UK artists and producers making and telling inspirational stories for live performance in public spaces – theatres, festivals, galleries, museums, the streets of your city, on the internet and for broadcast.

Our projects are born from the passions and obsessions of our six Core Artists who share a vision to tell stories that inspire audiences to join them in changing the world (for the better).

You can find out more about each of the Unlimited artists and wider team here

Vision

To inspire audiences to change the world (for the better).

Mission

To do this by:

- Telling inspiring stories and creating unique, participatory experiences
- Dissolving boundaries between art and science
- Increasing accessibility of art and science by sharing our stories across multiple platforms and contexts with audiences throughout the UK and internationally

Values

- Empathy, generosity and collaboration in partnerships
- Rigour, curiosity and optimism in processes
- Innovation, adventure and brilliance in presentations

Founded in Leeds in 1997 where the company remains based, Unlimited has produced consistently excellent work for over 20 years through processes led by tirelessly inventive artists who are admired and respected by their peers. While much of our work is for an adult audience, we have a significant and dedicated strand for families and young people delivered through the Unlimited Space Agency (UNSA) designed "*to inspire the next generation of poet scientists*".

The company's work tours extensively in the UK and has been presented at international festivals and venues in the Republic of Ireland, Germany, Zimbabwe, The Philippines, Papua New Guinea, Ukraine, Singapore, South Africa, the USA and even into space.

Current Context & Strategy

We recognise that the process of making work for presentation and touring nationally and internationally can have a detrimental environmental impact. We are committed to reducing this impact wherever possible and as soon as possible, moving towards a more sustainable way of working. This commitment extends to our core operational activity, to how and where we make and distribute work, and to our partners and suppliers.

The below information provides a snapshot of what we're currently doing; context for our situation and activities; and how we monitor our progress.

Energy & Water

Our company office is on the ground floor of Yorkshire Dance in Leeds. We occupy a small space (579 sq ft) with a kitchen that we share with fellow tenant, Red Ladder. As a touring company, the majority of our business activity takes place outside the office in a variety of indoor and outdoor settings. In indoor spaces, we will typically use on-site electricity, gas, and water supplies. For outdoor activity, we primarily use electricity (provided by on-site partners where possible) and also a small amount of water where supply is available. In addition to our physical activities, we are also conscious of the energy requirement of our digital operations and the digital resources we provide to our audiences.

We do not currently accurately track our electricity, gas, and water usage for each of the aforementioned environments due to difficulty in isolating our data from other users of the same source. We do however have specific actions, guidelines, and monitoring practices in place to help us measure, understand and reduce our energy and water usage:

- Turning lights, heating and electrical equipment off when not in use or outside office/production hours
- Where available, inputting average show power for each production into the Julie's Bicycle Creative Green Tools to monitor footprint
- Keeping up to date on building sustainability progress with the Yorkshire Dance roadmap to net zero carbon through quarterly meetings with their Green Team and fellow tenants
- Hosting all company websites and email addresses with Green Hosting, a 100% wind powered web host
- Consideration of energy performance ratings in electrical equipment procurement decisions

Waste

Similar to energy and water, improvement of our waste practices applies to our office operations, and the variety of indoor and outdoor spaces we occupy for development, touring and other business activity.

At present, we:

- Calculate estimates for the footprint of our office waste to landfill, which currently sit at approximately 4kg CO2e per annum

- Operate a paperless operation wherever possible prioritising use of online document sharing and storage
- Prioritise the use of existing equipment for new productions or researching hiring potential ahead of purchasing
- Offer our own equipment out to fellow arts organisations for borrowing or hiring at reasonable rates
- Informally encourage the use of reusable food and drinks containers among the creative team during development and touring
- Actively seek out recycling facilities and water refill stations at all off-site locations

Travel

Our business travel is predominately road and rail transport. This is mostly attributed to our production development and touring. As much as possible, production meetings happen virtually, but for rehearsals and touring, national travel is required for multiple members of the creative team. Current production touring requires use of our company van (diesel) and rail, with infrequent use of staff cars.

In our core operations, for many years we have operated remote working arrangements and invested in appropriate technology to assist this. The vast majority of day-to-day business takes place digitally, with two members of staff commuting to the office just 1-3 days a week. All staff and/or Core Artists meet in person approximately once a month, for which rail travel beyond a usual commute is required for some.

