ENVIRONMENTAL SUSTAINABILITY

Eco-Guidelines for Networks

SHIFT CULTURE

IMPRINT

ABOUT SHIFT

The project SHIFT – Shared Initiatives For Training, co-funded as "Strategic Partnership" by the Erasmus+ Programme of the European Union – was initiated by nine cultural networks. These networks recognised the need to join forces to work on the global agenda of the 17 UN Sustainable Development Goals. Leaders wished to improve their capacity for giving guidance to their teams, organisations, and members. It was asked how to properly confront the global challenges recognised in the SDGs such as climate change, gender equality, and inclusion of minorities. The overarching work on cultural leadership enabled the partners to develop and discover various methods of leading and supporting change to achieve these goals. One component of the SHIFT project is focused on Environmental Sustainability, and the SHIFT Eco-Guidelines for Networks are part of the outcome of this cooperation.

SHIFT Culture partner networks
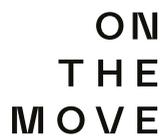
What do the experts say?

Green Leisure Group

By developing and implementing the norms created for a new ecolabel for cultural networks the SHIFT partners have embraced their responsibility of reducing their environmental impact together with their members. Green Leisure Group is proud to have contributed to this process.

Creative Carbon Scotland

We were very pleased to be invited to be a 'critical friend' on SHIFT Culture's development of its environmental guidelines. The collaborative leadership demonstrated in the way the SHIFT Culture team has approached this project and the commitment to further development both as separate organisations and a network is very powerful and we look forward to continuing our links with this inspiring initiative.

Julie's Bicycle

The SHIFT eco-guidelines align perfectly to the climate work that Julie's Bicycle has championed for more than 15 years. These guidelines will have a strong multiplying effect across the cultural sector, building on a core strength of cultural networks. All of us at Julie's Bicycle applaud the SHIFT partners for taking the time to develop a custom-made framework that is so easily applicable to other international networks.

INTRODUCTION AND FRAMEWORK

The SHIFT Eco-Guidelines for Networks recognise and address the ecological footprint associated with operating international cultural network and platform-organisations (hereafter referred to as network-organisations). The guidelines serve as a reference document for network-organisations that aim to minimise their footprint, optimise environmentally sustainable practices, and act as an example of good practice for their members and other networks. They are purposely made openly accessible in the hope they can inspire structural organisational change in the cultural sectors, in the broadest sense.

These guidelines are tailormade for cultural network-organisations, taking into consideration their unique characteristics and the contexts within which they operate. Their aim is to cover all major areas of their environmental impact, including operations, policies, activities, and governance. Special attention is given to travel and events, which are the main sources of carbon emissions for network-organisations. Implementing these guidelines will enable network-organisations to structurally become more environmentally sustainable.

The SHIFT Eco-Guidelines should be positioned as a sectoral contribution to the necessity for climate action on the international and global level. That need has been broadly recognised in numerous policy documents, including the 2015 United Nations Paris Agreement. The Paris Agreement acknowledges climate change as a 'common concern of humankind' and recognises 'the need for an effective and progressive response to the urgent threat of climate change on the basis of the best available scientific knowledge'. More recently, this urgency has been further stressed at COP26 (UN Climate Change Conference, UK, 2021).

The need for climate mitigation and adaptation also made its way into the heart of EU policy through the European Commission's European Green Deal (2019). This was soon followed by actions including the New European Bauhaus initiative, and efforts to integrate environmental sustainability policy transversally into EU funding programmes. In fact, the European Parliament approved a resolution on 'Effective measures to "green" Erasmus+, Creative Europe and the European Solidarity Corp' in 2020. This is further evidence of the existing momentum for network-organisations to take action by implementing environmental sustainability policies, while taking into consideration the diversity of contexts they cover.

The UN Sustainable Development Goals (SDGs), were used as key reference framework for the SHIFT Eco-Guidelines. The SDGs translate the above-mentioned urgency into concrete action points. **UN SDG Climate Action target 13.3** is especially central in the context of these guidelines: '[to] Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning'.

