



Helsinki City Theatre's

Climate Roadmap 2026–2030

We are living through a period of transition, in which climate change and biodiversity loss challenge the ways we live, make art and build the future. At Helsinki City Theatre, we want to offer our audiences high-quality and memorable experiences that also respect the limits of our planet.

To achieve this, we follow the international *Theatre Green Book* and use the EcoCompass environmental management system. This climate roadmap shows how we will reduce our emissions across all our activities – from energy use, procurement and production processes to audience travel – through creative solutions and sustainable ways of working.

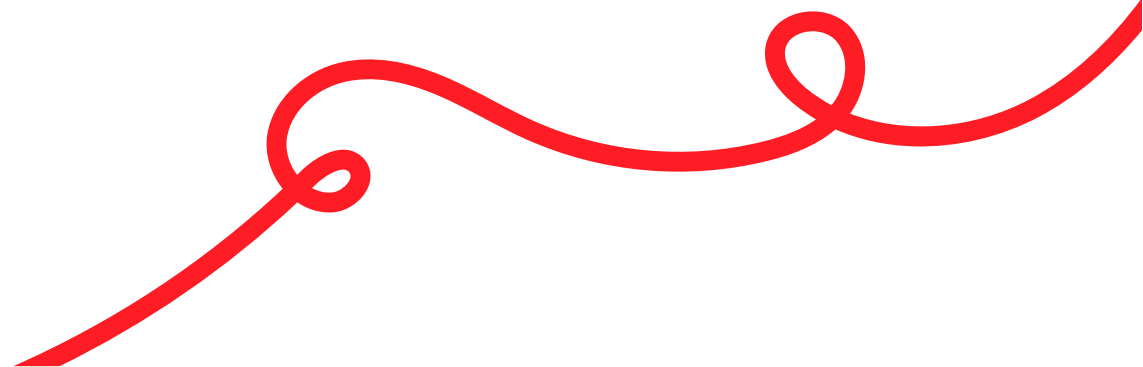
Our theatre's vision is to be **a pioneer in creating sustainable experiences**, and we hope that our climate roadmap will inspire Helsinki City Theatre's audiences, work community, partners and the wider cultural field to join in common climate action.

We believe that even greater experiences can be created with an ever smaller carbon footprint.

Welcome

To Helsinki City Theatre's climate roadmap.

The roadmap milestones extend to 2030. We will then refine our direction and continue the journey towards a smaller carbon footprint.



Principles of climate work at Helsinki City Theatre



Strong commitment

We calculate our carbon footprint every year and aim to achieve significant annual reductions.

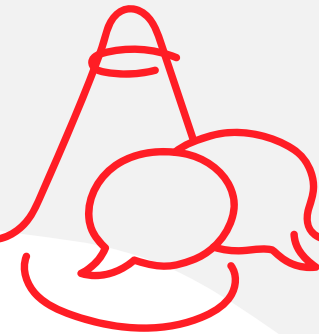
The Theatre Green Book and *EcoCompass* support us in setting targets and defining actions.



Genuine impact

We challenge, constantly learn and change our ways of operating.

We invest in climate and environmental expertise together with our staff and partners.



Open collaboration

We share, communicate, ask questions, challenge and encourage.

We seek out international best practices and influence the entire theatre sector in Finland.



PART 1

Drivers of change

In the first part of the climate roadmap, we describe where we are starting from and where our emissions come from. Calculating our emissions helps us target our actions where they have the greatest impact.

IN THIS PART

HOW ARE EMISSIONS CALCULATED?

THE THEATRE'S CARBON FOOTPRINT

DISTRIBUTION OF EMISSIONS

EMISSIONS PER EXPERIENCE

ONE VISITOR, BIG AUDIENCE

How are emissions calculated?

We calculate greenhouse gas emissions in accordance with the established **GHG Protocol (Greenhouse Gas Protocol)**, in which emissions are divided into three categories:

- **Scope 1** direct emissions from own operations
- **Scope 2** indirect emissions from purchased energy
- **Scope 3** other indirect emissions from the value chain

