THE THEATRE GREEN BOOK

(HONG KONG)

Overview

First Edition – October 2026

Adaptation by The Hong Kong Academy for Performing Arts

Copyright and Publication Details

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Building on the second edition of the UK's Theatre Green Book, The Hong Kong Academy for Performing Arts has adapted the first Hong Kong edition to address its teaching needs and production process, providing a reference for the performing arts sector in Hong Kong and the region.

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The Hong Kong Academy for Performing Arts (HKAPA)

Adaptation Foreword

The Theatre Green Book has become an important reference for performing arts organisations worldwide. We are deeply grateful to the original team for establishing this vital foundation, and for their generous support as we undertook the crucial work of translating this framework into a practical guide that responds to Hong Kong's unique production culture, spatial constraints, supply chains, and growing ecosystem of sustainable arts practice.

As a conservatoire and the region's leading institution for performing arts education, our primary motivation for this adaptation is pedagogical. The Green Book provides a clear, production-focused language that resonates deeply with theatre professionals. By localising it, we can embed that language into teaching, student productions, venue operations, and building management—cultivating graduates who unite creative excellence with environmental responsibility.

Beyond our campus, we see this work as essential to broader sector-building. This First Edition, adapted by HKAPA, marks only the beginning. Looking ahead, we will collaborate closely with industry to review and update its contents in response to evolving practical needs, progressively shaping a shared framework for the Academy and the sector. We hope this Hong Kong edition will serve as a common framework for producers, practitioners, theatres, companies, and festivals seeking to advance sustainable practice in our city. More importantly, we hope it will spark dialogue, knowledge exchange, and collaboration – strengthening an ecosystem where sustainability is integral to artistic and professional decision-making.

By contributing local case studies and data, this edition can help inform standards and best practices across the region.

This publication marks a significant milestone in a longer journey. I invite our community to treat this Hong Kong edition as a living document– one that will evolve with our collective practice and guide us in shaping a more sustainable future for the performing arts and our society.

Professor Anna CY Chan
Director
The Hong Kong Academy for Performing Arts

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We would like to thank everyone who has supported the Theatre Green Book with their time, their commitment and ideas, and to the funders of the Theatre Green Book. The Theatre Green Book co-founders are Buro Happold and Renew Culture.

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Theatre Green Book making theatre sustainable | BURO HAPPOLD | Renew Culture The Theatre Green Book | The Hong Kong Academy for Performing Arts 香港演藝學院

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

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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*.**

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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

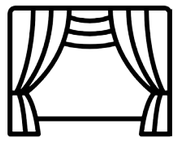
- On-going development of practical expertise from theatre-makers
- Reliable methodology from environmental sustainability experts

to support

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

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To be sustainable, we need to...



Sustainable Productions

*… create theatre **Productions** as sustainably as possible*



Sustainable Operations

*… run theatre **Operations** as sustainably as possible*

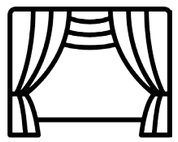


Sustainable Buildings

*… make theatre **Buildings** as sustainable as possible*

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Follow three steps for the transition to net zero



Sustainable Productions



Sustainable Operations



Sustainable Buildings

Step 1: Basic	*Step 2:* Intermediate	*Step 3:* Advanced

Today → → → → → ***Net Zero***

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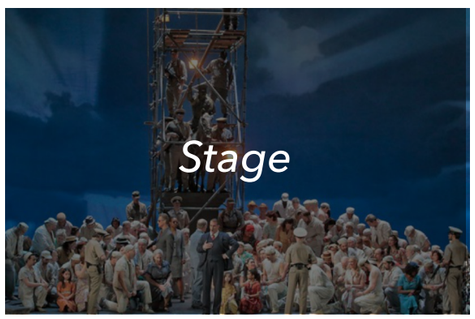
What must we do to make theatre ***sustainable***?

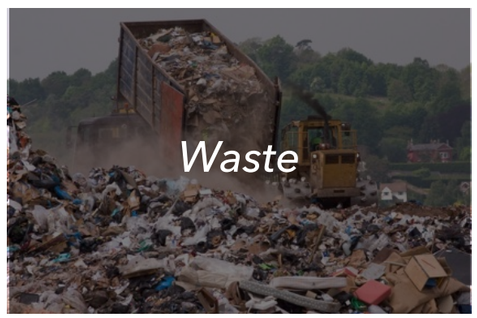
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In our PRODUCTIONS, we need to ...

*move from a **linear** ...*







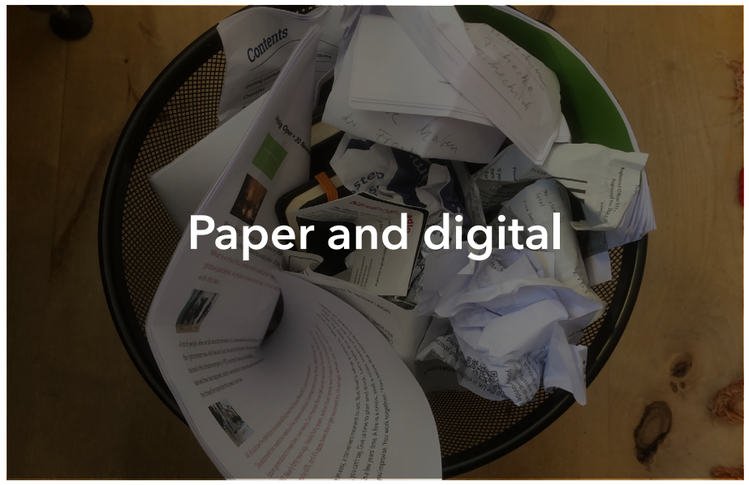
*... to a **circular** economy for theatre*



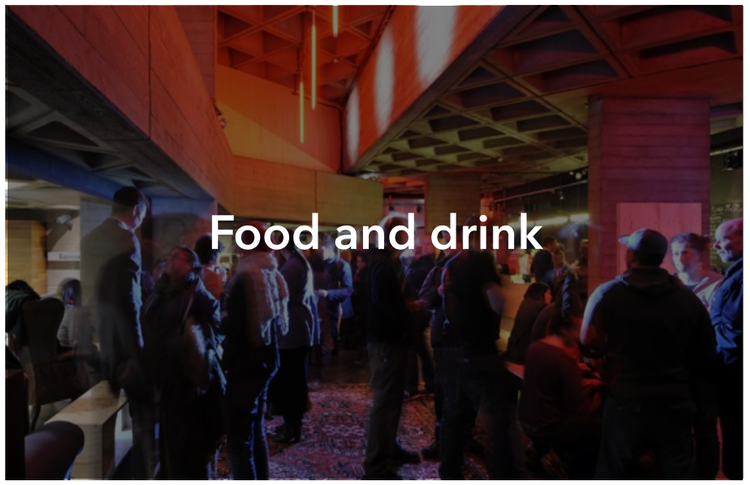
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In our OPERATIONS, we need to ...

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



Paper and digital


Food and drink


Managing buildings



Travel and transport

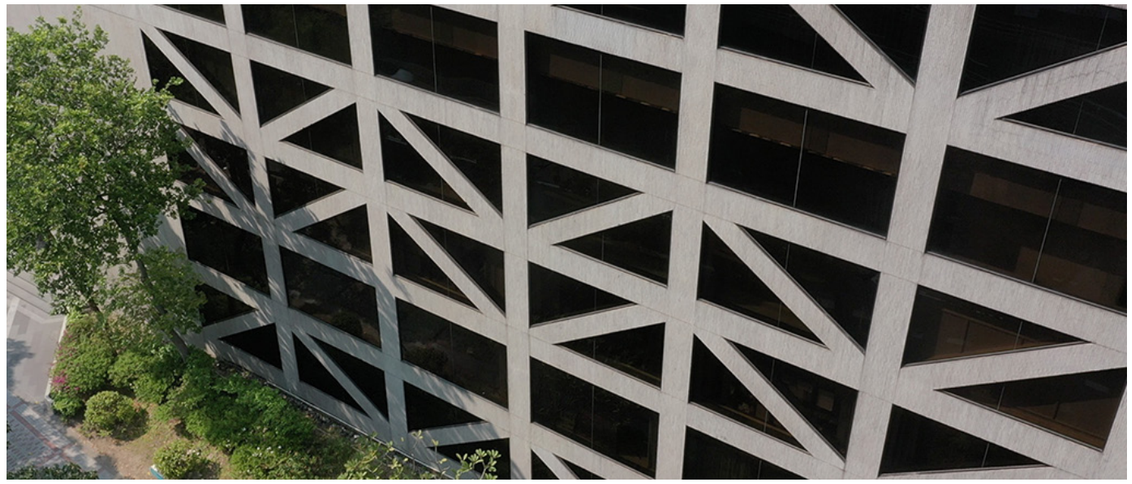

Waste



Contracts and procurememnt

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In our BUILDINGS, we need to ...



Insulate *so we need less energy*



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



Generate ***renewable*** *energy*



Biophilia *to save energy, and water preservation*

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How do we ***start***?

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Start with a PRELIMINARY commitment with your team

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

These are the steps you'll need to reach
Theatre Green Book ***Preliminary***

• Mobilise everyone in your organisation to **COMMIT** to reducing your environmental impact, and starting the transition to net zero.	*It's essential to make sure your environmental commitment is clear to everyone by a shared written statement.*	✓
• Establish a **GREEN COMMUNITY** 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.	*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.*	✓
• Agree an **ACTION PLAN** setting out the steps you need to reach the next Green Book stage, and a timescale to achieve it.	*You must be clear on the key actions needed to deliver measurable progress towards the environmental goal.*	✓
• Make a **DATA PLAN** to set out what you are going to measure and who is responsible.	*You need to be in a position to report and analyse your progress, to achieve each Green Book standard.*	✓
• Set a **COMMUNICATIONS PLAN** to explain how you will share your targets and achievements, involving staff, partners and audiences.	*Sustainability needs a cultural change. Good communication helps everyone share the challenge.*	✓

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Follow three steps for the transition to net zero

	Basic	Intermediate	Advanced
Sustainable Productions	*Half of everything on stage is reused or recycled*	*You've increased reuse and recycling and manage transport more sustainably*	*Everything is either reused or certified net zero*
Sustainable Operations	*In every area, you've taken the first steps to a green operation*	*You've made progress in every area, including transport and travel*	*Your operation is as green as possible*
Sustainable Buildings	*You have a Sustainability Plan and have done the 'Easy Wins'*	*You've developed the Plan and done the Maintenance Projects*	*You've carried out Capital Projects for sustainability*