We have the following processes and policies in place for reducing travel emissions:

- Pre-pandemic remote working culture established in the company
- Flexible hours offered to allow staff to avoid peak travel times
- Carbon footprint for office travel and all touring travel calculated and analysed annually using Julie's Bicycle Creative Green Tools
- Public transport prioritised over the use of cars in all productions
- Van/car sharing encouraged where this mode of transport is required
- No domestic flights policy
- Prioritising land and sea travel and freight when touring abroad
- Prioritisation of virtual meetings with external collaborators over in-person where travel would be required
- Encouraging production designers to create lighter sets for touring

Natural Capital

For Unlimited, this environmental theme is about sourcing sustainable products and services and supporting the creation of green spaces. As a non-building-based organisation primarily working away from our office space, our current focus is set on our supply chain – our Scope 3 activities.

We can confidently say as a company sustainability is a priority factor in all our product and service procurement decisions. Where we're unable to reuse or repurpose existing in-house equipment, materials or services, wherever possible we:

- prioritise hiring equipment over buying it (and hire out our own equipment to other companies and individuals too)
- try to source 2nd hand equipment where a purchase is necessary
- avoid the use of hardwoods in set builds
- prioritise sustainably sourced materials e.g. sustainable processes, organic materials and plastic-free inks used for UNSA t-shirts and office printing
- prioritise sustainable and ethical practices in the services we buy e.g. investment priorities of our banking providers, investment funds for employee pensions, renewably powered supplier warehouses, use of electric delivery vehicles

Other priority factors, such as price and convenience, must however also impact our decision-making processes and with the fast-paced and often resource-poor nature of what we do, they can hold a stronger weighting in our choice of suppliers and materials. With careful forward planning, we hope to change this.

Natural Capital also includes the digital products and services we use. In recent years we have put great onus on, and made great progress in, improving our digital sustainability. In April 2020, we moved all of our websites and emails over to Green Hosting, a 100% wind powered web host. We were early adopters of green web hosting, especially in the arts industry, and the change was implemented ahead of the pivotal change in digital activity as a result of the pandemic. We're also conscious of our use of emails, opting for greater use of communication platforms such as Slack, and all company devices use the Ecosia search engine by default.

This environmental theme is also about maintaining and supporting green spaces. Our Space Shed tour visits a variety of urban and rural green spaces, and we endeavour to always leave each site as we found it and use on-site facilities.

Sustainable Culture

At Unlimited, we have already put a lot of work into embedding environmental themes and activities across our projects and day-to-day operations. We have:

- toured the Space Shed show *How to Save The Planet* – aimed at educating families on the urgent need for environmental and political action to address climate breakdown
- hosted Q&As with environmental activists and scientists as part of our touring Space Shed programme, some of which have been made into podcasts available for free
- created free resources for people of all ages to practically take action against the climate emergency on howtosavethe.earth
- published a blog on the process of switching to a green web host to encourage and support fellow organisations to do the same
- changed all our domain names from '.org.uk' to '.earth' – learn the reasons behind why we did this here
- made a public commitment to Oil Free Sponsorship
- developed meaningful long-term relationships with climate charities such as Possible
- engaged with various working groups in the sector to exchange knowledge, resources, new technology and ideas

