



## Sustainability Strategy

### Executive Summary

TJAC recognises that human activity is causing rapid changes to our climate and damaging the world's ecosystems, as evidenced by both the data and the suffering of people affected around the world, particularly those in the global south. As this catastrophe worsens, we aim to work in a way that minimises our carbon output while working to the aims laid out in our Manifesto.

Importantly, beyond reducing our carbon footprint, recycling and using less energy, we see sustainability as relevant to every level of our work: from the stories we tell, to the artists we collaborate with; from the diversity of our team to the places we tour. We define sustainability, in line with the [UN's sustainable development goals](#), as a multifaceted approach to contributing to a fairer, more prosperous, safer planet now and in the future.

We have aligned our Manifesto to these goals and outlined in the strategy below how we build these goals into our work. Our Environmental Action Plan outlines the steps we will take to minimise the environmental impact of our work.

TJAC is a company in a period of growth. Our emphasis is currently on embedding sustainable growth into practice and planning. As a smaller, agile organization, we are not burdened by the limitations that larger, building-based entities might face.

We are committed to work collaboratively with our Green Team, artists, partners and colleagues across the sector, to effect positive outcomes wherever we can and to reduce our environmental impact, helping to contribute to a better environment, globally.

**Version Control – Review Period - Annually**

## Our Aims

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| <b>Build a Culture of Sustainability</b>     | Cultivating a working environment that prioritises asking questions, challenging old ways of working, evaluating how we do things and seeking solutions. We want people to be ambitious, try new things, be accountable, to learn and find ways forward together.<br>We will prioritise capacity-building, regular check ins and training, through our Green Team.                                                                  |
| <b>Reduce Environmental Impact</b>           | Implementing measures to minimise the environmental impact of operations, productions, and events. We will delegate a sustainability lead for every project. Their job will be to work as a critical friend for the team – challenging them to find sustainable solutions that meet our long term goals. Our procurement and ethical fundraising policies will reflect our values and our partners will join us in our commitments. |
| <b>Be Accountable and Work Transparently</b> | Improving transparency and accountability by enhancing reporting mechanisms to funders and stakeholders about sustainability progress, initiatives undertaken, and the impact of these actions.                                                                                                                                                                                                                                     |

## The Team

With our compact team, we determine that the conversation around climate and the environment should remain active, even amidst the demands of our work. We have appointed a Green Team to lead this work, as outlined in our Environmental Action Plan.

Our Team will work closely with these key groups, to effectively undertake our action plan:

- **Trustees:** Engaging in discussions about knowledge, policy, strategy, and ultimately, our progress.
- **Staff:** Understanding and identifying focus areas, collecting data, and reporting on our efforts.
- **Creatives:** Seeking ways to collaborate on making improvements across all areas of production.
- **Partners:** Setting clear goals and working together to meet our aims with energy, mutual support and collective accountability.
- **Communities:** Seeking opportunities for learning and collaboration, including taking our communities on the journey with us.

Following the latest guidance and the advice of experts wherever possible, we will trust in our instincts when resources are scarce and harness our networks to help shorten our journey.

## Our Manifesto and the UN's Sustainable Development Goals

We believe in a fair and sustainable future for all. We are inspired by international perspectives that reduce inequality and deliver climate justice.

Our work directly responds to current global challenges. As a theatre company and a charity that operates locally and internationally, we recognise that we can contribute to the wider conversation that is fuelling the climate emergency. We are well placed to engage and inform.

The United Nations 17 Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure prosperity for all by 2030. Our Manifesto closely aligns to these values in the following ways:

| Manifesto Point                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Related SDG                                                                        | How We Embed This                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>Every work we make should say something directly about contemporary politics.</p> <p>We believe that the most important political issues at this moment are <b>the global gap between rich and poor</b>, the assaults on democracy all over the world and the rise of the far right, <b>the ongoing climate emergency</b>, and the <b>rights of migrants, refugees and minorities</b>.</p> <p>All of these are, fundamentally about the relationship of people to real and imaginary spaces, like theatre is.</p> |  | <ul style="list-style-type: none"> <li>- Telling stories is at the heart of what we do and a tool to present a non-Eurocentric, global view of current geo-political events around the world. Through this we advocate for a more informed world view, leaning into complexity to question the status quo.</li> <li>- Our work is most fundamentally about addressing the impasses and knots in political thinking; it holds a space in which audiences and artists can explore these questions; and shift the way they think.</li> </ul> |