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

Today → → → → → ***Net Zero***

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SUSTAINABLE PRODUCTIONS

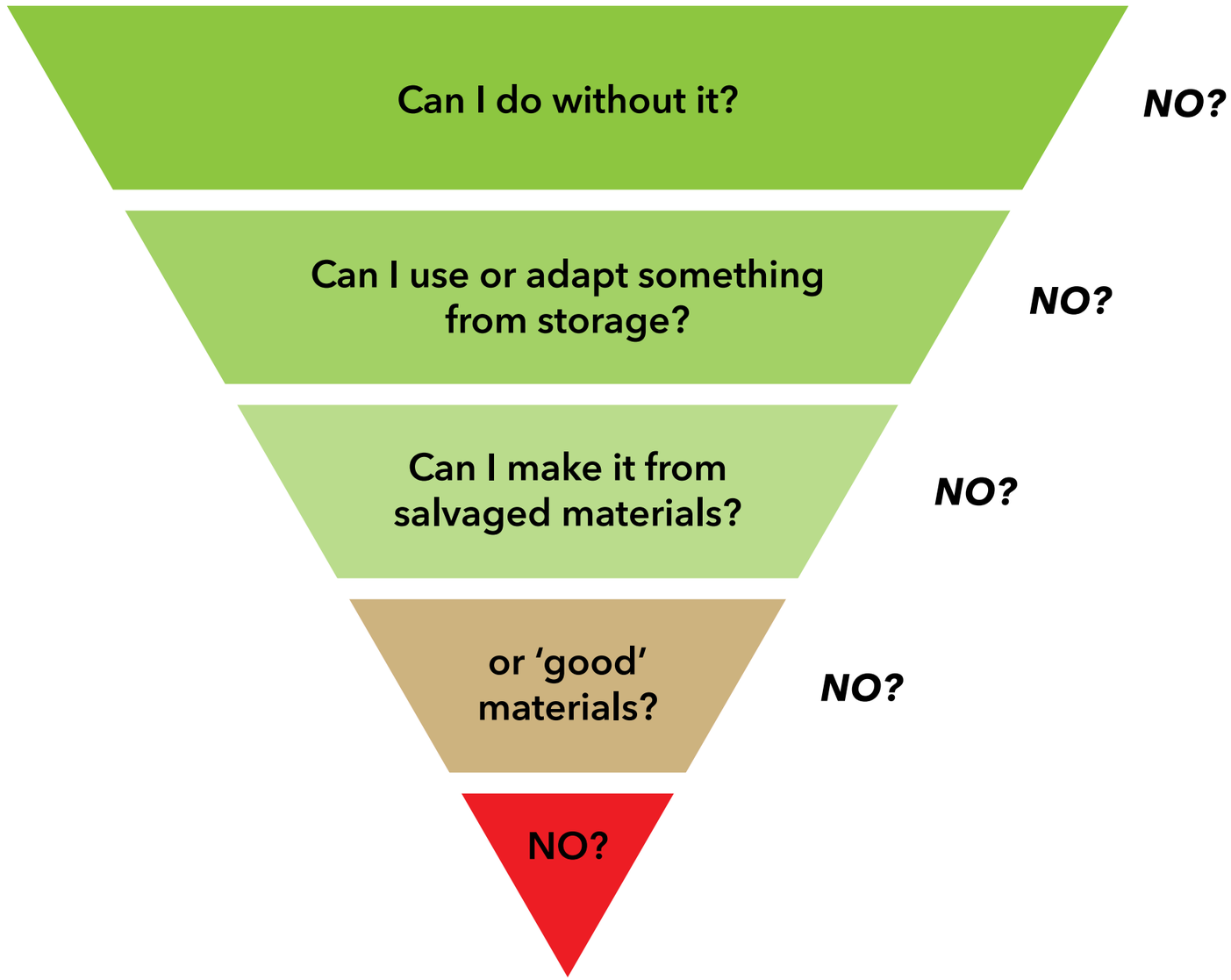
Click here to go straight to ***Productions Resources*** for:

- **Detailed guidance**
- **The Production Calculator and standards**
- **Case studies**
- **Toolkit pages**

If you don't produce shows, ignore this section

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Think differently as you create



Is it worth harming the planet for?

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Where do materials come from?

Reused	*Masking, floors, building components, scaffold, steeldeck, furniture, props, costumes and reusable pieces…*
Remodeled	*Remodelled stairs, flats with new textures, reupholstered chairs, altered costumes and stock scenery components for agile adaptation…*
Recycled	*Salvaged metal sections, timber, plywood sheets, perspex sheets, salvaged fabric…*
‘Good’ new materials	*Certified timber and plywood, ‘recycled’ metal, reconstituted plastics, organic fabrics…*
‘Bad’ new materials	*Uncertified timber products, new steel and aluminium, PVC, vinyl, man-made fabrics…*

Using less is the most sustainable choice

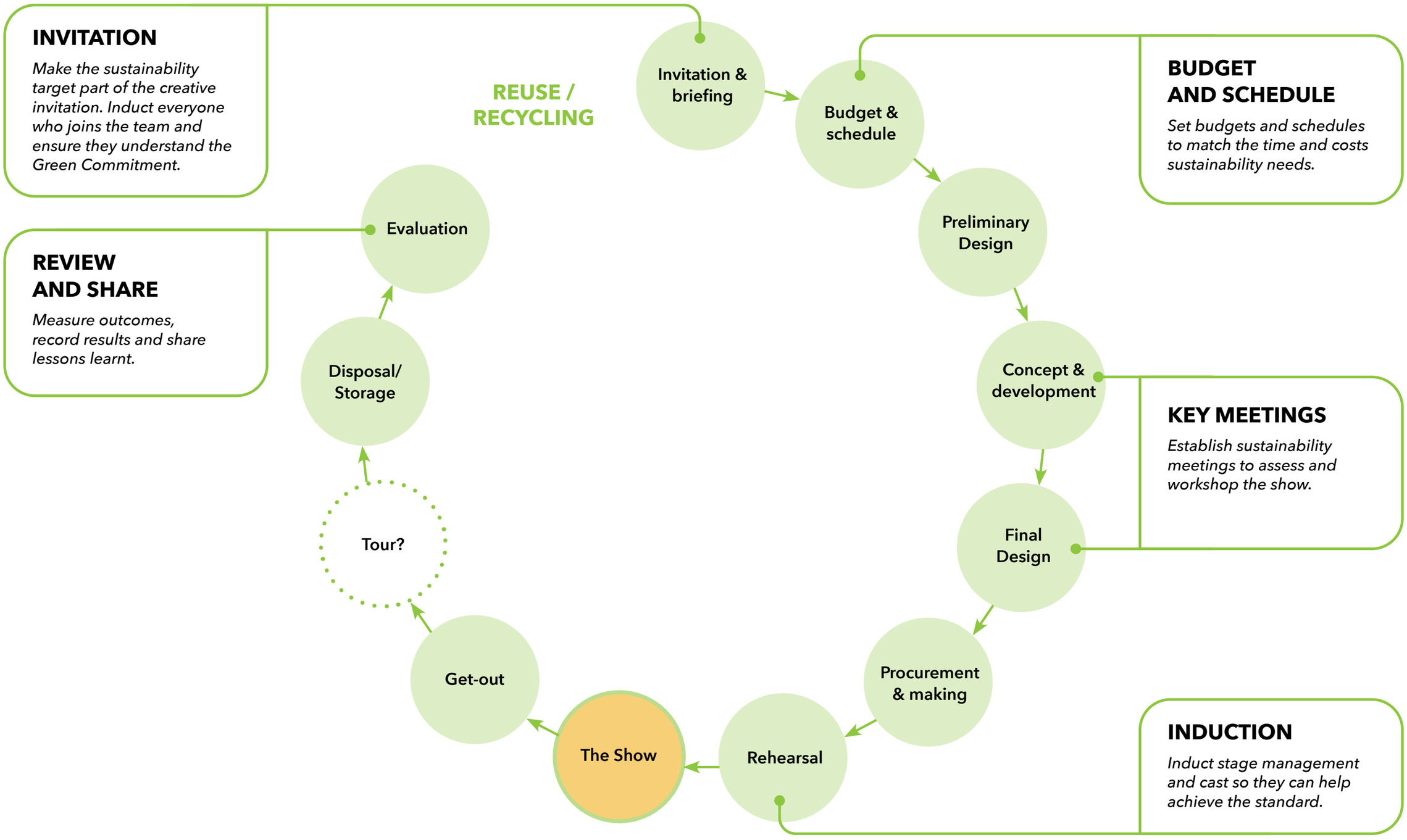
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Everyone has a part to play



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The Life of a Production



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The Creative Challenge

CREATIVITY

A sustainable future needs creative thinking.

REUSE / RECYCLING

Invitation & briefing

Budget & schedule

Preliminary Design

Concept & development

Final Design

Procurement & making

Rehearsal

The Show

Get-out

Tour?

Disposal/ Storage

Evaluation

CONCEPT

Making work sustainably begins with the concept. It can't be an afterthought.

COLLABORATION

Work collaboratively with the team to develop a sustainable solution through iterative review and continuous refinement of the concept.

FLEXIBILITY

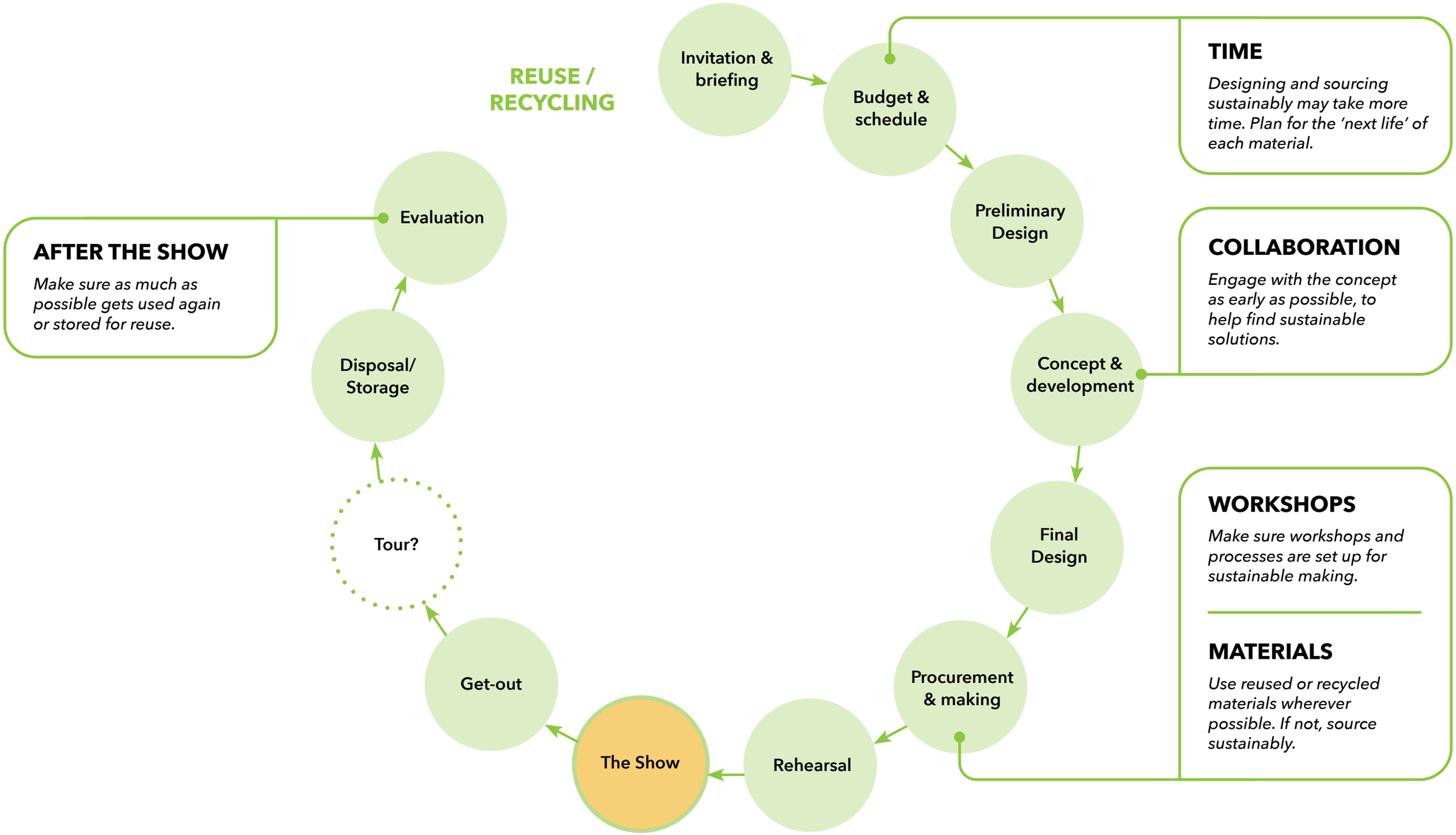
Be open to suggestions that make the show more sustainable.