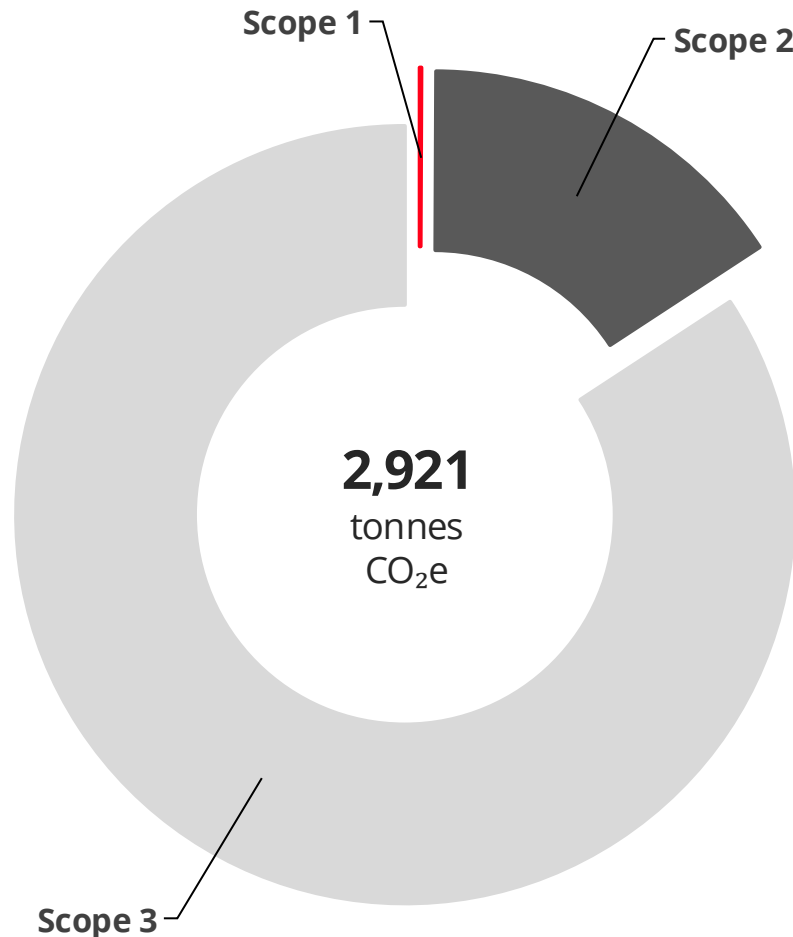
In the theatre's climate work, we examine our emissions across three areas according to *the Theatre Green Book*:

- Sustainable buildings
- Sustainable productions
- Sustainable operations

We present these in more detail in Part 2.



Our carbon footprint: 2,921 tonnes CO₂e (2024)



Emissions were distributed as follows, in accordance to the GHG Protocol:

● **0.07%**

Direct emissions from the theatre's own operations are marginal, as we do not own vehicles or produce energy using fuels. Our only own energy production is electricity generated by solar panels, which causes no emissions during use. (scope 1)

● **15.7%**

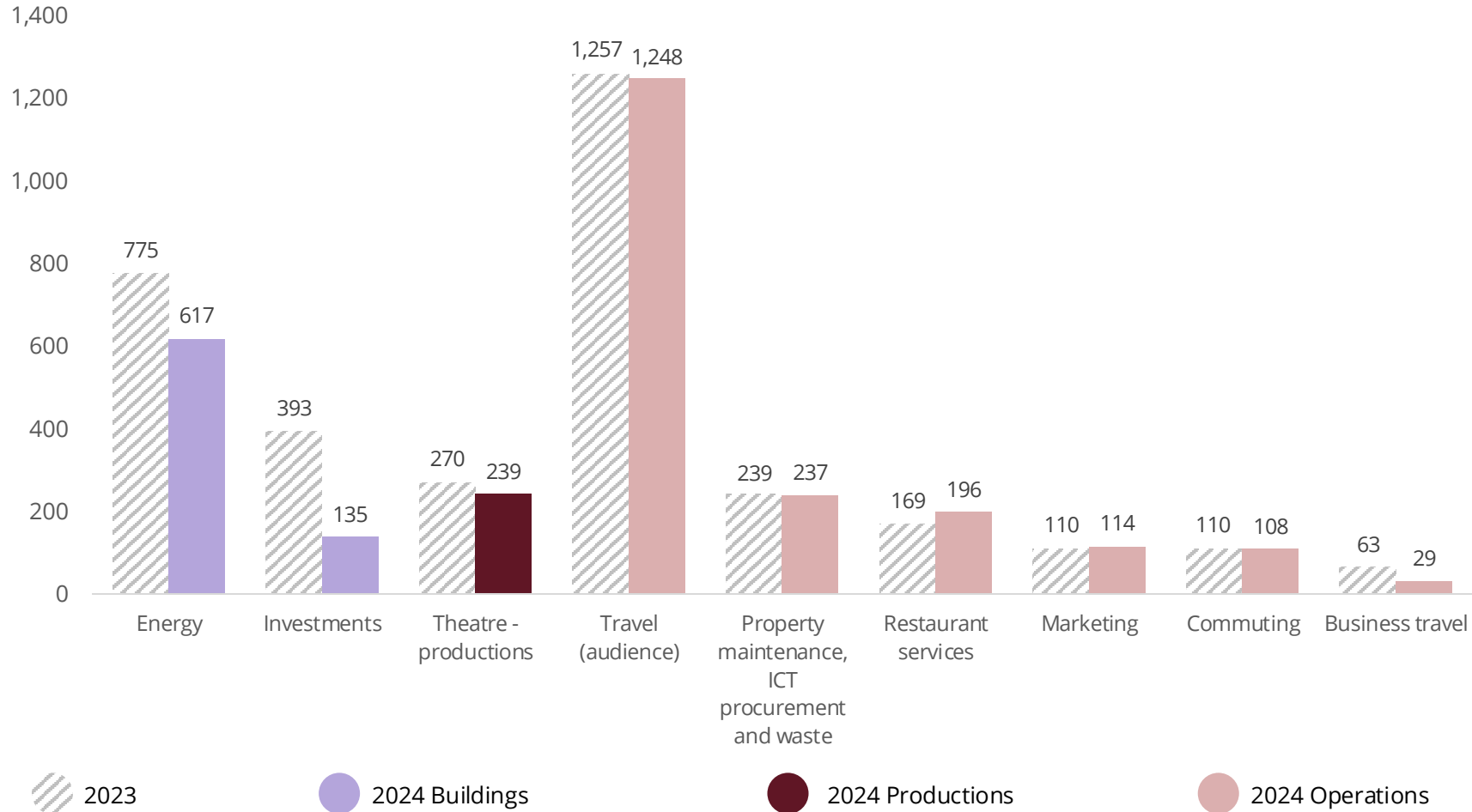
Of the indirect emissions from the generation of purchased energy, 92% come from district heating. These emissions will decrease as our energy supplier Helen aims to transition to zero-emission production methods by 2030. (scope 2)