The SHIFT Eco-Guidelines aim to contribute to the following UN SDGs:
11 - Sustainable Cities and Communities
12 - Responsible Production and Consumption
13 - Climate Action
14 - Life below Water
15 - Life on Land
17 - Partnerships for the Goals

The guidelines were initiated by SHIFT, a collaborative project of nine cultural network-organisations[1] (co-funded by the Erasmus+ programme of the European Union). The project partners recognised the urgency of taking climate action, and identified certification schemes as effective tools to implement structural change and commit to long-term climate action because of their rigor. However, the project partners found a gap in the environmental certification offering, with no schemes fitting their particular contexts. The SHIFT Eco-Guidelines, created in collaboration with the Green Leisure Group and Creative Carbon Scotland, are a first step towards filling that gap. In fact, they are already structured as ecolabel guidelines, which could in the future be integrated into a certification scheme specifically for cultural network-organisations.

These initial guidelines are not a static document and they will be reviewed and updated regularly.

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1   ECA – European Choral Association, ELIA – globally connected European network for higher arts education, EMC – European Music Council, EMCY – European Union of Music Competitions for Youth, FACE – Fresh Arts Coalition Europe, IETM – International Network for Contemporary Performing Arts, IMC-International Music Council, On the Move, Trans Europe Halles

How to Read the Guidelines

The guidelines are structured in such a way that they could potentially be used as part of a certification scheme. Therefore, each **chapter** tackles a different area where action is required by cultural network-organisations and is subdivided in **norms** (key action points for that area). Norms include an **elaboration** with additional details, and in some cases also a section with **example documents** and for **further explanation**. For each norm it was identified which proof might be requested from network-organisations by auditors or funders to report on the implementation of sustainability actions. This section, **proof to be submitted**, could also be used by organisations themselves as inspiration on how to track their own progress through time.

Some norms are labelled as '**mandatory**', while others are labelled as '**optional**'. The mandatory norms have been identified by the SHIFT partners as the minimum required action that should be implemented in order to achieve a meaningful change. The optional norms are additional action points which allow for a more complete and holistic approach to becoming an environmentally sustainable organisation. The SHIFT partners recommend implementing all the mandatory norms and as many optional norms as possible.

Overview of Chapters and Norms

CHAPTER 1: MANAGEMENT AND POLICY

MANDATORY	OPTIONAL
Norm 1.1 Sustainability Policy	Norm 1.5 Reflection on Climate Adaptation
Norm 1.2 Green Team	
Norm 1.3 Sustainability Action Plan	
Norm 1.4 Annual Refresher Training	

CHAPTER 2: COMMUNICATION AND AWARENESS RAISING

MANDATORY	OPTIONAL
Norm 2.1 Communication to Members and Partners	
Norm 2.2 Communications to Employees and Board Members	
Norm 2.3 Awareness Raising Actions	

CHAPTER 3: TRAVEL

MANDATORY	OPTIONAL
Norm 3.1 Internal Sustainable Travel Guidelines	Norm 3.4 Tracking Travel of Event Participants
Norm 3.2 Carbon Footprint Calculation of Organisation Travel	Norm 3.5 Additional Reduction of Environmental Impact: Travel
Norm 3.3 Reduction of Annual Carbon Emissions and/or Emission per Kilometre	

CHAPTER 4: EVENTS

MANDATORY	OPTIONAL
Norm 4.1 Selection Criteria Event Destinations	Norm 4.2 Event Carbon Footprint Calculation
Norm 4.3 Selection Criteria Venues	Norm 4.7 Online Event Streaming
Norm 4.4 Selection Criteria Accommodations	Norm 4.8 Additional Reduction of Environmental Impact: Events
Norm 4.5 Sustainability Clause in Event Contract	
Norm 4.6 Environmentally Friendly Transportation Modes	