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| <p>Artistically, every project we make should speak formally to the questions we are asking.</p> <p>The work we make is not just limited to “things that happen on stage”. The <b>relationships between people and the things we build</b> are paramount. Some work will meet its final product as something staged, but the collective thought, research and activity that goes into it is just as crucial.</p> |       | <ul style="list-style-type: none"> <li>- We are not limited by form, and we challenge ourselves to find the best way to present our work in a way that considers the health of the planet and our team.</li> <li>- We have a global approach to developing new work and seek out opportunities to work with artists who can speak to the ideas at hand with integrity.</li> </ul> |
| <p>Internationalist art is by its nature, anti-Eurocentric, anti-racist and consciously post-colonial.</p> <p>Modernity and the West is something that happened violently to most people. So, our response can't be about having more different people on stage, or “telling new stories” or board diversity alone.</p>                                                                                          |       | <ul style="list-style-type: none"> <li>- The work we produce has at its core a dedication to equality, fairness and justice – values which lead our approach to sustainability and environmental responsibility.</li> <li>- Our board is 60% minority ethnic led and 60% of our staff are from a minority ethnic background.</li> </ul>                                           |
| <p>Every one of our projects will think specifically about what kinds of people are missing from the conversation and bring them in; as audiences, participants and artists.</p> <p>We don't make work for audiences; we make it for <b>interlocutors</b>. We want to be talking to the world.</p>                                                                                                               |   | <ul style="list-style-type: none"> <li>- We work to ensure our recruitment process is open and accessible to everyone and ensure that all qualified minority ethnic or disabled candidates receive an interview.</li> <li>- We prioritise working with artists, collaborators and community groups whose voices are traditionally missing from the conversation.</li> </ul>       |
| <p>Every project we make will have international collaboration within it.</p> <p>This isn't limited to the internationalism from above, of flying people around the globe, but can be the everyday internationalism of migrant</p>                                                                                                                                                                               |                                                                                      | <ul style="list-style-type: none"> <li>- We have established a Community Council of individuals from Priority areas of NW England who offer value-driven insights and advice to our programme team.</li> <li>- We use the latest technology to support us to collaborate internationally, where we cannot meet physically.</li> </ul>                                             |

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| communities, digital technology or metropolitan cities.                                                                                                                                                                                                                                       |                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Every project should contribute to the development of a new infrastructure in some way.</p> <p>To make work that sits between genres and is formally adventurous, or that seeks a participatory audience beyond the traditional white upper middle classes demands new infrastructure.</p> |                                                                                        | <ul style="list-style-type: none"> <li>- We work closely with artists to support the development of their practice including offering guidance and support on funding applications or network opportunities.</li> <li>- We build training opportunities for graduates or emerging artists into all of our projects.</li> <li>- We offer a touch tour and captions at each of our shows and when touring.</li> <li>- Wherever possible we will break down barriers to audiences seeing our work, through travel incentives, or ticket offers.</li> </ul> |
| Every project needs to speak to history, and find something new about how we got here.                                                                                                                                                                                                        |     | <ul style="list-style-type: none"> <li>- We are not seeking to “add to the noise” of the industry or our presence online. Instead, we chart our own course, where all elements of our work are manifesto-driven and seek to break new ground or ask new questions wherever possible.</li> </ul>                                                                                                                                                                                                                                                         |
| Every project should have some pervasive, participatory or interactive element.                                                                                                                                                                                                               |   | <ul style="list-style-type: none"> <li>- We don’t want to talk at people, but instead want to create a space where ideas are on the table to be dissected and discussed.</li> <li>- Wherever possible we give our audience agency in order that they feel entitled to engage with the presented ideas and to dissect them as their own.</li> </ul>                                                                                                                                                                                                      |
| Things have to be fun!                                                                                                                                                                                                                                                                        |                                                                                      | <ul style="list-style-type: none"> <li>- Our work will persuade through lively engagement, not through stubborn debate.</li> <li>- We are committed to promoting and supporting the wellbeing of all our employees. To create an inclusive culture which focusses on support. We allow company members to work flexibly to allow for gym sessions, or wfh where they need to. We have a mental health day policy and TOIL policy.</li> </ul>                                                                                                            |

## Resourcing and Network

TJAC are active members of GMAST, a network of over 70 organisations, that brings together the cultural and creative community across Greater Manchester to address the climate and ecological crisis. This network is led by Simon Curtis, who we have worked with closely when developing this strategy. Collectively GMAST drives change in our sector and beyond for the benefit of our communities.

We align with Greater Manchester's ambition to be net zero by 2038 and Manchester's Climate Framework.

TJAC are signed up to the Theatre Green Book and seek to embed its principles across our practice.

## Procurement

TJAC have an established Procurement Policy, aimed to reduce risks, safe-guard natural resources, deliver value for money and improve resource efficiency, traceability and transparency, which outlines that we:

- Will actively seek to engage with organisations with strong sustainability credentials and who meet the extensive sustainability criteria laid out in our policy.
- Commit to work with suppliers and the wider supply chain to influence procurement choices of goods, works and services to; increase value for money, reduce consumption of primary sources and mitigate impacts on the environment.
- Will engage in discussions with suppliers about their sustainability practices and collaborate with them to develop environmentally responsible solutions.

## Fundraising and Divestment

TJAC have an established Ethical Fundraising Policy to assess investments, ensuring alignment with our ethical and environmental values. This includes divesting from entities that do not meet these standards. We work closely with our Board of Trustees to set clear ethical goals and communicate, where required, the background behind these decisions.

## Risk Management

TJAC have integrated climate change considerations into our organisation's overall risk management framework, including identifying potential risks associated with climate change and considering the risk from environmental impacts may affect operations, audiences, and community engagement.

## Data Collection

- All TJAC Team members are responsible for collecting qualitative and quantitative data across our activity and uploading it to our internal Activity Log, where Impact Areas include: Audiences, ED&I, Environment, Programming.
- As an ACE NPO we survey our audience using Illuminate to log our surveys and report
- TJAC use [Julie's Bicycle Creative Climate Tools](#) to measure our carbon footprint across our office, productions, tours and events, and upload this data in order to understand our impact, and see how it compares across industry standards.
- We gather audience data from our website using [Plausible](#), which ethically tracks users without taking their personal data.