● **84.2%**

All other emissions in our value chain, such as procurement of goods and services, audience travel, employee travel and waste, account for almost 85% of our total emissions. Although these emissions do not arise directly from our own operations, we can still influence them. (scope 3)

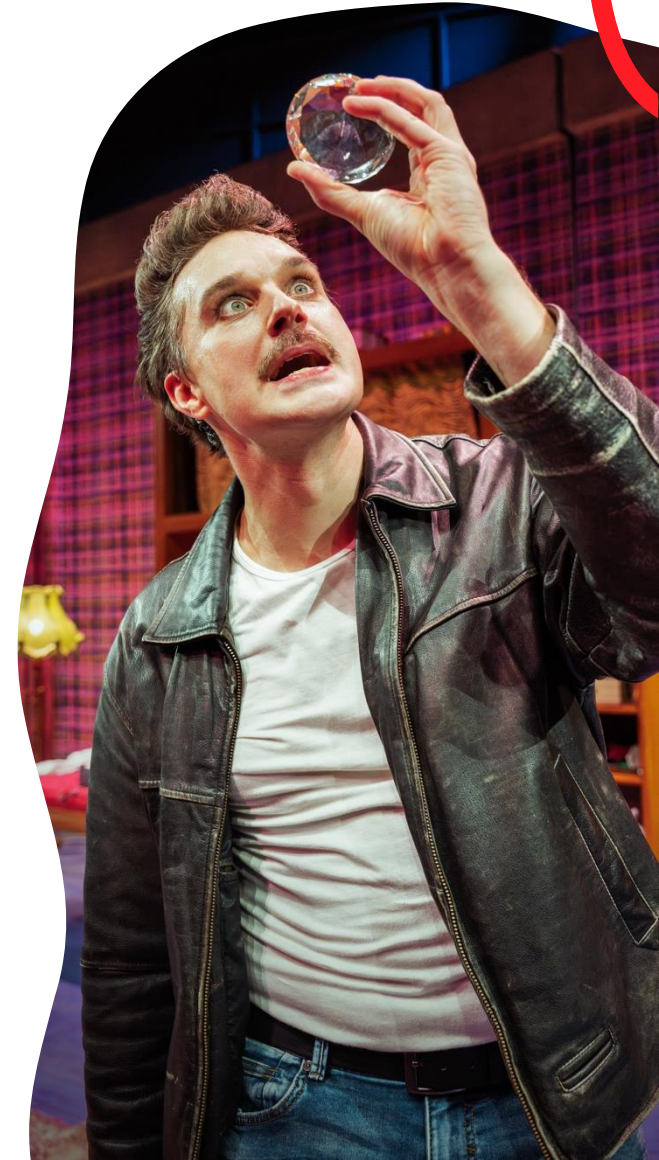
We calculate our carbon footprint annually. These figures are for 2024. In 2023, emissions were 3,387 t. The calculation includes all our locations and activities, excluding emissions from goods transport.

Distribution of emissions by area



Emission distribution, t CO₂e, 2024

These figures are results from Helsinki City Theatre's emissions calculation for 2024.



What makes up the emissions of an experience?



Welcome to the theatre!

Soft light through the glass wall. Across the threshold into culture, an experience awaits. How wonderful that you wanted to come to us!

Helsinki City Theatre operates in four different buildings around the city. **Energy accounted for 21%, property maintenance for 8% and investments in buildings for 5%** of total emissions. **Marketing accounted for 4%.**



The performance begins

The performers and technical team are ready to start, creative minds on stage. We have prepared everything for you, please take a seat.