CHAPTER 5: OFFICE AND HOME OFFICE

MANDATORY	OPTIONAL
Norm 5.1 Energy Efficiency of Building	Norm 5.2 Office Carbon Footprint Calculation
Norm 5.3 Environmentally Sustainable Commute	Norm 5.4 Sustainable Catering
Norm 5.5 Sustainable Actions for Office Space	Norm 5.6 Encouraging Sustainable Choices Employees
	Norm 5.7 Additional Reduction of Environmental Impact: Office

Definitions

- **Cultural network and platform-organisations**
  The definition of cultural network and platform-organisations includes all organisations active in the cultural sector that function as umbrella organisations and/or membership organisations and/or otherwise have as their main aim to connect organisations, initiatives or actors in the cultural field with each other (for instance by providing a platform for exchange). The guidelines particularly fit international network and platform-organisations but can be applied to other scales as well.

- **Climate action**
  The SHIFT project uses the UN Sustainable Development Goals (SDGs) as reference framework. UN SDG 13 defines climate action as: taking urgent action to combat climate change and its impacts. Link for further information: UN SDG 13: Climate Action

- **Carbon footprint: measurement and reduction**
  The carbon footprint of an organisation is the total amount of carbon emissions produced over a specific period of time by that organisation. These emissions come from different sources such as travel, energy use, and waste. The guidelines differentiate between carbon footprint measurement and carbon footprint reduction. Measuring carbon emissions can be an aim on its own, for instance in order to increase awareness about emissions within an organisation.
  In combination with emission reduction policies or goals, measurement is used to first identify a base value, and then, through regular measurements, to record progress made. Measuring can be time consuming but can be particularly worthwhile to do for an organisation's major sources of emissions. While it is possible to reduce an organisation's carbon footprint without measuring, considerations of transparency, accountability or reporting obligations can be reasons to nevertheless commit to carbon measurement.

- **Recognised ecolabel**
  The term 'recognised ecolabel' refers to ecolabels or certification schemes that are recognised by an independent third party organisation for increasing the environmental sustainability of a product or service. A compendium of recognised ecolabels that can be used to identify such labels is the Ecolabel Index .

- **Events**
  Both events organised by the network-organisation independently and those organised in collaboration with member or partner organisations fall under the definition of events in the guidelines. When relevant, the guidelines make a distinction between physical, hybrid and online events. In principle, the guidelines apply to events of all sizes, and regardless of format (e.g., conference, festival, workshop), programming and audience.

- **Venue**
  In the guidelines 'venue' refers to the building or grounds where an event takes place.

- **Accommodation**
  In the guidelines 'accommodation' refers to a place where individuals stay overnight during professional travel (e.g., for events, conferences, meetings) such as hotels, bed and break-fasts, or rented apartments.

- **Office**
  In the guidelines 'office' refers to a physical office space. The guidelines are mostly tailored towards networks-organisations who rent office space, as that was identified as the most common practice. However, chapter 5 of the guidelines also acknowledges that it is becoming more common for network-organisations to work partly or completely from home-offices. Or, on the other hand, that it is possible that a network-organisation owns their office space.

GUIDELINES

1	MANAGEMENT AND POLICY

NORM 1.1	The network-organisation has a **Sustainability Policy**. (Mandatory)
Elaboration	A sustainability policy demonstrates the commitment of the network-organisation to environmental sustainability. The policy is signed by the leadership of the network-organisation and published on the network's website. The policy will be reviewed at least once between audits. The policy includes the network-organisation's environmental commitments, covering all activities and governance. The sustainability policy includes elements such as general purchasing as well as purchasing for events organised with local partners. Travel can be referred to in the policy, but network-organisations are also required to develop a separate set of guidelines for travel (see norm 4.1).
Proof to be submitted	The signed sustainability policy, evidence of review, and link to the webpage where the policy has been published.
Example documents	Creative Carbon Scotland Sustainability Policy On the Creative Carbon Scotland website you can find additional advice and tips on how to create a good environmental sustainability policy: Developing Your Environmental Policy

NORM 1.2	The network-organisation has a **Green Team**. (Mandatory)
Elaboration	A Green Team is responsible for the implementation of the environmental sustainability action plan of the network-organisation. The Green Team's size and format can be customised to suit each network-organisation's governance model. The network-organisation can decide to instate a fixed Green Team of one (or more) team member(s) and/or one (or more) Board member(s) or members of other bodies/committees of the network, or can also decide to have the topic covered by various team members and/or Board members with a more holistic and process-based approach.
Proof to be submitted	List of names of Green Team members.