REHEARSALS

Think about sustainability in your rehearsal process.

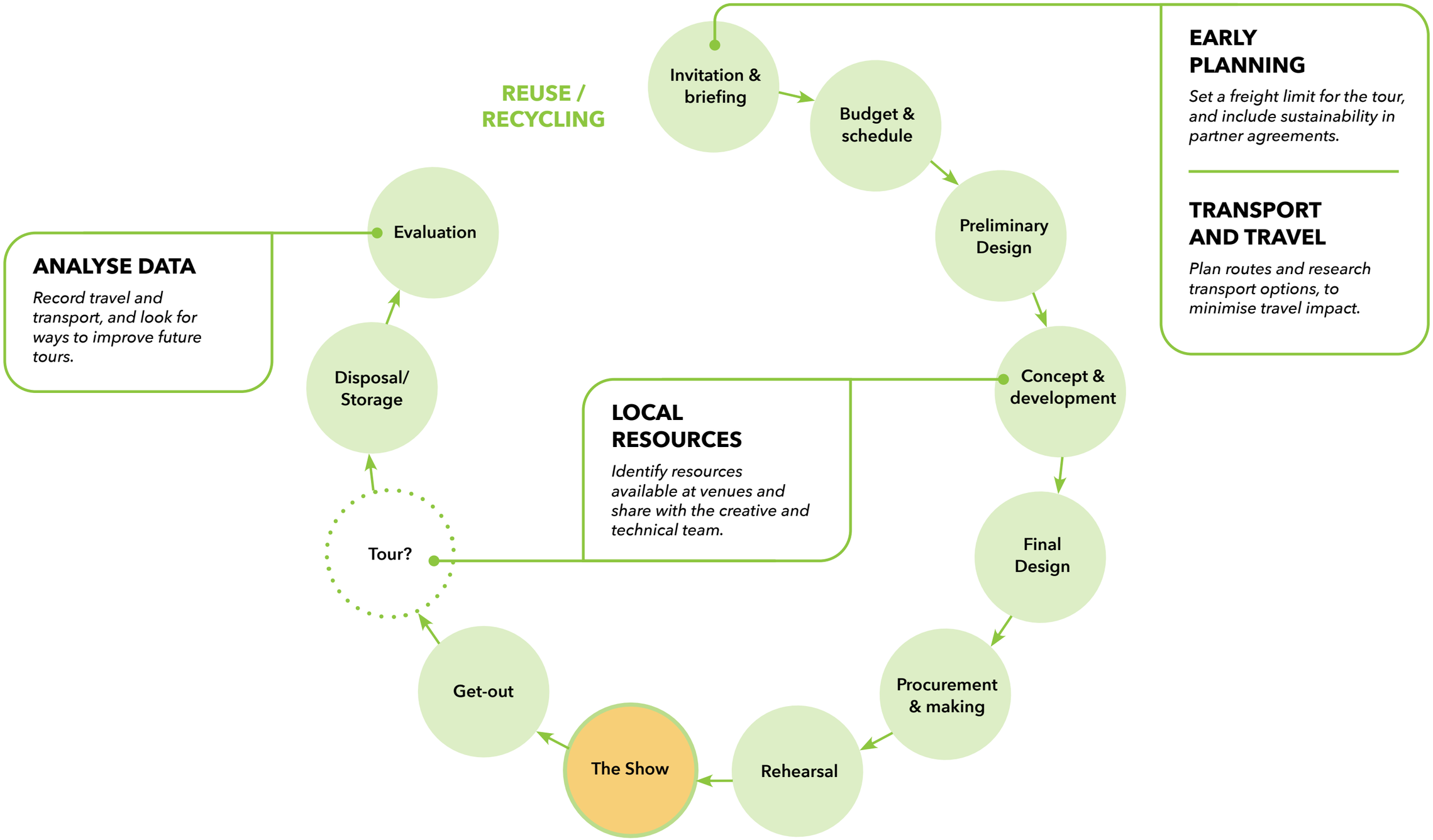
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From Making to Disposal & Storage



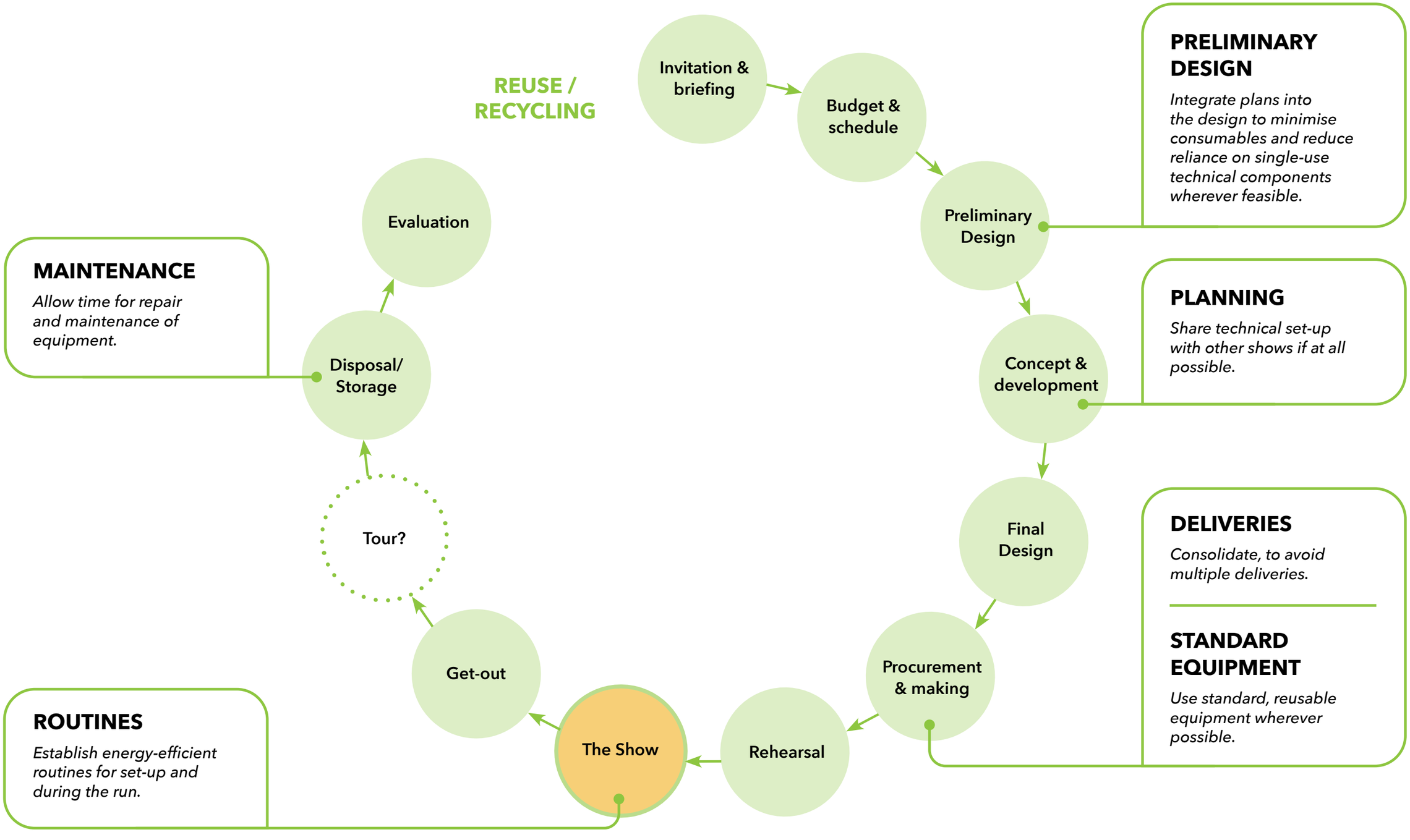
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Touring