Procurement needed for theatre productions, **such as materials and equipment, accounted for 8%** of total emissions.



During the interval

Rows of cups and napkins set a refined mood. A small bite and sparkling wine before the show continues.

Emissions related to restaurant services accounted for 7% of total emissions.



Thank you, see you again!

Still immersed in the story, now heading home richer for the experience. We hope to see you again soon.

Of total emissions, **42% were caused by audience travel to the experience**, and **staff commuting and business travel accounted for 5%.**

One visitor, big audience

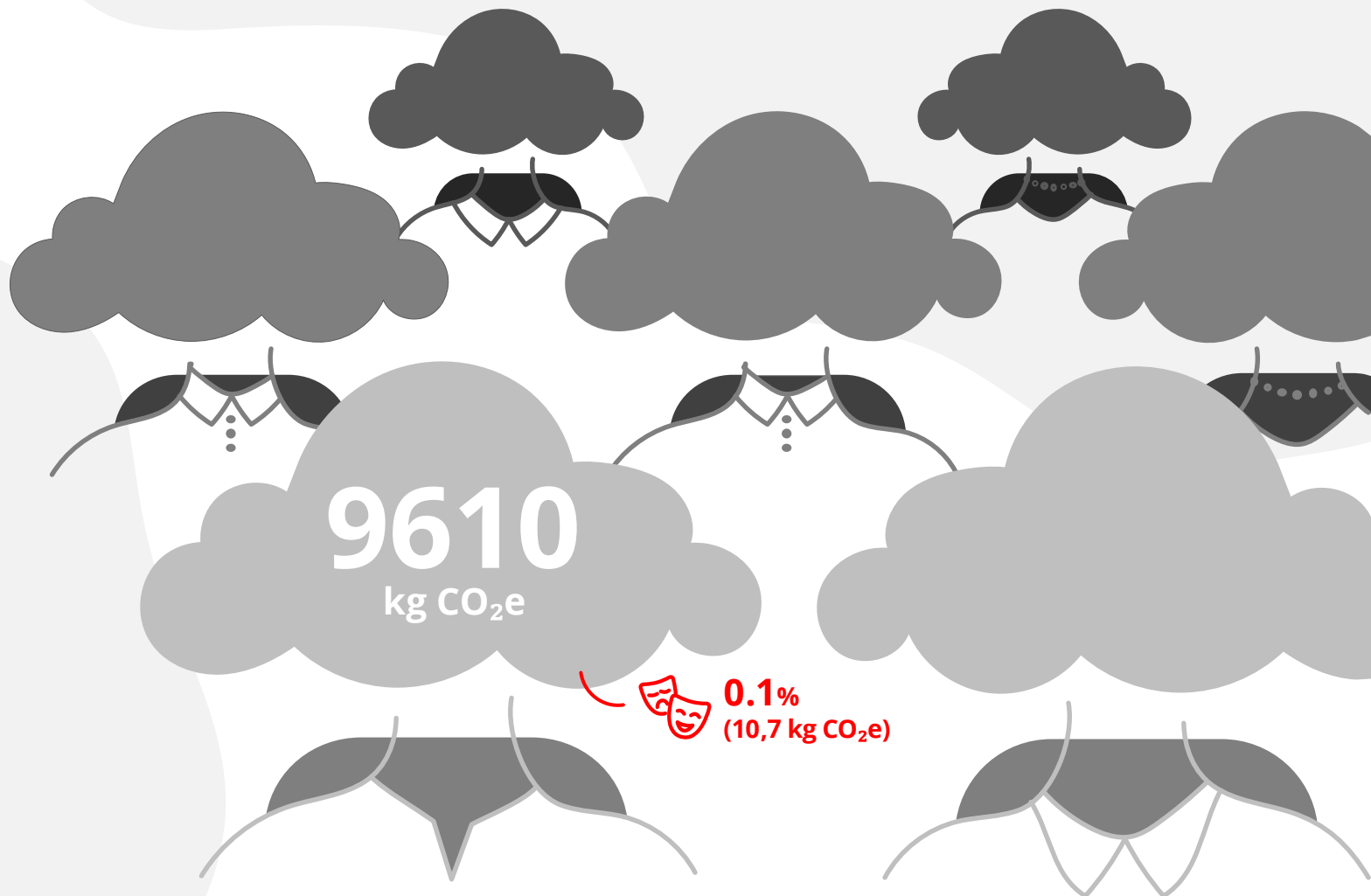
The emissions figure relative to visitor numbers helps us understand emissions in relation to the volume of our activities – that is, what emissions mean from the perspective of our core task: the experience produced for the audience.

The emissions of one theatre visit were 10.7 kg CO₂e at Helsinki City Theatre in 2024.

Is 10.7 kg CO₂e a lot or a little?

Let's compare this with the average Finn's annual carbon footprint, which is **9,610 kg CO₂e***.