Unlimited Theatre

Net Zero Roadmap

	ENERGY & WATER	WASTE	TRAVEL	NATURAL CAPITAL	SUSTAINABLE CULTURE
2022	Office energy from 100% renewable sources	Implement company-wide procurement policy		Implement company-wide procurement policy	Recruit environmental specialist to the Board
2023	Office lighting switched to LED and access corridor operated by motion sensors	Office waste managed by zero to landfill waste management contractor	Introduce company sustainable travel policy		Publish roadmap on website with annual progress updates
	Low water-use toilets and taps fitted in office building	Formalise office recycling systems	Accurately track all 'core' business travel		Establish company Green Team
2024	Reduce energy demand of productions, IT systems and company websites	After productions, 65% of materials are re-used or recycled	Cycle parking/storage installed at office	50% of materials from reused or recycled sources. All other materials sourced sustainably	Agree advisory relationships with climate orgs/groups
			Accurately track all business and production travel		All staff and board members trained in carbon literacy
2025	Energy used in 75% of indoor sites for business activity is renewably sourced	Establish zero single use plastic pledge		No toxic or environmentally harmful materials used	Establish Green Rider in all partner contracts
					Implement comms strategy alongside artistic programme
2026	Energy used in 75% of outdoor sites for business activity is renewably sourced	Engage with collective purchasing system and database	Check touring partners audience travel communication strategy	50% of main supply chain aiming for net zero by 2030	Publish and promote roadmap half-way update report
					Allocate % of training budget specifically to sustainability
2027	Office energy sources and infrastructure improved - solar panels, heating / cooling systems, insulation, double glazing & rainwater harvesting	Join local re-use or recycle facility	85% reduction in business travel emissions	75% of materials from reused or recycled sources. All other materials sourced sustainably	
2028		After productions, 90% of materials are re-used or recycled	Switch to electric company vehicle	Support office building with green rooftop/wall install	Increase participation with industry engagement and education campaigns
2029	Energy used in all indoor and outdoor sites of business activity is renewably sourced or offset responsibly	Zero waste to landfill across all Scope 1 and 2 activities		Take part in local Leeds tree planting	Adapt Green Rider to reflect new Roadmap targets
				70% of main supply chain on track for net zero by 2030	Explore further Board & staff training opportunities
2030	Net zero water supply provided in all operational environments	Scope 3 activities monitored for zero waste to landfill practices	Net zero emissions from business travel	100% of materials from reused, recycled or net zero sources	

Roadmap to Net Zero - Detail

By 2030 at the very latest, Unlimited endeavours to be net zero. The following section provides the indicative plans behind the milestones we have set in our 2022-30 roadmap. Here we have outlined our aims, planned actions in support of the milestones and who will lead on implementation. This plan will be revisited, updated and expanded upon annually.

Energy & Water

By 2030

- Reduce energy and water consumption
- Electricity supplied by entirely renewable sources
- Net zero water supply
- Eliminate use of gas (or where it must be used, it is powered by hydrogen)

Actions in support of Roadmap milestones

We have already made great progress in this area, especially in digital sustainability with the move to a 100% wind powered web host, however there is more we can do. We plan to reduce energy requirements of our digital services, internal data storage and touring shows. For progress connected to our office space, we will work closely with Yorkshire Dance to track and encourage their progress. We will make asking about and monitoring each of our development/touring partners energy and water sources regular practice.

Year	Action	Who	Notes
2022	Monitor Yorkshire Dance progress in securing an energy tariff that is 100% supplied by renewable sources	General Manager to request updates at quarterly Green Team meetings	The building is currently on a 'green' tariff but Yorkshire Dance aim to move to an improved tariff

Year	Action	Who	Notes
2023	Monitor Yorkshire Dance progress in installing LED lighting, motion sensors and low water use toilets and taps across the building	General Manager to request updates at quarterly Green Team meetings	Building-wide LED installation program has begun but progress is dictated by available funds and resources
2024	Commitment to Theatre Green Book's Technical standard for Sustainable Productions	Technical creative team, monitored by Stage Manager	This includes guidelines of switch-on/off routines and use of lower wattage lamps
	Audit current energy efficiency of company website designs – including analysis of SEO, copy, code and image/video size	General Manager to audit energy demand of company websites and work with web designer Maraid	Using supporting resources from Website Carbon and Wholegrain Digital
	Company digital storage clean up – removing unnecessary files and optimising use of the Dropbox Smart Sync on all company devices	General Manager & Chief Executive to lead on the process in collaboration with other staff	
	Staff encouraged to reduce stored emails, unsubscribe from unnecessary newsletters, use cloud storage, and conduct quick searches using a phone instead of a laptop	All staff to commit to a specified time allocation towards setting up or removing systems which will improve their digital efficiency	
2025	Monitor energy sources of off-site indoor business activity (rehearsals, touring and non-office business operations)	In contracting stages, the Producing team will ask partners for information on energy sources	Aiming for 75% of sites to be powered renewably. Credentials of suppliers will be checked to ensure energy is truly renewable sources and not just labelled as 'green'
2026	Monitor energy sources of off-site outdoor business activity	In contracting stages, the Producing team will ask partners for information on energy sources	Aiming for 75% of sites to be powered renewably. Credentials of suppliers will be checked to ensure energy is truly renewable and not just labelled as 'green'