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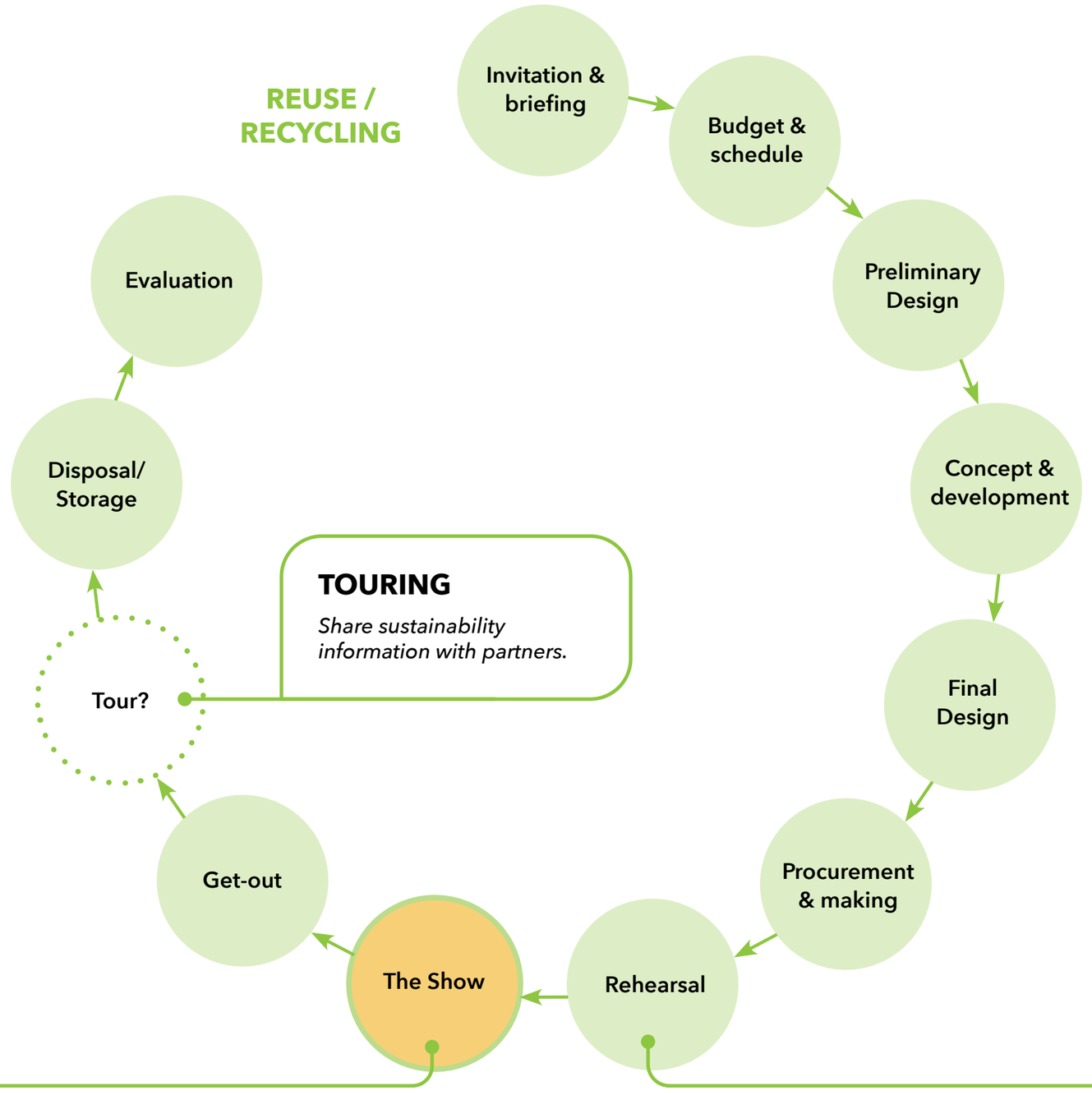
Technical



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Running a Production

Plan for high green performance and strong health and safety standards throughout every stage of the project lifecycle.



TOURING

Share sustainability information with partners.

SUSTAINABLE OPERATIONS

See the Operations section for managing rehearsal rooms, building energy, catering etc.

HARMFUL CHEMICALS

Where possible, avoid harmful chemicals in costume care, wigs, hair and make-up.

STAGE MANAGEMENT

Make sure Stage Management are fully inducted as soon as they join the team.

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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.*

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

		Done? v, NO or N/A
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.		Source Disposal
• **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.		

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Intermediate Production

*This is **Intermediate** standard.*

*In a **Intermediate** production:*

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

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

		Done? V, NO or N/A
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.		
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.		Source Disposal
• **NEW MATERIALS** : Source all new materials sustainably. Avoid PVC, tropical hardwoods and polystyrene where possible.		
• **DELIVERIES** : Record deliveries related to the production.		
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.		

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Advanced Production

*This is **Advanced** standard.*

*In a **Advanced** production:*

- *Everything on stage must be reused or recycled, or …*
- *Accredited net zero*

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

		Done? V, NO or N/A
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.		
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.		Source
		Disposal
• **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.		
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.		

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Go to PRODUCTIONS RESOURCES

for...

- ***Detailed Guidance***
- ***The Production Calculator and downloadable standards***
- ***Case studies***
- ***Toolkits***

Click here to go straight to ***Productions Resources***

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SUSTAINABLE OPERATIONS

Click here to go straight to ***Operations Resources*** for:

- **Detailed guidance**
- **The Operations Tracker and standards**
- **Case studies**
- **Toolkit pages**

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Establish a green structure for your organisation

Leadership

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

Green Community

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

Everyone

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

Communicate

targets and achievements

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Be methodical

Start with what you can do and what you're sure about, then slowly grow what you control and clear up uncertainty. Keep checking your green goals, talk with people, share successes and failures, and adjust the plan together as a team.

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



Preliminary

Commit

Basic

First Steps

Intermediate

Development

Advanced

Sustainable operations

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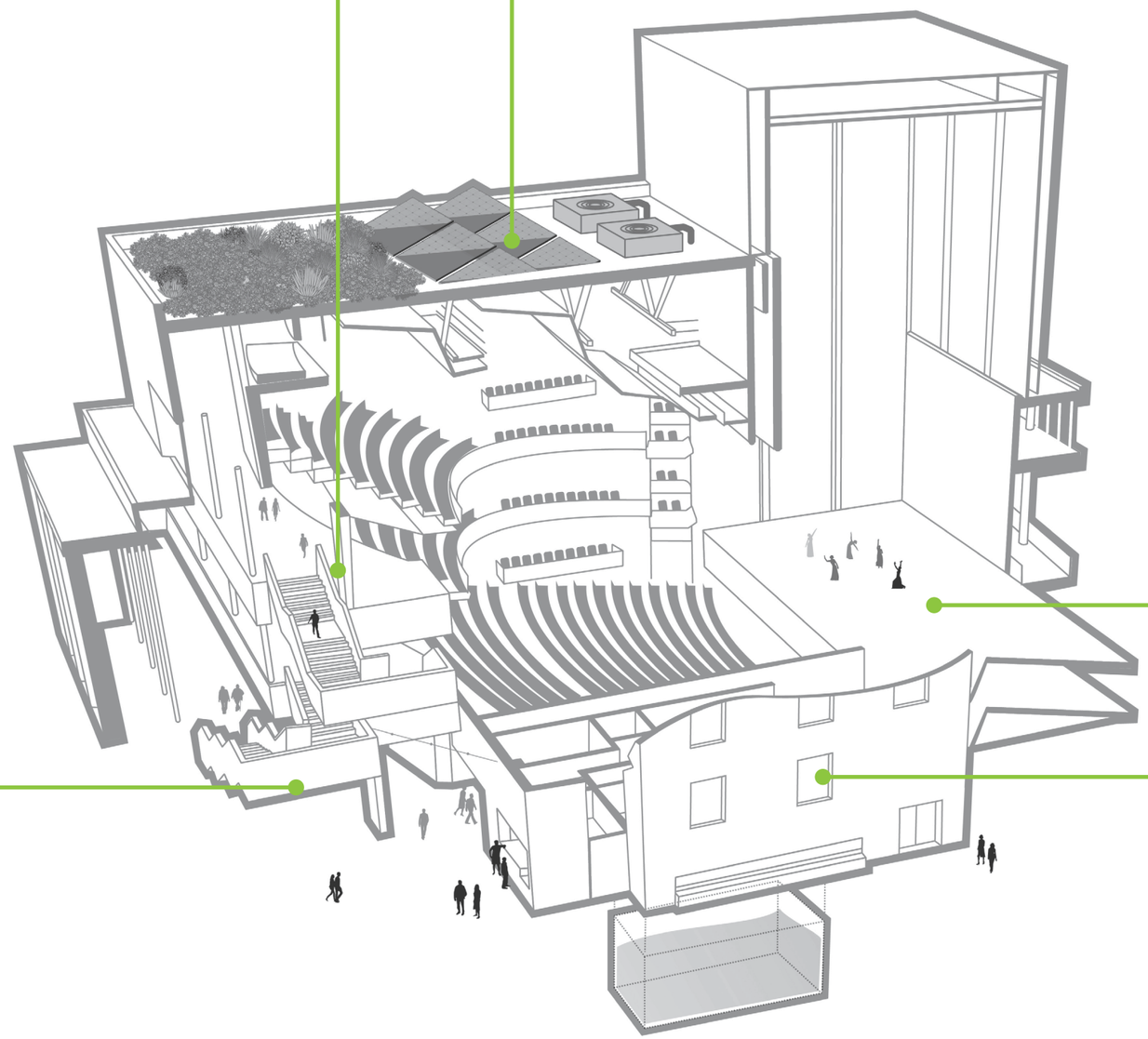
Paper and digital

MARKETING

Target to go digital. Where paper is unavoidable, make sure it's sustainably sourced and recyclable.

DIGITAL

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



COMMUNICATION

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

REHEARSALS

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

BACK OF HOUSE

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

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Food, drink, retail

CATERING AND BARS

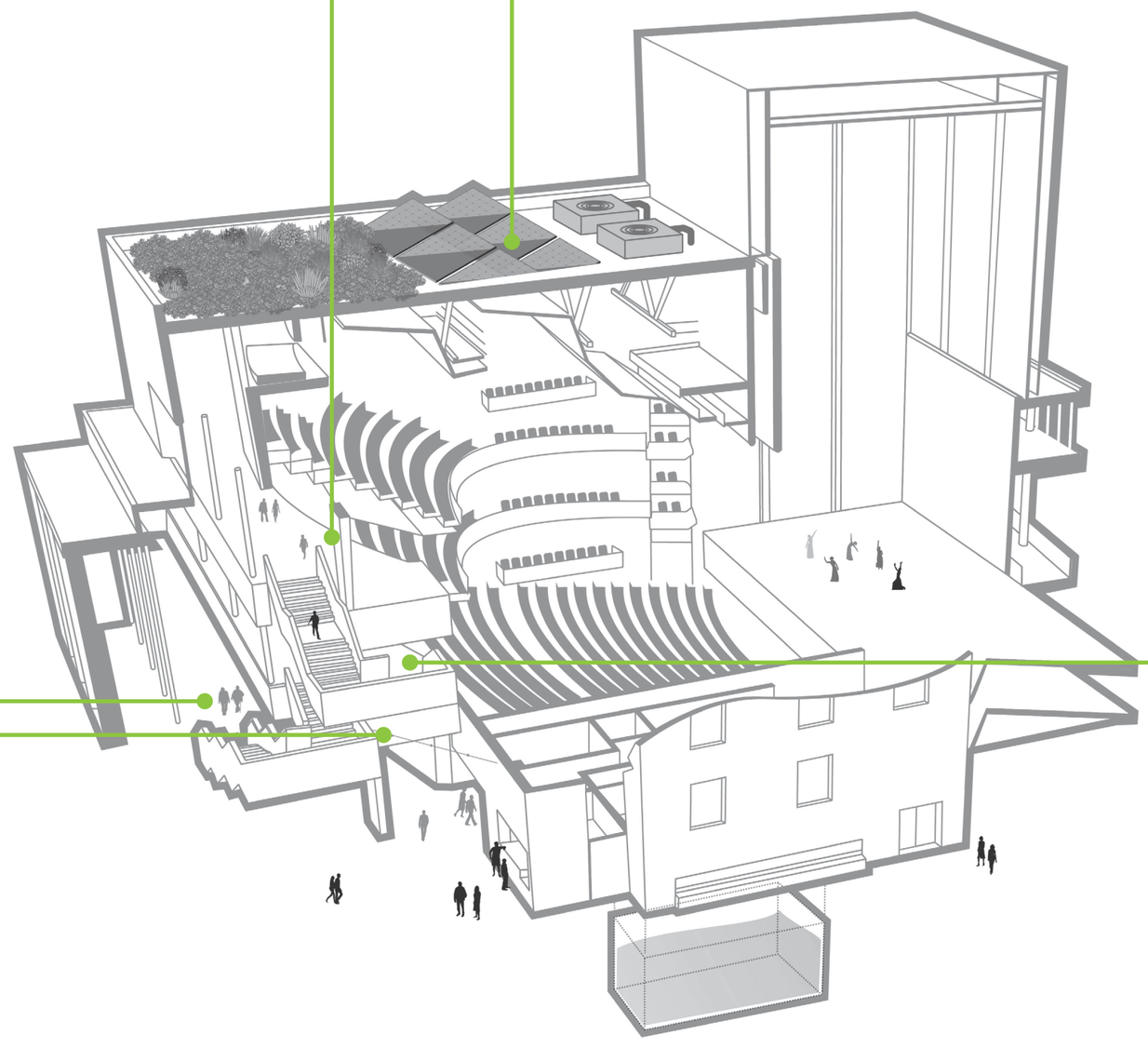
Food, drink, service, packaging and waste all have a big impact.