So if you visit the theatre once a year, the emissions of one visit are **about 0.1%** of your annual carbon footprint – only a tiny slice of your total emissions.



*Sitra 2023: <https://www.sitra.fi/artikkelit/keskivertosuomalaisen-hiiilijalanjalki/>

**Real
opportunity
to create a
significant
impact on the
sector's
emissions.**



Performing arts in Finland attracted about 3.5 million visitors in 2024. If the 10.7 kg CO₂e per visit applied across the sector, we can estimate an indicative total for the country. Total emissions from performing arts in Finland would amount to 37,450,000 kg CO₂e. This means there are millions of visits, each an opportunity to reduce emissions. Together, the sector can drive meaningful change.



PART 2

Stages of change and goals

In the second part, we describe what we intend to do in order to move decisively towards lower emissions. The actions extend to 2030, when we will refine our direction and continue the journey.

For us, sustainability is not a constraint but a source of creativity.

IN THIS PART

THEATRE GREEN BOOK AS A TOOL

MILESTONES TOWARDS LOWER EMISSIONS

ACTIONS BY AREA:
BUILDINGS | PRODUCTIONS | OPERATIONS

The international *Theatre Green Book* as a tool for climate work

The Theatre Green Book is a sustainability guide and collaboration network created for the theatre sector, supporting a transition towards more ecologically sustainable operations. *The Theatre Green Book* serves as an everyday tool that helps embed sustainability into the theatre's daily practices, decision-making and long-term development.

The guidance is built around three areas: **sustainable buildings, sustainable productions and sustainable operations**. Each area includes clear actions and criteria that organisations can use to assess their current state and progress towards net zero step by step and realistically.

Theatre Green Book
making theatre sustainable

Other principles guiding our climate work

Helsinki City Theatre is a subsidiary of the City of Helsinki, and we follow the city's sustainability targets.



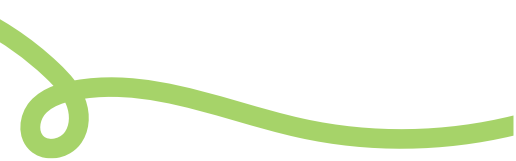
We use the EcoCompass environmental management system, which guides us in reducing our environmental load and monitoring our impacts.



Of the UN Sustainable Development Goals, the most relevant to our operations are clean energy, sustainable communities, responsible consumption and climate action.

Following the Theatre Green Book

From Basic to Advanced



BASIC

INTERMEDIATE

ADVANCED

SUSTAINABLE BUILDINGS

In theatre buildings, the key issues are energy efficiency and the use of renewable energy. Other important areas include reducing water consumption, supporting biodiversity, and regular maintenance of systems and structures.

A sustainability plan has been prepared.

Easy improvements have been implemented.

The sustainability plan has been put into practice.

Identified maintenance projects have been completed.

Investment projects that advance sustainability have been completed.

SUSTAINABLE PRODUCTIONS

Moving from linear consumption towards a **circular economy** reduces the environmental impacts of productions. This means reusing and recycling materials, favouring sustainable procurement, reducing transport and waste, and avoiding harmful chemicals.

At least **50%** of materials used in productions must be previously used or made from recycled materials.

At the end of the production, **65%** must be reused or recycled.

At least **60%** of materials used in productions must be previously used or made from recycled materials.

At the end of the production, **70%** must be reused or recycled.

At least **75%** of materials used in productions must be previously used or made from recycled materials.

At the end of the production, **80%** must be reused or recycled.

SUSTAINABLE OPERATIONS

Daily theatre operations have a decisive effect on climate impact. The focus is on **management and communication, training and expertise, marketing, restaurant services, information technology, property and waste management, mobility, transport, and procurement.**

Actions that promote sustainability are progressing in all areas and new practices are becoming established in daily work.

Emissions have been reduced in all areas.

25% of staff have completed environmental training tailored to the theatre sector.

Environmental impacts have been minimised in every way.

75% of staff have completed environmental training tailored to the theatre sector.



**Our aim is to reduce emissions
across all our activities
as much as possible**



2028

The Theatre Green Book
Basic standard
achieved in all areas.



2030

The Theatre Green Book
Intermediate standard
achieved in all areas.



2035

The Theatre Green Book
Advanced standard
achieved in all areas.



2040

We are as close to
net zero as possible.

***Net zero** means a situation in which greenhouse gas emissions are reduced as close to zero as possible, and any remaining emissions are neutralised so that the overall impact on the climate is genuinely zero.*

Sustainable buildings

Theatre buildings create the framework for our work, supporting our performances, rehearsals and encounters. Emissions from buildings can be minimised through wise energy solutions, investments that improve building energy efficiency, and thoughtful maintenance.

The largest source of emissions from our buildings is energy use. Most of our energy emissions come from district heating, as 96% of our electricity is emission-free wind power. The energy audit of the Ensi linja property carried out in 2023 did not identify significant new measures to improve energy efficiency. Our building-related investments, such as lighting upgrades, vary from year to year.