NORM 1.3	The network-organisation has a **sustainability action plan**. (Mandatory)
Elaboration	The action plan is informed by the sustainability policy (norm 1.1) and includes sustainability goals and related sustainability targets for the next year that are relevant to the core business of the network. The sustainable action plan must be reviewed and updated by the Green Team as often as necessary to keep the progress moving forward. The action plan of the network-organisation should specify the goals and targets they want to work towards, and that will act as their baseline from which the progress shall be measured.
Proof to be submitted	Latest version of sustainability action plan.
Example documents	SHIFT Template: Sustainability Action Plan

NORM 1.4	At least one member of the Green Team is required to attend the **annual centrally organised refresher training**, a sustainability training organised by the SHIFT ecolabel [name to be established in consultation with label owner] (Mandatory)
Elaboration	Training can be online or on-site. In the event that no member of the Green Team is able to attend, the network-organisation should find a suitable alternative (e.g., a local, independent training or an international training, which may take place with other cultural networks' representatives).
Proof to be submitted	Proof of attendance of the training (certificate, participants' list, etc.).

NORM 1.5	The network-organisation reflects upon **adaptation and risk-assessment** with regard to the impacts of climate change for their activities and operations. (Optional)
Elaboration	The reflection should be based upon research and/or brainstorming activity into the meaning of climate adaptation in the network-organisation's context. It should identify at least: • Reasons for the network-organisation to tackle climate adaptation; • A general reflection on the extent to which climate change may impact the network-organisation's activities and operations in the short-term and long-term future. Optionally, the reflection can include: • An examination of which next steps might be necessary for climate adaptation and how these relate to the network-organisation's action plan (norm 1.3). • A risk-assessment in the form of a response planning for risks to the network-organisation's work arising from climate change.
Proof to be submitted	A single-page overview on the reflection, proof of brainstorming/research activity.
Further explanation	Norm 1.5 aims to stimulate network-organisations to begin thinking about climate change adaptation in relation to their activities and operations. It should be seen as an entry point to confront the question: What does long term climate resilience mean for network-organisations? The A9 and B2 exercises from the Adapting Our Culture Toolkit may serve as inspiration, but are not mandatory to complete in order to fulfil this norm.

2	COMMUNICATION AND AWARENESS RAISING

NORM 2.1	At least twice a year the network-organisation **communicates to their members and to other parties** (funders, partners, followers, public etc.) about its sustainability policy, sustainability action plan, activities and/or **progress.** (Mandatory)
Elaboration	Examples of communication are newsletters, presentations during meetings, social media posts, etc. For members, a particular moment of sharing can be the Annual General Assembly and the annual report. Key to the communication is highlighting the progress achieved in the action plan against the baseline, and including this information, for instance, in the annual report, reflecting the network's commitment to sustainability.
Proof to be submitted	Evidence of communication (newsletters, presentations, social media posts, etc.).

NORM 2.2	The network-organisation, through its Green Team, regularly **communicates to their employees and board members** about their policy, sustainable action plan, activities, and/or progress. (Mandatory)
Elaboration	The regularity of the communication shall be recorded and act as a reference baseline (examples: team meetings at least once a month, internal newsletter every four months, etc.). Examples of communication are presentations with discussions during team meetings, management reporting, etc. There are numerous options available with approaches that are holistic and process-based that ensure the topic remains relevant.
Proof to be submitted	Evidence of communication (internal newsletters, presentations, meeting minutes, etc.).