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.

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Managing the building

CHANGING BEHAVIOUR

Train staff and visitors to reduce energy by turning of unnecessary lights, control air conditioning temperature to save energy.

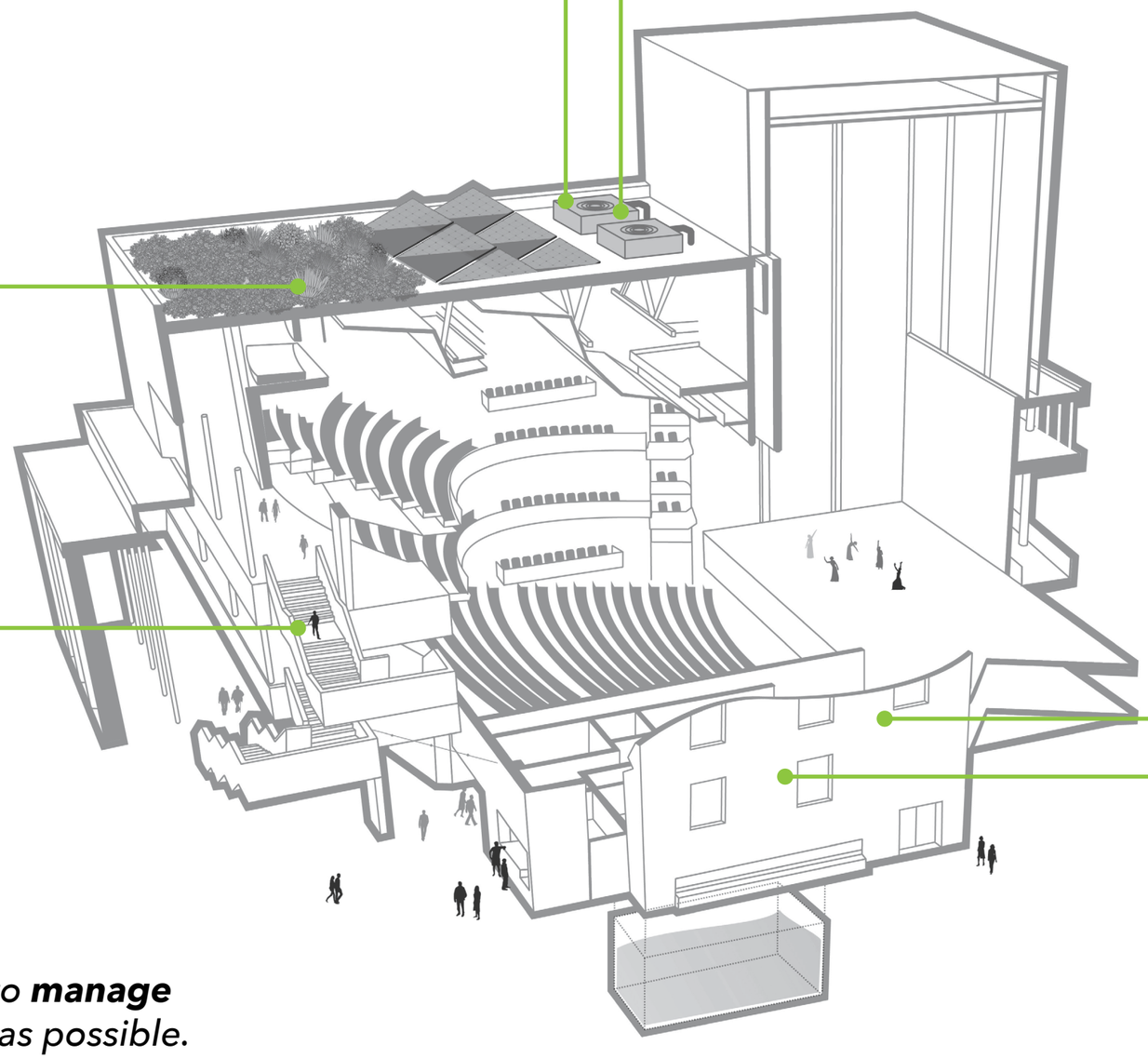
BUILDING SYSTEMS

Manage systems so they're switched on as little as possible, and as low as possible.

BETTER CONTROLS*

Fit timers and movement detectors, or a Building Management System (BMS).

** See Sustainable Buildings*



DATA

Track utility bills to see where you're using energy. Sub-meter each area to show more detail.

MAINTENANCE

Maintain plant carefully to improve sustainability, performance and cost.

HOUSEKEEPING

Avoid environmentally harmful cleaning products and procedures.

*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.*

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Reuse and recycling

REDUCE

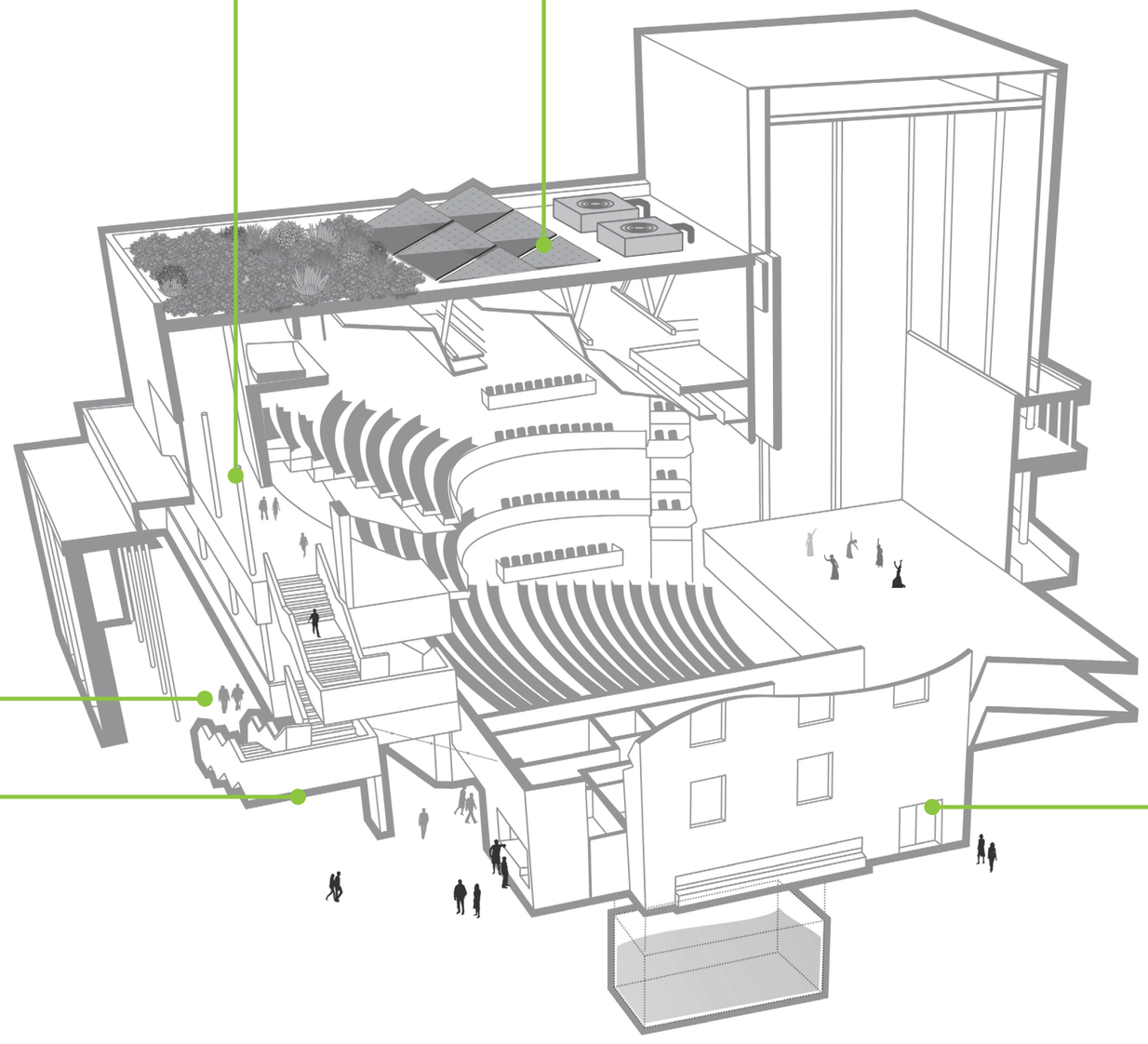
Think through the lifecycle of every product to cut how much you waste.

REUSE

Choose reusables over disposables. Try to make everything last.

RECYCLE

Make it as easy as possible for visitors to recycle. Stream waste. Reduce contamination.