Emissions from our buildings were 752 tonnes CO₂e (2024)

This was 25% of our total emissions



Climate actions we have previously implemented or started

2024

The theatre's own solar power plant was built to produce energy for the Ensi linja property.

2023

An energy audit was carried out at the Ensi linja property. LED performance lighting was introduced on the Big Stage.

2021

The Ensi linja property switched to wind electricity.

2017

LED lighting was widely introduced as part of the renovation of the Ensi linja property.

The biodiversity of the Ensi linja property's courtyard areas was increased with plantings, and a bee colony was placed on the roof of the property.

Sustainable buildings

HOW WE WILL REDUCE BUILDING EMISSIONS BY 2030

Zero-emission energy

- Most of our electricity consumption (96%) is already produced without emissions. By 2028, all electricity used by the theatre will be emission-free.
- We reduce heating emissions in line with the green transition of our supplier Helen's district heating. As Helen gradually moves to zero-emission district heat production, our district heating emissions will decrease significantly by 2030.
- We maintain our own solar power plant, which produces about 5% of the Ensi linja property's electricity consumption.

Smart energy use

- We use building automation as a tool for energy efficiency. We control heating, cooling and lighting.
- We monitor energy and water consumption. We react to deviations and investigate their causes.
- We will renew the energy audit of the Ensi linja property in 2027. At that time, together with external experts, we will assess possible new measures and investments to improve energy efficiency. We will also assess energy efficiency measures for other stages.

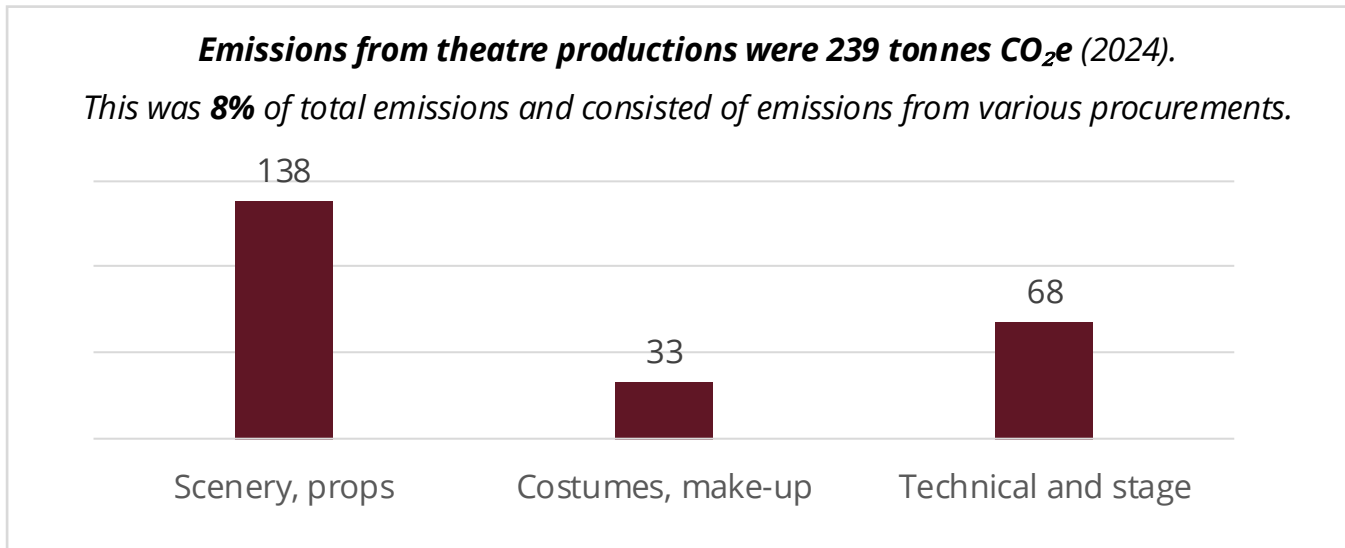
Climate resilience of buildings

- We prepare for the impacts of climate change in buildings through maintenance and repairs, and by ensuring safe and thermally comfortable spaces for users.

Sustainable productions

Theatre productions are the heart of our work – they become performances and experiences that audiences come to see and experience. We believe that sustainability and environmental responsibility do not restrict creativity but serve as its source.

Key ways to reduce emissions from productions are **reuse, extending the lifecycle of technical equipment, and sustainable procurement.**



Climate actions we have previously implemented or started

2025

The Theatre Green Book Basic standard target was included in production contracts.

Environmental responsibility was added to the guidelines for directors and artistic designers.

Calculators for the reuse rate of scenery, costumes and props were developed and introduced as part of the production process.

2024

Pilot productions *Uusi Eden* and *Sinun, Margot* were carried out with the aim of meeting *the Theatre Green Book* Basic standard.