Year	Action	Who	Notes
	Discontinue use of portable generators powered by fuel for remote outdoor work	Stage Manager, reporting to Executive Producer	Solar and hydrogen powered portable generator technology exists now and improvements are being made to their power capacity
	Work with sustainability partner to reduce power reliance of the Space Shed	Core Artist Jon Spooner to secure support to install renewable sources on the Space Shed	We aim to run as much of the Space Shed on portable renewable sources as possible
2027	Monitor Yorkshire Dance progress in installation of solar panels and rainwater harvesting, and improvement of building insulation	General Manager to request updates at quarterly Green Team meetings	Feasibility studies on rainwater harvesting are scheduled to begin in 2024. Installation of solar panels will be dependent on securing necessary funds and permissions.
2028	Monitor Yorkshire Dance progress in installing double glazing and improving efficiency of heating and cooling systems	General Manager to request updates at quarterly Green Team meetings	Due to the age of the building, some areas may be unable to have double glazing installed. Improvement works to the heating and cooling systems are planned for 2026-28
2029	Where possible, avoid indoor and outdoor activity where energy cannot be sourced renewably	Producing team	Aiming for 100% renewably sourced energy for all business activity. Unavoidable residual emissions to be offset responsibly
2030	Track progress of net zero water supply in all sites of business activity (office & touring)		Water UK announced water companies across the UK to provide net zero water by 2030

Waste

By 2030

- Zero waste to landfill – embedding the policy (and culture) of reducing, reusing or recycling
- Avoid single-use plastic in all operations

Actions in support of Roadmap milestones

Our progress in reducing landfill waste will focus on establishing informal company practices into policy. While we will put measures in place and share these with our staff and partners, our progress to a certain extent is dictated by that of our supply chain, collaborators, and communities. We will be looking to our office provider, Yorkshire Dance, and those responsible for the indoor and outdoor locations we use for other business activity to provide appropriate recycling facilities, food and drink facilities and to secure zero to landfill waste contractors.

Year	Action	Who	Notes
2022	Establish company-wide procurement policy which prioritises the reduction, re-use, or recycling of business resources	General Manager to draft in collaboration with the staff team, approval from the Board of Trustees	In some areas, the policy will use Theatre Green Book standards for procurement and the lifecycle of resources
2023	Monitor Yorkshire Dance progress in aligning their waste contractor with SAIL, prioritising those with zero waste to landfill practices	General Manager to request updates at quarterly Green Team meetings	SAIL plan to advise member companies of appropriate contractors
2024	Review of office recycling systems, establishing formal practices in the workplace	General Manager in collaboration with staff, Yorkshire Dance and fellow building tenants	Formal recycling facilities are not currently provided due to rules on business recycling enforced by the council. Leeds City Council have provided a general recycling bin walking distance from the office which is used for the majority of our recyclables

Year	Action	Who	Notes
	Commitment to 65% of production materials re-used or recycled	Stage Manager, reporting to Executive Producer	Based on Baseline standard for disposal in the Theatre Green Book Sustainable Productions
2025	Implement zero single-use plastic policy across all business activities – including encouragement for staff with regards to their own food and drink provision	General Manager to introduce clause to company procurement policy, approval from the Board of Trustees	While we will make every effort to enforce this and check packaging used our supply chain, progress will be affected by the wide-spread adoption of alternative packaging by suppliers
2026	Identify potential sustainable collective purchasing systems in the industry for necessary equipment, assessing suitability and sustainability of products	General Manager to research and potential systems and products	Collective purchasing is a strategy used to reduce costs when buying in bulk, but it also helps to reduce the use of materials and waste. SAIL plan to draw up a list of sustainable products and suppliers for member companies to consider
	In-depth review of procurement policy to bring in line with new targets for material and equipment lifecycle	General Manager to update in collaboration with staff team, approval from the Board of Trustees	These targets will increase set standards, building closer towards upcoming zero waste commitments
2027	Monitor SAIL's progress in setting up a re-use and recycle facility for member organisations	General Manager leads on relationship with SAIL. All creative teams made aware of the facility	To be used for acquisition of materials and equipment, as well as a system of donating, selling or recycling company owned items
2028	Commitment to 90% of production materials re-used or recycled	Stage Manager, reporting to Executive Producer	Adaptation of intermediate and advanced standard for disposal in the Theatre Green Book Sustainable Productions