COMMUNICATION

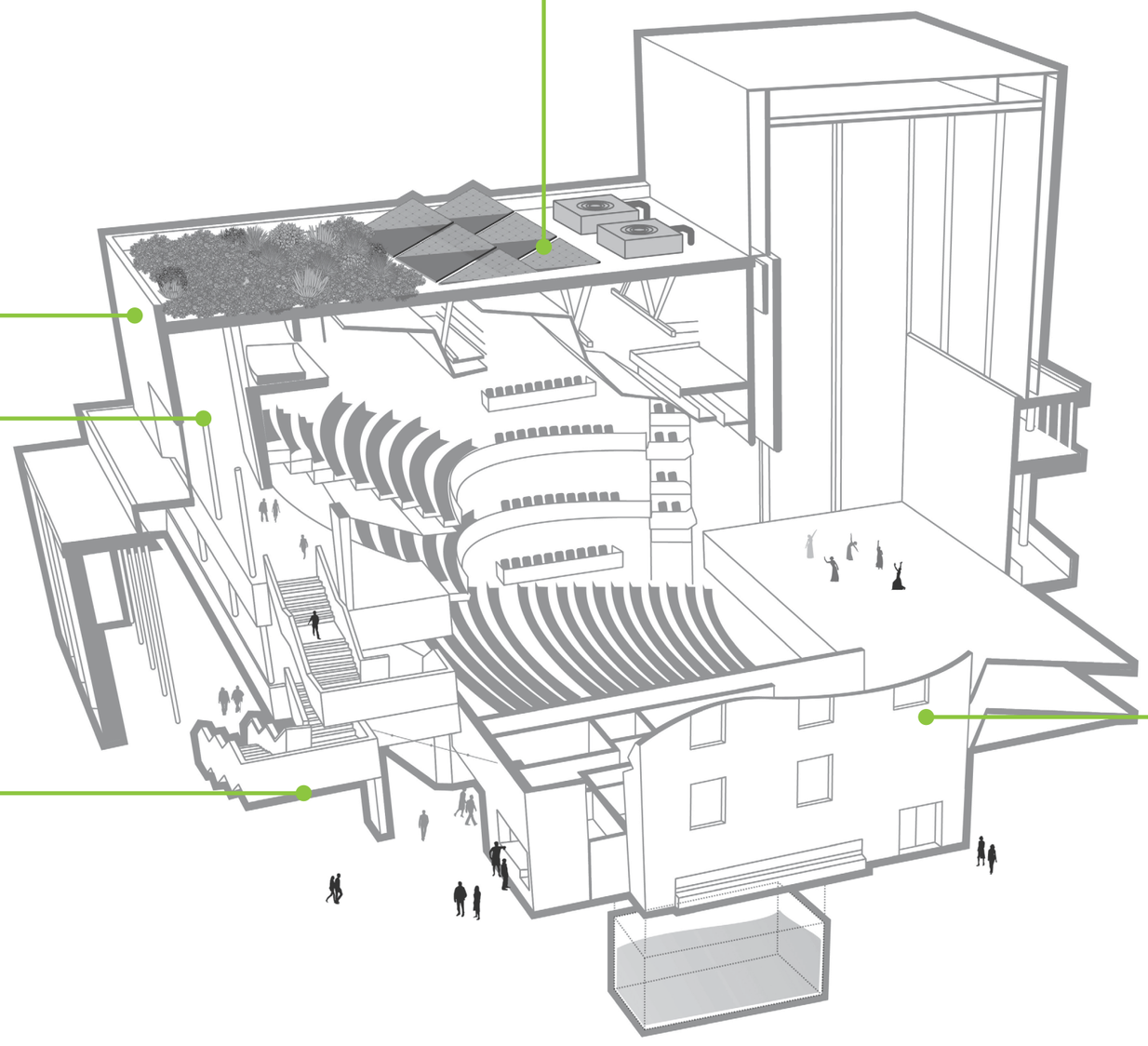
Set targets and let everyone know how you're doing.

DATA IS KEY

Monitor waste generation and recycling. Use data to set targets.

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Travel and transport



COMMUNICATION

Use sales, website and inductions to communicate sustainable travel options.

DELIVERIES

Reduce numbers of deliveries and how far they come.

AUDIENCES

Encourage sustainable travel. Help with timetables and car sharing.

STAFF AND VISITORS

Explore flexible working, and support sustainable options.

DATA

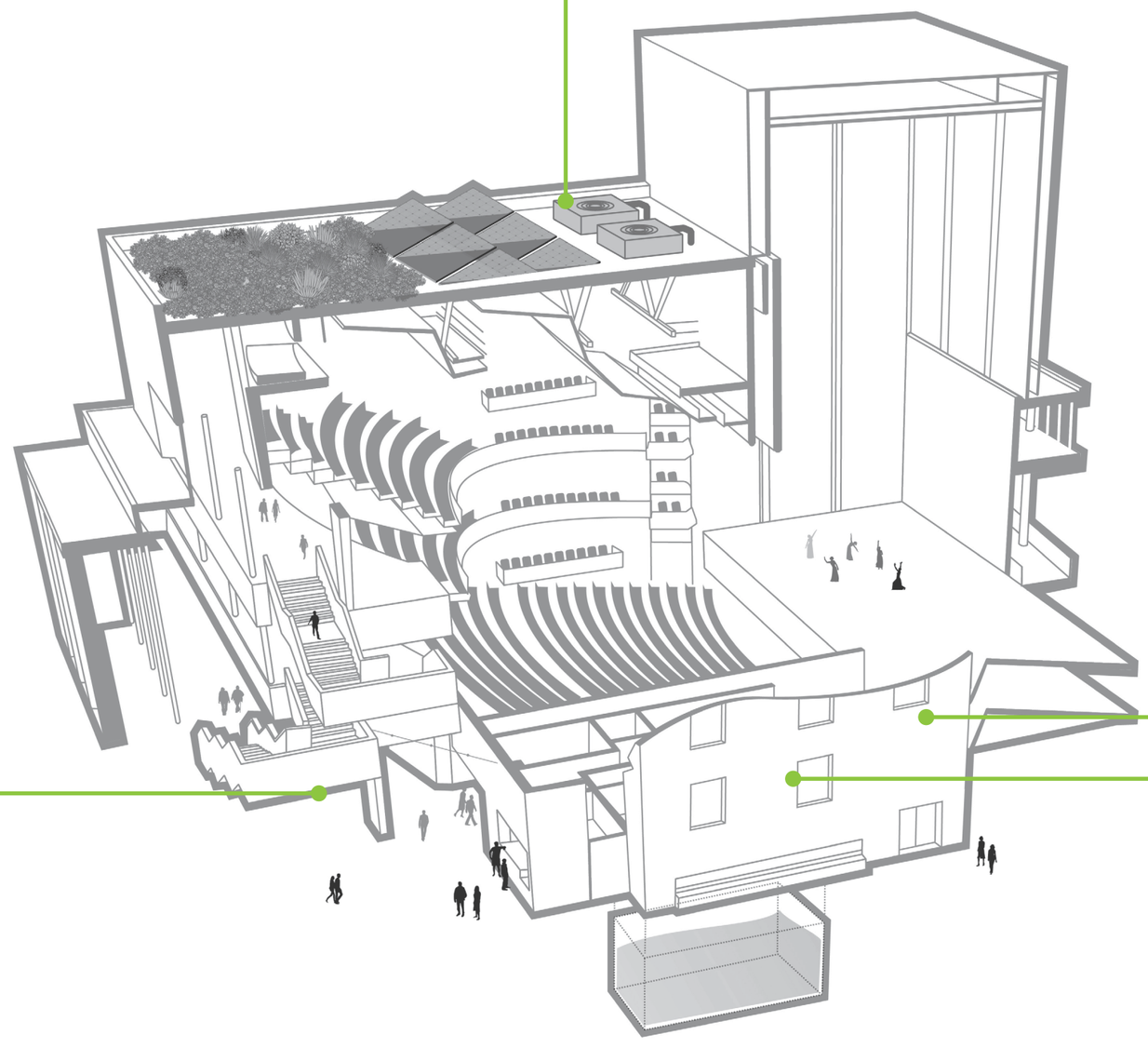
Start to record travel and delivery data to help make reductions.

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Contracts and procurement

‘THIRD PARTIES’

Sustainable operations need outside contractors and suppliers to share your goals.



COMMUNICATION

Make sure your partners understand your targets and achievements.

PROCUREMENT

Set sustainability standards for the goods and services you buy.

CONTRACTS

Incorporate sustainability clauses in all contracts, including those with designers and creative members, to enforce eco-friendly practices.

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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.*

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

fills in spreadsheet

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**.	-

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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)*

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

		fills in spreadsheet
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 **50%** 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.		-

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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.

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

		fills in spreadsheet
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 buisness 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.		-

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Go to OPERATIONS RESOURCES

for...

- ***Detailed Guidance***
- ***The Operations Tracker and downloadable standards***
- ***Case studies***
- ***Toolkits***

Click here to go straight to ***Operations Resources***

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SUSTAINABLE BUILDINGS

Click here to go straight to ***Buildings Resources*** for:

- **Detailed guidance**
- **The Building Survey Tool and downloadable standards**
- **Case studies**
- **Toolkit pages**

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

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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 may **cost less** to run.*

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These are the priorities, in order:

Insulation	*Insulating the building from solar radiation and heat gain*
Efficiency	*Efficient plant and good controls … so your building* **uses** *less energy*
Renewables	*So you generate* ***renewable*** *energy*
Biophilia	*More greenery & natural light*