A project to develop inventory management and systematic maintenance was launched.

2020

Technical design was established as a resource to develop scenery structures, safety and recyclability.

2017

As part of the renovation of the *Ensi linja* property, costume and props storage was organised to enable the circular economy.

Sustainable productions

HOW WE WILL REDUCE PRODUCTION EMISSIONS BY 2030

Sustainable planning and production

- We engage directors and artistic designers with *the Theatre Green Book* through training and induction.
- We operate in accordance with *the Theatre Green Book*.

Sustainable materials and supplier collaboration

- In technical decisions, costumes, make-up and props, we invest in sustainable materials, maintenance and recycling.
- We extend the lifecycle of technical equipment by investing in systematic maintenance and repair.
- We will prepare a materials guide to support understanding and selecting materials based on their emissions and environmental impacts.
- We develop procurement principles and expertise.

Circular economy solutions

- We organise and digitalise the theatre's own storage facilities to enable efficient inventory management and a circular economy.
- We will establish the role of a circular economy and inventory manager.
- We develop and provide new kinds of modular components and set design solutions.
- We use artificial intelligence, 3D technology and robotics for more efficient material use and management, and to promote the circular economy.

Collaboration and partnerships

- We will conduct a materials survey with current and potential new suppliers. We seek out and use future environmentally friendly materials and manufacturing methods.
- We will carry out co-productions with other theatres.
- We invite operators in the field together — to seminars, panel discussions and events where shared environmental work is built.

Sustainable operations

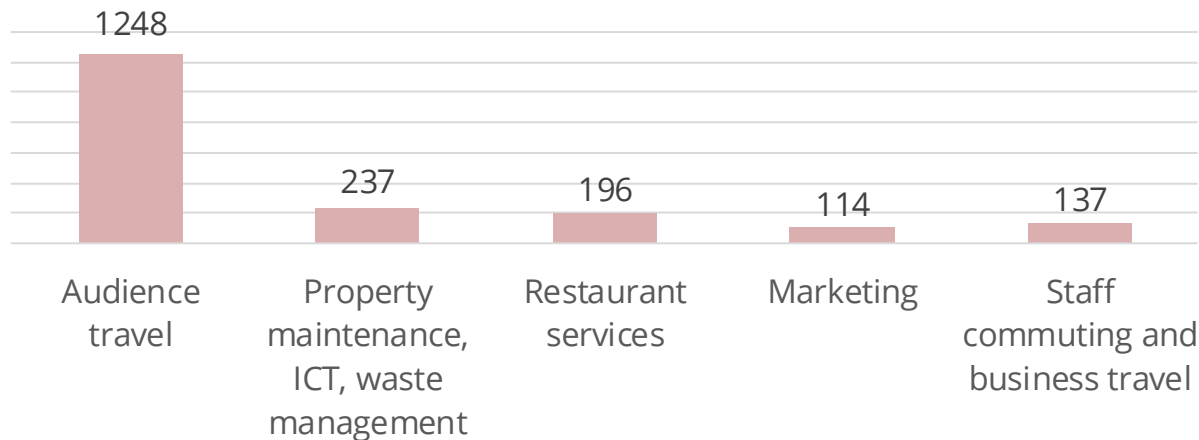
Sustainability is built above all through everyday choices – how we travel, plan, procure and use, and how we encourage and help audiences make sustainable choices.

Everyone's contribution and our shared practices form the foundation for sustainable theatre experiences.

Everyday choices matter greatly when daily decisions form a larger whole. A significant source of emissions is audience and staff travel. This is an excellent example of a source of emissions that each of us can influence through everyday choices.

Emissions from theatre operations were 1,931 tonnes CO₂e (2024)

*This was **66%** of our total emissions.*



Climate actions we have previously implemented or started

2025

Staff were offered an HSL commuter ticket as an employee benefit.

2024

The EcoCompass environmental management system passed its renewal audit.

GHG emissions were calculated in accordance with the GHG Protocol.

Information on audience travel was collected as part of a customer survey.

Paper use was reduced by introducing digital programmes.

2023

The Theatre Green Book was translated into Finnish in collaboration with the Association of Finnish Theatres and the Finnish National Opera and Ballet.

An environmental management development project was launched, and a project manager was recruited for the project.

Greenhouse gas emissions were calculated for the first time in accordance with the GHG Protocol.

Charging points for audience and staff electric cars were expanded.

The use of cleaning chemicals was reduced by installing a pure water system.

2022

ICT equipment procurement began with leasing agreements.

2021

The theatre was awarded the EcoCompass environmental certificate.

Sustainable operations

HOW WE WILL REDUCE OPERATIONS EMISSIONS BY 2030 1 / 2

Sustainable mobility

- We will launch *the Ticket to Sustainable Culture* -project aimed at sustainable audience travel in 2026.
- We collaborate with public transport service providers to promote sustainable audience travel.
- We encourage audiences to choose sustainable transport through communication and rewards. We make emission impacts visible and provide information on low-carbon modes of transport. We monitor the travel modes of our audience.
- We make business trips with consideration.
- We improve the conditions for bicycle commuting with a new bicycle parking area.