Year	Action	Who	Notes
	Establish zero waste standards in all creative team production contracts	Producing team to implement in contracting. Stage Manager to monitor throughout production, reporting to Executive Producer	Creative team members, such as designers, technical staff and stage managers to agree to a set of standards (using resources such as Theatre Green Book) which will be monitored across the production timeline
	Provision of appropriate recycling facilities to become a contracting requirement for all development and touring host locations	Producing team to build into contract rider	
2029	Zero waste commitment for all Scope 1 and 2 business activity established in company policy	General Manager to introduce clause to company sustainability policy, approval from Board of Trustees	
2030	Prioritisation of Scope 3 activities being zero waste to landfill established in company policy	General Manger to introduce clause to company sustainability policy, approval from Board of Trustees	All Scope 3 suppliers to ideally provide proof of zero waste to landfill practices prior to procurement

Travel

By 2030

- Eliminate the use of fossil fuels for business travel
- Promote and support sustainable travel options for our workforce and audiences

Actions in support of Roadmap milestones

With our reliance on road and rail transport, much of our progress towards net zero travel will be reliant on the Network Rail decarbonisation programme and progress in technology for electric vehicles, particularly battery capacity for electric vans. Internally, our work will focus on formalising our practices; more in-depth data collection and analysis; supporting our workforce, landlord and collaborators in prioritising and promoting sustainable travel methods.

Year	Action	Who	Notes
2023	Establish company sustainable travel policy	General Manager to draft, approval from Board of Trustees	The policy will balance interests and priorities, factoring cost, environmental impact and staff wellbeing
	Keep accurate annual record of all 'core' business travel and calculate footprint using Julie's Bicycle Creative Green Tools	General Manager, with cooperation of all workforce members	Only business travel to and from the office is currently tracked. 'Core' refers to the main running of the business and not expenses related to specific projects
2024	Monitor Yorkshire Dance progress with installation of cycle parking / storage	General Manager to request updates at quarterly Green Team meetings	

Year	Action	Who	Notes
	Keep accurate annual record of all business travel and calculate footprint using Julie's Bicycle Creative Green Tools	General Manager, with cooperation of all workforce members	
2025	Touring partners to provide information on audience travel communication strategy	Producing team to build into contract rider	Looking for information and incentives around encouraging public transport, providing shuttle services, discouraging use of cars etc.
2026	Track progress of the Network Rail net-zero carbon roadmap – specifically decarbonisation of passenger rail	General Manager	Network Rail aim to decarbonise passenger rail by 2040. Rollout of trials for this will greatly impact our ability to reduce business travel emissions by 85%
2028	Purchase electric van for business travel	Chief Executive, with support from the General Manager	To be actioned sooner if possible, depending on advances in technology for electric van battery life and availability of funds
2030	Commitment to net zero business travel established in company policy	General Manager to introduce clause to sustainable travel policy, approval from Board of Trustees	

Natural Capital

By 2030

- All materials come from reused, recycled, or accredited net zero sources
- Sustainable practices of service providers checked prior to use
- Asset sharing systems established
- Supporting creation and development of local green spaces

Actions in support of Roadmap milestones

Progress towards improved sustainability in products and services will be formalised in a company procurement policy with the proposed practices and goals updated bi-annually. Buy-in from staff, production teams and partners will be required to support the success of the new policy, and so awareness will be built into our early planning and communications. We will update audits of our main suppliers and analyse progress again their own net zero plans. Where their timelines do not align with our own, we will consider alternative sources for our products and services, making our consumer priorities clear. We will support and aid existing work towards asset sharing databases for the creative and cultural industries by local and national networks such as SAIL and Theatre Green Book.

We will, where needed, support our landlord in the installation of green rooftops and walls and also engage with planned local tree planting initiatives via SAIL. We continue to plan outdoor performances and events for the future and in doing so, will continue to ensure green spaces are left in the same state in which they are found, or where possible, we will explore opportunities with our partners to improve the ecology and biodiversity by cleaning up existing waste, removing rubble, planting etc. While it has been unnecessary in the past, where required we will consider an Ecological Impact Assessment for any extensive outdoor activity. Offsetting will be an absolute last resort in Unlimited achieving net zero and where this is deemed necessary, we will focus on local initiatives or nationally accredited schemes.