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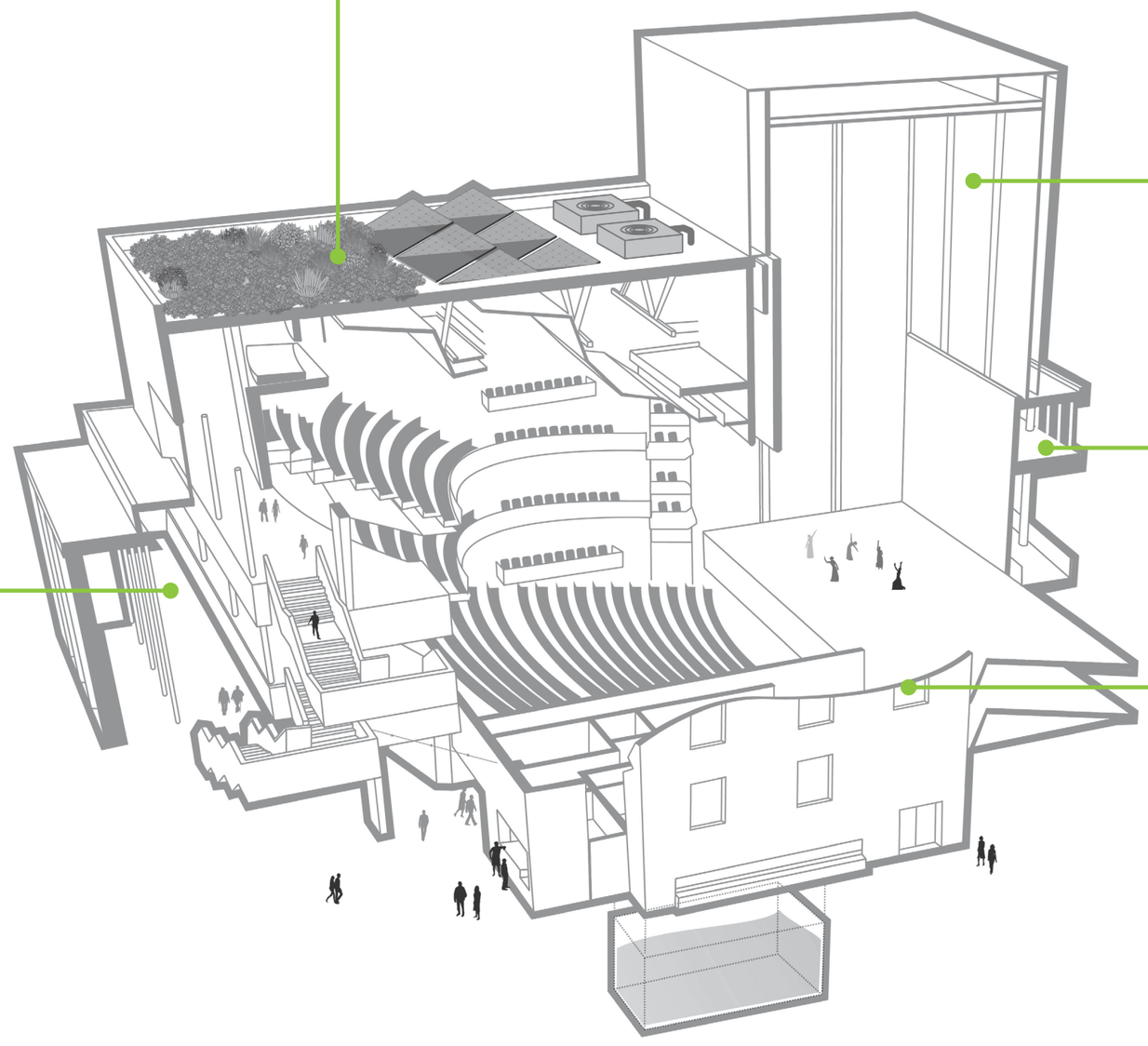
Insulation (so you need less energy)

ROOFS

Roofs are a major source of heat gain, particularly above auditoriums.

ENTRANCES

Entrances need lobbies. Thin, leaky doors waste heat.



WALLS

Walls can be insulated to keep energy in.

FLOORS

Uninsulated overhangs and balconies let energy escape.

DOORS AND WINDOWS

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

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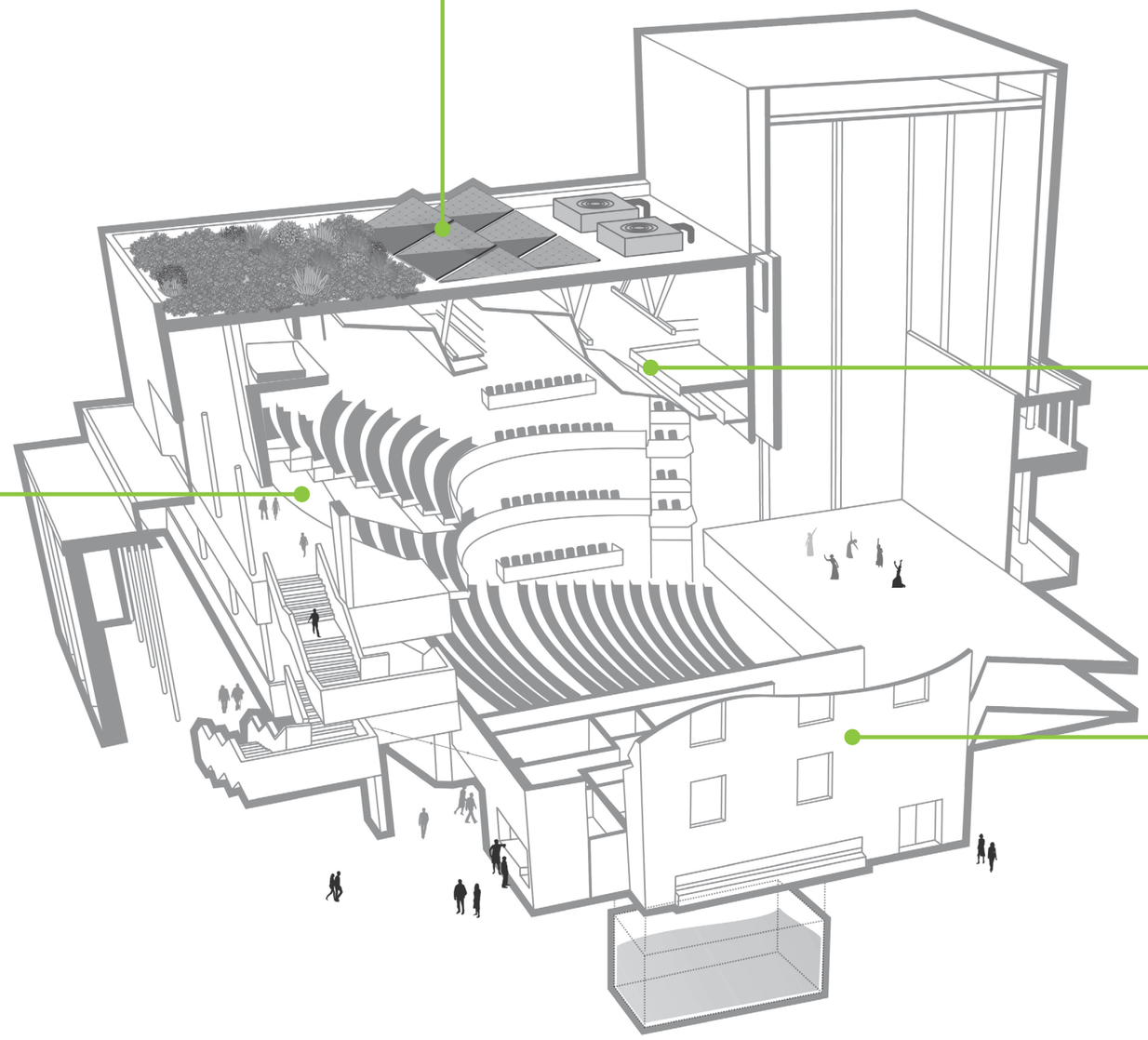
Efficiency (so you use less energy)

COOLING

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

LIGHTING

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



VENTILATION

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

OTHER SYSTEMS

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

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Renewables (make your own energy)

SOLAR PANELS

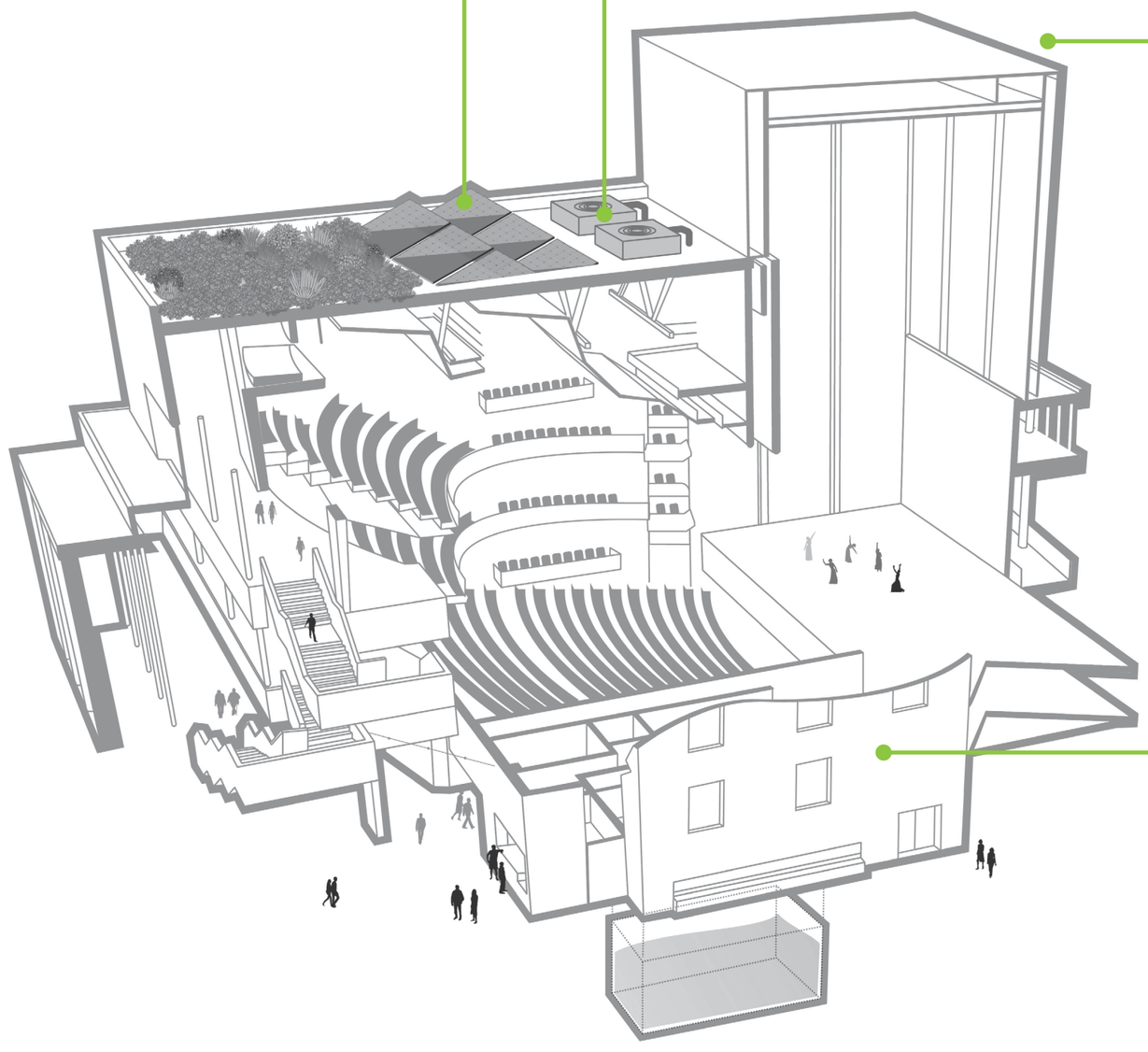
'PVs' and thermal panels work well on auditorium or back of house roofs