Everyday practices

- We will explore ways to reduce the amount of waste and raise the recycling rate together with our partners.
- We reduce the use of printed materials in operations and marketing.
- We will explore more responsible and lower-emission ways of working with service providers (maintenance, repairs, cleaning, security, foyer services).

Sustainable operations

HOW WE WILL REDUCE OPERATIONS EMISSIONS BY 2030 2 / 2

Restaurant services

- We procure ingredients for restaurant services emphasising domestic and seasonal products, increase plant-based options and reduce food waste.
- We improve the visibility of responsible choices through campaigns.
- We will start offering only vegetarian options at business, staff and marketing meetings.

Leading climate work

- We will establish a sustainability committee to coordinate monitoring of the climate roadmap targets, development measures and reporting.
- We will prepare a sustainability communications plan to ensure consistent communication.
- We ensure the smooth implementation of annual emissions calculation and invest in continuously improving the quality of the calculation together with our suppliers. We include emissions from goods transport in emissions calculation.
- We will explore opportunities to neutralise emissions that we cannot reduce.
- We audit the EcoCompass environmental management system every three years.

Responsible ways of working

- We introduce environmental criteria in procurement, tendering and contracts.
- We strengthen staff sustainability expertise through training and practical learning opportunities.
- We will assess the environmental impacts of the AI applications we use and minimise them.



PART 3

Leading change

In the third part, we describe how we will make change happen. It requires everyone's commitment, but someone must lead the change. We take that responsibility.

IN THIS PART

CHANGE MANAGEMENT IN CLIMATE WORK

CHANGE REQUIRES A NEW WAY OF THINKING

Change management in climate work

Sustainable change happens when an organisation develops its operations comprehensively and involves all staff. This slide brings together the key principles for starting climate work and embedding it into daily life. The central aim is to offer high-quality and memorable experiences that also respect the limits of our planet.

Leading sustainability work

Climate work succeeds when an organisation chooses an environmental system that suits it (such as *the Theatre Green Book* or *EcoCompass*) and creates clear roles, metrics and responsibilities. Management shows the direction and ensures that climate targets are linked to strategy and decision-making.

Annual emissions calculation

Regular and transparent emissions calculation provides an understanding of the current state, enables concrete targets to be set and makes progress visible. Calculation is the foundation of change management: what is not measured cannot be managed.

Renewing processes and ways of working

The organisation's key processes – especially the production process – are renewed to support climate targets. Bold experiments and pilot projects make it possible to test new ways of working before wider adoption. Environmental matters are made a fixed part of structures, such as regular meetings.

Strengthening the circular economy and responsible procurement

Circular economy thinking and effective equipment management practices reduce waste and extend the lifecycle of materials and equipment. Opportunities for effective partnerships in co-productions and resource sharing are explored. Responsible procurement guides the entire value chain to make climate-wise choices.

Building expertise and external support

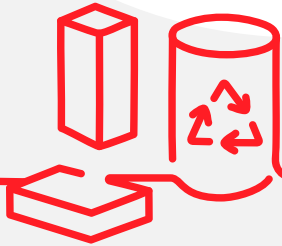
Staff are provided with training, clear guidelines and support for everyday decisions. When needed, external partners and climate experts are used so that the organisation has up-to-date and independent expertise.

Open communication and audience engagement

Progress is communicated regularly and openly so that climate work remains visible and understandable. Sustainable change grows from the community. When audiences are invited to make responsible choices, the impact multiplies.

Whatever the change is, it requires action. Action begins when we learn to think differently and seize new ideas and opportunities. **What change could you make?**

Change requires a new way of thinking



Could I design with recycled materials?

The theatre's staff play a key role in implementing the measures in the climate roadmap. Their professional skill and creativity are needed so that we can find responsible ways to produce high-quality art.



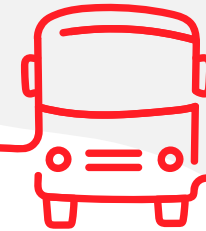
Could I choose the vegan option?

The theatre has many service providers, providing for example restaurant services. Choices are made on both sides: what is offered, what is bought? We can spur one another towards more impactful choices and emissions reductions.




Could I learn from other organisations?

Helsinki City Theatre is only one actor in the performing arts. We want to share what we have learned with other operators, and in return learn from them. Together, we have a responsibility to change the whole sector.



Could I take public transport instead of my own car?

Travelling to the theatre is one of the largest sources of emissions. Both staff and audiences can reduce emissions by considering their choices and, where possible, choosing public transport, carpooling or active travel instead of using a private car.



***“ Let us not waste our time in idle discourse!
Let us do something, while we have the chance!***

Samuel Beckett - Waiting for Godot