Year	Action	Who	Notes
2022	Establish company procurement policy	General Manager to draft in collaboration with staff team, approval from Board of Trustees	

Year	Action	Who	Notes
2023	Increase production budgets to reflect time and cost associated with the sourcing and after-life treatment of sustainable materials	Executive Producer	Set, prop and equipment budget lines to reflect increased cost of sustainably sourced materials and relevant creative team fees increased to reflect increased responsibility and allocation of time on sourcing, tracking and looking after materials post-production
2024	Update company procurement policy targets	General Manager to update in collaboration with staff team, approval from Board of Trustees	Updated to align with milestones
	Creative team for all future projects to start tracking and logging sources of all production materials	Stage Manager to monitor throughout production, reporting to Executive Producer	Milestone targets shared with the creative team in early planning stages
2025	Establish company policy of eliminating all use of toxic or environmentally harmful materials	General Manager to update procurement policy. Requirement built into all designer contracts by Producing Team	
2026	Update company procurement policy targets	General Manager to update in collaboration with staff team, approval from Board of Trustees	Updated to align with milestones
	Complete sustainability audit of company's main suppliers	General Manager with support from Producing Team	Aiming for at least 50% of suppliers aligning with our own goals for net zero by 2030

Year	Action	Who	Notes
2027	Monitor Yorkshire Dance progress in installation of green rooftops and walls	General Manager to request updates at quarterly Green Team meetings	Feasibility studies are scheduled to begin in 2025
2028	Update company procurement policy targets	General Manager to update in collaboration with staff team, approval from Board of Trustees	Updated to align with milestones
2029	Update sustainability audit of company's main suppliers	General Manager with support from Producing team	Aiming for at least 70% of suppliers aligning with our own goals for net zero by 2030 and the remaining suppliers on track to achieve net zero by 2050
	Engage with local tree planting opportunities via SAIL	General Manager to remain up to date on local initiatives	Used as a means of balancing any remaining emissions generated
2030	Update company procurement policy targets	General Manager to update in collaboration with staff team, approval from Board of Trustees	Updated to align with milestones

Sustainable Culture

By 2030

- Embed culture of sustainability across all levels of the company, ensuring each individual understands their responsibilities
- Develop a standard for environmental partnerships and collaborations
- Use our platform to share progress, inspiration and resources to encourage action from our audiences and other organisations

Actions in support of Roadmap milestones

Progress in this area will initially focus on internal behavioural change and understanding of environmental sustainability, ensuring buy-in across the whole company. As well as staff and Trustees being carbon literate, this training will be offered out to all our freelance staff. We will develop an informal 'Green Team', identifying members across the Board, staff and freelance team to take responsibility for progress at all decision-making levels. This 'Team' will adapt depending on current project slates and expertise across the workforce. The internal behavioural change will inform the standards we set for working with future partners and collaborators.

A large part of our external community engagement will be centred on our communication of this roadmap and progress made between 2022-2030. We wish for this to be an open process of learning and sharing, inviting environmental charities and groups who we have existing relationships with to monitor and support our progress and provide resources and opportunities for our audiences and fellow organisations. Our future artistic programme continues to hold environmental themes and, with support from project partners, a communications strategy will be developed alongside this using our platform to continue sharing information and resources with our audiences. In addition to this, we'll continue our widespread engagement with various creative and cultural organisations, groups and networks to participate in educational community initiatives.

