

## **Appendix 11, Business Plan**

### **Philharmonia Orchestra Limited**

#### **ENVIRONMENTAL POLICY 2018-22**

**OUR MISSION IS TO CREATE THRILLING MUSICAL EXPERIENCES.**

**OUR VISION IS THAT THE PHILHARMONIA ORCHESTRA, LIVE AND DIGITALLY, WILL HAVE A TRANSFORMATIVE IMPACT ON THE  
WIDEST POSSIBLE AUDIENCE.**

## **1. Introduction**

The Philharmonia is committed fully to its responsibility for minimising the environmental impact of our operations year on year. This will be implemented by our Environmental Action Plan, and measured by an annual environmental audit. The Philharmonia's aim is to reduce carbon emissions long-term and implement sustainable working across our output. We will initiate many short-term initiatives to engage stakeholders and staff with the environmental issues that we face as a national and international touring company and how we will address our impact, how we determine the environmental sustainability expectations we have of the venues we visit across the UK and internationally, and how this policy intersects with the artists we work with.

Philharmonia's Green Team implements environmental initiatives and raises awareness of sustainability, both within the company and beyond. The Green Team comprises representatives from all departments and includes members of the Senior Management Team. The Green Team meets quarterly to action the Environmental Action Plan and reports informally to a Council of Management member responsible for sustainability.

While our commitment to reducing our carbon footprint is paramount, we acknowledge that as a small team with stretched resources and a significant national and international touring schedule, that there are some limitations and restrictions to our sustainability commitment, which will be outlined in our policy below.

## **2. Our business**

The Philharmonia Orchestra is a world-class symphony orchestra for the 21<sup>st</sup> century. Led by its Principal Conductor and Artistic Advisor Esa-Pekka Salonen, the Philharmonia has a pioneering approach to the role of the modern-day symphony orchestra, reaching new audiences and participants through audience development, digital technology and learning and participation programmes. Based in London, but with residencies in cities throughout England and a thriving international touring programme and global digital reach, the Philharmonia engages with a world-wide audience. To respond fully to our claim of being a 21<sup>st</sup> century orchestra, it is vital that a commitment to reducing our environmental impact remains at the forefront of our operations.

### **2.1 Who makes up our team?**

The Philharmonia is a self-governed orchestra led by the Council of Management who hold overall strategic responsibility for this Policy and accompanying Action Plan. Resident at Southbank Centre's Royal Festival Hall, London with our own offices at 6 Chancel Street, SE1 0UX, our organisation is made up of c. 75 freelance player members and c.40 administrative staff, alongside Principal Conductor Esa-Pekka Salonen and two Principal Guest Conductors, Jakub Hrůša and Santtu-Matias Rouvali.

Our stakeholders include concert venues nationally and internationally, donors, artist agencies, partner arts organisations, HEI institutions, schools, community groups, freelance staff and visiting artists.

## **2.2 Why this policy?**

We are committed to reducing the negative environmental impact of our business to:

- Respond to compliance as an Arts Council England National Portfolio Organisation;
- Benefit from the cost savings that compliance brings;
- Enhance the organisation's reputation;
- Translate and acknowledge our artistic responsibility to address these 21<sup>st</sup> century issues onto the concert platform.

### **2.2.1 Why: our artistic response to sustainability**

Our Principal Conductor and Artistic Advisor, Esa-Pekka Salonen, has a passion for environmental issues (he is also Artistic Director and co-founder of the annual Baltic Sea Festival which invites celebrated artists to promote unity and ecological awareness among the countries around the Baltic Sea) and we will work with him to make artistic statements linking to sustainability issues within our concert programming.

## **3. Our Impact**

The Philharmonia is committed to reducing the negative environmental impact of our activities, in particularly those relating to office waste and energy consumption, business travel, staff commuting and business services.

As a touring orchestra, much of our environmental impact relates to concert touring nationally and internationally, including orchestra and artist travel, instrument transport (including freight) and the impact of the venues where we perform, rehearse and store our equipment.

Our environmental impact is further felt through the regional location-based work of our digital and education programmes.

## **4. Our Commitment**

We are committed to understanding, measuring and improving our environmental performance and engaging staff at all levels and across departments in the following areas:

#### **4.1 Reducing energy usage and building emissions.**

We own and run our own office building at 6 Chancel Street, London, SE1 0UX. We will identify and implement actions to reduce our energy usage and building emissions within the office.

#### **4.2 Reducing environmental impact of travel.**

As a national and international touring orchestra, we are committed to reducing the environmental impact of business travel and commuting and production and touring, for example encouraging the use of Skype and conference calls and zero or low-carbon travel modes such as walking, cycling, public transport and lift sharing. We will measure our business, production and touring travel for freight, touring party, players and artists to benchmark our environmental impact.

#### **4.3 Reducing waste to landfill and increasing waste to re-use and recycling.**

We are committed to reducing waste to landfill and increasing waste to re-use and recycling, particularly within the office over which we have direct control, but also for our productions, digital and education projects, working with local partners to achieve this.

#### **4.4 Green procurement of suppliers and services.**

We commit to integrating environmental and ethical considerations when choosing suppliers and services for our business operations especially stationery and office sundries, equipment, furniture, cleaning and production procurement.

#### **4.5 Communicating with and engaging staff, players and external stakeholders.**

We will communicate our Environmental Policy to staff, players and external stakeholders and encourage engagement with the Policy throughout the company. We also will ensure that all partners and artists we work with are aware of our commitment to environmental sustainability. The Green Team will continue to meet quarterly and we will publish the Environmental Policy on our website. Our environmental efforts will be communicated to the wider organisation at regular whole office meetings and communicated to our players at Council of Management and orchestra meetings.

A large part of our environmental impact surrounds the venues with whom we work and where we perform. We recognise that although we do not have direct control over these venues, we will aim to understand, improve and communicate our environmental performance within these venues and use this policy as an opportunity to open conversations about environmental sustainability with our partner venues, encouraging best practice in this area.

**5 Limitations of Green Policy**

We acknowledge that as a touring orchestra, domestic and international travel is an unavoidable part of our work. However, through reporting on our travel habits we hope to benchmark our carbon footprint for travel and make improvements where possible.

We have decided not to measure our impact of our truck and digital equipment storage units in Croydon and Ipswich. These buildings are not managed by the Philharmonia and are shared with other organisations, which we are unable to have a direct influence over. In addition, as a small organisation with limited resources, our capacity to successfully measure their impact is restricted.

**6 Performance review**

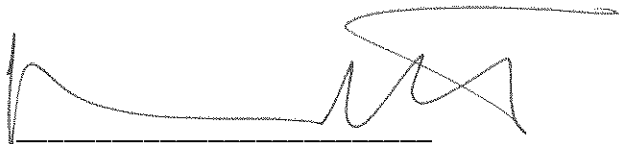
This Policy is reviewed on an annual basis by the Council of Management, and monitored and updated as and when necessary by the Green Team. The policy is supported by an Environmental Action Plan, also monitored, reviewed and updated on a quarterly basis by the Green Team, and reviewed and approved annually by the Council of Management. Following the first-year review of this policy, aspirational targets will be set to reduce emissions.

**7 Endorsement**

This Policy is endorsed by the Council of Management and Managing Director:



Michael Fuller, Representative for Environmental Sustainability, Council of Management  
12 October 2017



Helen Spratt, Managing Director  
12 October 2017