AIR SOURCE HEAT PUMPS

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

TURBINES

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



ELECTRICITY

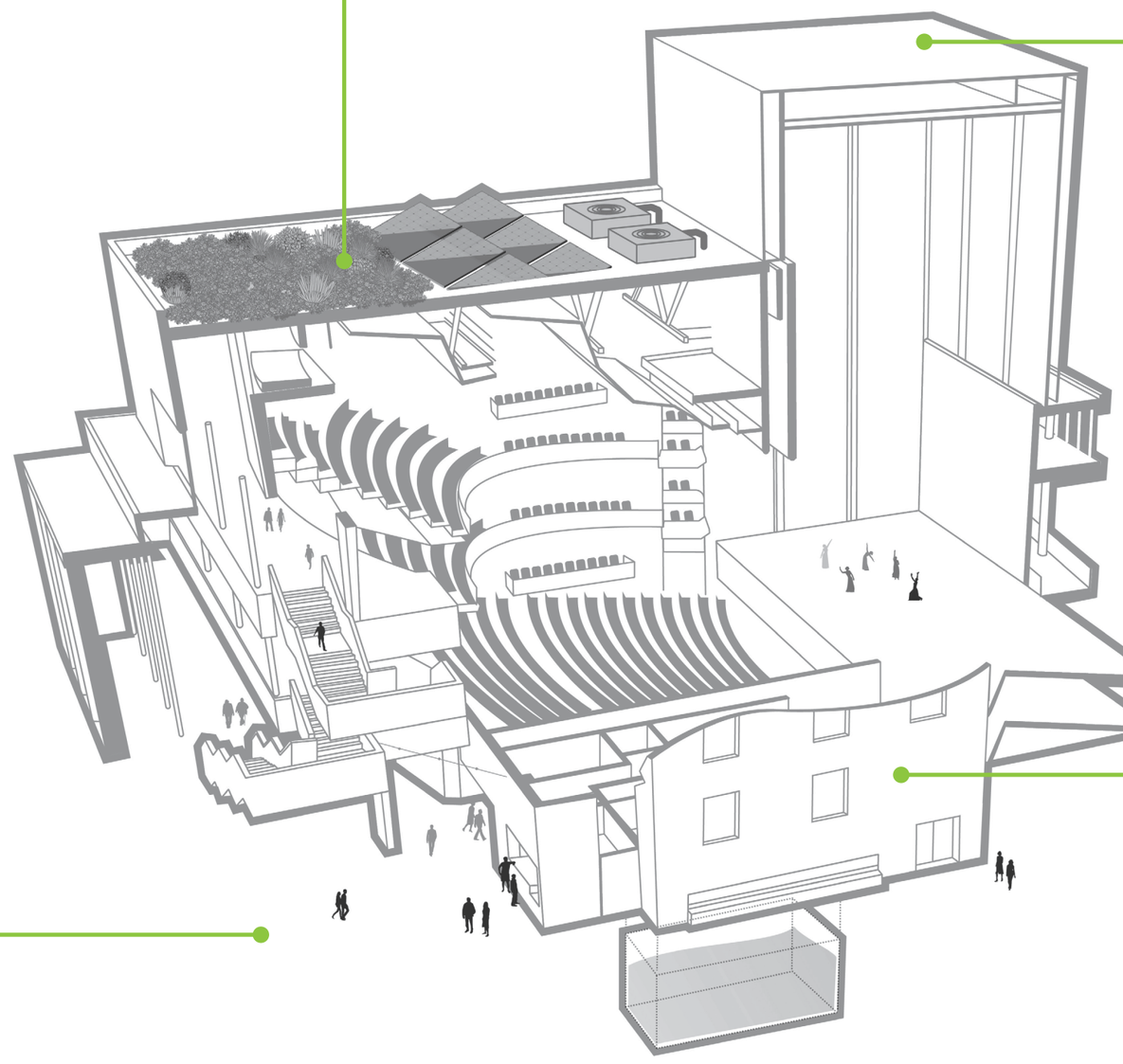
In some countries, electricity already comes from renewable sources.

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Support Biophilia

GREEN ROOFS

Planted roofs can support wellbeing as well as biodiversity.



RAINWATER

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

LOW-FLOW TAPS AND WCS

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

LANDSCAPE PLANTING

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

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Make a Sustainability Plan

	Basic	Intermediate	Advanced
Insulation	***Easy Wins***	***Maintenance Projects***	***Capital Projects***
Efficiency	• *Make a **Sustainability Plan**.* • *Carry out any **Easy Wins** that cost little and are easy to do.*	• *Get **Professional Advice**.* • *Carry out any **Maintenance Projects** you can do progressively each year with medium investment.*	• ***Build a Team** and plan long-term.* • *Carry out any **Capital Projects** that need financial investment and planning permissions*
Renewables			
Biophilia			

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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*

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Basic Building

*To reach **Basic** for your building:*

- *Make a **Sustainability Plan***
- *Put in hand 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? √, NO or N/A

• Prepare a Sustainability **PLAN**, identifying Easy Wins, Maintenance projects and Capital Projects	
• Gather **INFORMATION**. Record energy use monthly.	

Step 2 Insulation: so your building needs less energy

• Identify Easy Wins (if any) to insulate **ROOFS**, balconies and **WALLS**. Put them in hand and list next steps.	
• Identify Easy Wins (if any) to upgrade **DOORS** and **WINDOWS**. Put them in hand and list next steps.	

Step 3 Efficiency: so your building uses less energy

• Learn all you can about your **COOLING** system(s). Identify Easy Wins (e.g. better timers, thermostats and controls). Put them in hand 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). Put them in hand and list next steps.	
• Learn all you can about your **VENTILATION** system(s). Identify Easy Wins (e.g. better timers and CO2 detectors). Put them in hand and list next steps.	
• Learn all you can about **OTHER SYSTEMS** (lifts, servers, security, catering equipment, electrical appliances etc). Identify Easy Wins . Put them in hand 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.	

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Intermediate Building

*To reach **Intermediate** for your building:*

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

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

		Done? v, NO or N/A
Step 1	**Plan for a Sustainable Building**	
	• Develop the Sustainability **PLAN** with professional advice. Complete the Easy Wins and put in hand 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**. Put them in hand and list next steps.	
	• Identify Maintenance Projects (if any) to upgrade **DOORS** and **WINDOWS**. Put them in hand and list next steps.	
Step 3	**Efficiency: so your building uses less energy**	
	• Identify Maintenance Projects for your **COOLING** system(s), and put them in hand.	
	• Identify Maintenance Projects for your **LIGHTING** system(s), and put them in hand.	
	• Identify Maintenance Projects for your **HOT WATER** system(s), and put them in hand.	
	• Identify Maintenance Projects for your **VENTILATION** system(s), and put them in hand.	
	• Identify Maintenance Projects for your **OTHER SYSTEMS**, and put them in hand.	
Step 4	**Renewables: so you make your own energy**	
	• 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 from fossil fuels 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.	
	• Idenitify Maintenance Projects to reduce **WATER USE**, and put them in hand.	

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Advanced Building

*To reach **Advanced** for your building:*

- *Carry out a **Capital Project***

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

		Done? v, NO or N/A
Step 1	**Plan for a Sustainable Building**	
	• 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 **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 your own 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 from fossil fuels 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.	

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Go to BUILDINGS RESOURCES

for...

- ***Detailed Guidance***
- ***The Building Survey Tool and downloadable standards***
- ***Case studies***
- ***Toolkits***

Click here to go straight to ***Buildings Resources***

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How do I ***measure progress***?

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Self-certify using the Theatre Green Book standards

	Basic	Intermediate	Advanced
Sustainable Productions			
Sustainable Operations			
Sustainable Buildings			

Preliminary *THEATRE GREEN BOOK* → **Basic** *THEATRE GREEN BOOK* | **Intermediate** *THEATRE GREEN BOOK* | **Advanced** *THEATRE GREEN BOOK*

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How to Start :

*Make a **Commitment** to sustainability, with*

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

*Form a **Green Community** and develop a sustainability culture within your organisation*

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

• **COMMIT** to reducing your environmental impact, and starting the transition to net zero.	*It's essential to make sure your environmental commitment is clear to everyone.*	
• Establish a **GREEN COMMITTEE** 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.	*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.*	
• Agree an **ACTION PLAN** setting out the steps you need to reach the next Green Book stage, and a timescale to achieve it.	*You must be clear on the key actions needed to deliver measurable progress towards the environmental goal.*	
• Make a **DATA PLAN** to set out what you are going to measure and who is responsible.	*You need to be in a position to report and analyse your progress, to achieve each Green Book standard.*	
• Set a **COMMUNICATIONS PLAN** to explain how you will share your targets and achievements, involving staff, partners and audiences.	*Sustainability needs a cultural change. Good communication helps everyone share the challenge.*	

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To reach Basic:

- *All **Productions** target Basic and two thirds achieve it (only include 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 put in hand the Easy Wins in each area. (Include Easy Wins you have carried out in the past 5 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	

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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 put in hand the Maintenance Projects in each area. (Include Projects you have carried out in the past 5 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
Maintenance Project no. 1	
Maintenance Project no. 2	
Maintenance Project no. 3	
Maintenance Project no. 4	
Maintenance Project no. 5	
Maintenance Project no. 6	

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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	

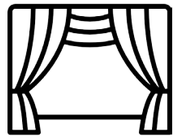
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How do I ***measure outcomes***?

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Assess your practice using the standards



Sustainable Productions

Basic
THEATRE GREEN BOOK



Sustainable Operations

Basic
THEATRE GREEN BOOK

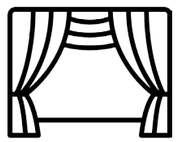


Sustainable Buildings

Basic
THEATRE GREEN BOOK

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Measure circularity and carbon using the tools



Sustainable Productions

Basic
THEATRE GREEN BOOK

%
reused / recycled

kgCO2e
new materials



Sustainable Operations

Basic
THEATRE GREEN BOOK

%
waste recycled

kgCO2e
travel



Sustainable Buildings

Basic
THEATRE GREEN BOOK

kgCO2e
building

kgCO2e
total

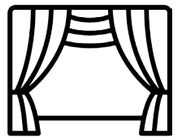
NOTE: 'kgCO2e' is 'kilograms of CO2 equivalent', a standard measure of carbon emissions.

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What tools do I need?

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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 ***Building*** resources

Certification

for…

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

Go to ***General*** resources

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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*

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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

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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.

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Next Steps

Next Steps

The Theatre Green Book is a living initiative. While this publication marks the First Edition of the Hong Kong adaptation, the international community continues to develop new resources, standard practices, and toolkits.

Stay Updated

To access the latest international updates, revised editions, and to download the complete suite of Excel-based support tools, including the Production Calculator, Operations Tracker, and Building Survey Tool. Please visit **The Theatre Green Book Official Website** www.theatregreenbook.com

Your Feedback Matters

This Hong Kong edition aims to reflect our unique production culture, supply chains, and teaching needs. As local practitioners use this text and share their findings, further localized versions will be adjusted to better serve our community.

We invite all producers, freelancers, venues, and theatre-makers to send comments, regional data, and feedback for future editions to the HKAPA Theatre Green Book Working Group: theatregreenbook@hkapa.edu

Theatre Green Book
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