Year	Action	Who	Notes
2022	Publish net zero roadmap on company website and promote across social channels	General Manager, working with Digital Communications Manager	
	Recruit environmental specialist onto the Board of Trustees	Board of Trustees with support from Core Artists & staff	

Year	Action	Who	Notes
2023	Establish communication between environmental specialist Trustee and staff Environmental Ambassador	Chair of the Board to determine focus of work between Trustee and General Manager	
	Producer on each project to take on role of 'Green Champion'	Executive, Assistant or independent Producer to take on role, delegating responsibilities to members of the creative team	The Green Champion will ensure the production meets targets in energy, water, travel, waste and procurement
	Work with climate charity Possible to provide bi-annual consultancy and ad hoc advice on our progress achieved in emission reduction targets	General Manager & Chief Executive	
2024	All Trustees and staff members to have completed Carbon Literacy training via SAIL	General Manager to track	
	All freelance staff offered the opportunity to engage in Carbon Literacy Training via SAIL	General Manager to offer	
	Draft Green Rider to be introduced into all future partner contracts	Drafted by the Producing team in collaboration with the General Manager and Chief Executive	Green Rider to reflect all current roadmap targets and behavioural changes in company
2025	Formally build environmental themes into artistic programme communication strategy	Digital Communications Manager, with support from Core Artists	Project partners will also be asked to feed into this planning
	Agree % allocation of training budget to furthering knowledge of sustainability	General Manager	To be implemented in the 2026/27 annual budget

Year	Action	Who	Notes
2026	Write detailed half-way update report on progress against the roadmap, promoting this on all company channels	General Manager to draft. Comms in collaboration with the Digital Communications Manager	
2027	Analyse success of new Green Rider present in all partner contracts	Producing team	Analyse extent to which partners are meeting our requirements and any further support required
2028	Commitment to engage with at least 2 environmental education campaigns each year	Core Artists and General Manager with support from Digital Communications Manager	Through existing or new arts and non-arts networks
2029	Adapt partner contract Green Rider to align with changes in roadmap targets	Producing team	
	Budget allocated to further training or consultancy opportunities for Trustees and staff	General Manager, with approval from Board of Trustees	Research training opportunities through arts (SAIL, Julie's Bicycle) and non-arts groups (IEMA, Green Element, Enviro Consultants)

Roadmap Monitoring

We're eager for our roadmap to be a transparent learning process that helps both us, our stakeholders and communities we serve. It must be remembered that it a working document, it is unique to Unlimited, the plans are indicative and it does not currently cover every possible angel. With time, knowledge, external expertise, and progress in sustainable technology/processes, it will be enhanced. Below is a brief overview of the processes currently planned to monitor the roadmap both internally and externally.

Internal tracking:

- Build yearly actions into the annual update of our Sustainability Policy and Action Plan, which is approved by the Board of Trustees
- Also build the actions into our Business Plan SMART targets which is monitored by the Board of Trustees at quarterly meetings through a Business Plan Objectives Monitoring paper
- Detailed sustainability updates given in quarterly operational staff reports
- Environmental roles and responsibilities for staff and freelancers will form part of their evaluation and review meetings

External tracking:

- The roadmap will be published on our website blog and updates on progress and available resources provided each year
- Fellow organisations and our audiences will be invited to comment on our progress
- In an advisory capacity, we will work with external organisations and groups (e.g. SAIL and Possible), inviting them to feed into progress and improvements for our roadmap
- As an Investment Principle of our main funder Arts Council England, all our environmental responsibility actions will be shared and progress reported against regularly
- Our annual Sustainability Policy and Action Plan is provided to Julie's Bicycle alongside carbon footprint tracking for business travel, waste, productions and touring

We welcome any suggestions for how we might take our monitoring processes further, or how we might promote this roadmap to a wider audience. It can be used as a template for others to develop their own roadmaps and we would love to support that.

We and many fellow organisations in the industry also aspire to find a suitable basis for benchmarking touring activity to accurately set targets and track our progress, continuing to develop and raise our ambition. This is an active conversation in our networks and, with each touring company's operations being so unique and complex, a challenge in need of further thought. If you, or any organisations you're aware of, have established a system for comparison across multiple projects, we would love to hear about it.

If you have any suggestions or thoughts to share, please contact our General Manager on sarah[at]unlimited.earth

Resource List

The following organisations, groups and websites provided information and resources which contributed to our Roadmap research and planning:

- European Commission Paris Agreement
- Good Energy
- Net Zero Climate
- Sustainable Arts in Leeds (SAIL)
- Julie's Bicycle
- Yorkshire Dance
- Green Hosting
- How to Save The Planet
- Possible
- Theatre Green Book
- Carbon Literacy Project
- Albert
- Science Based Targets Initiative
- Plan A
- Website Carbon Calculator
- Wholegrain Digital
- IEMA
- Enviro Consultants
- Green Element