NORM 2.3	Considering the high multiplier effect potential of networks (through their members, partners, etc.), the network-organisation commits to **developing actions that can raise awareness** of environmental sustainability issues. (Mandatory)
Elaboration	Actions to raise awareness can be, for instance: contributing to an article in a magazine (printed or online), a presentation about sustainability issues at a conference, organising a webinar or a training with members on the subject, and/or an outreach event. Raising awareness can also take the form of the network-organisation acting as the facilitator or the moderator of a working group and/or sustainable project(s) in the arts and cultural sector.
Proof to be submitted	Evidence of the awareness raising activities (articles, presentations, webinars, etc.).

3	TRAVEL

NORM 3.1	The network-organisation has created and complies with **internal sustainable travel guidelines** that specify regulations and tools on how to minimise the network-organisation's environmental impact of **travelling to meetings and events**. (Mandatory)
Elaboration	The travel guidelines relate to any person for whom the network-organisation is financially responsible in terms of travel expenditure (including employees, board, speakers, etc.). The guidelines are informed by current information pertaining to sustainable travel. The guidelines relate to at least the following steps: 1. Decision making criteria for attending an event or meeting either online or on-site; 2. How to reach the event or meeting in the most sustainable way (train, bus, car, plane, etc); 3. When flying: How to select the most sustainable flight (direct flights, etc.); and 4. How to sustainably optimise the stay (accommodation, etc.). These travel guidelines should be reviewed at least once between audits.
Proof to be submitted	Travel guidelines, evidence of regular review/update, proof of compliance as evidenced in 3.2.
Example documents	Some key principles on how to write a good sustainable travel guidelines can be found on the Green Arch Consulting website. An example document will be added to these guidelines shortly.
Further explanation	Some key principles on how to write a good sustainable travel guidelines can be found on the Green Arch Consulting website. An example document will be added to these guidelines shortly.

NORM 3.2	Every year, the network-organisation completes a carbon footprint calculation for the **travel** activities of its own organisation, focusing on the following items: • Travel to meetings or events that the network (co-)organises (statutory or legal obligatory meetings, events, training sessions, workshops, symposia, focused groups-committees, etc.) (Mandatory) • Travel to meetings or events organised by third parties (advocacy meetings, workshops, conferences, General Assemblies, events attended as guests, etc.) or business trips (e.g., preparation of projects, prospection, etc.) (Mandatory) Network-organisations appoint one (or more) person(s) responsible for delivering this task and establishing an internal system for carbon footprint reporting, which shall be consistent and regularly maintained throughout the year.
Elaboration	• Network-organisations will have to log their travel to the two types of above-mentioned meetings and events in a common carbon footprint tool (e.g., a spreadsheet) that will provide an automatic calculation. This will help to calculate their carbon footprint on a yearly basis and provide a basis for comparison and improvement for each network. • The system should centralise carbon footprint data and include an overview/dashboard. It is advisable for this data to be accessible and transparent for all the organisation's team members. Please note: in view of accountability and the scope of a networks' responsibility, travel in this chapter concerns only those that each network-organisation directly supports financially, or those that happen to be paid for by a third party, but controlled by the network-organisation. These can be for team members, board members, committee members, invited trainers/speakers, members receiving travel support, etc.
Proof to be submitted	Data set, based on a carbon emissions calculator by choice. The same calculator(s) should be used consequently, to ensure comparability of data. A comparison of different calculators and information on how to use these tools can be found in the SHIFT Fact Sheet: Carbon Calculators.
Further explanation	Mobility has by far the biggest share in the carbon footprint of international events. And, with regard to the carbon footprint of travel, flying is the most polluting option. Related documents/links: • SHIFT Carbon Calculators Fact Sheet: FACT SHEET • BBC 'Climate Change: Should you fly, drive or take the train?

NORM 3.3	The network-organisation **reduces the total annual carbon emissions and/or the emissions per kilometre** of transport to meetings and events (for which the network-organisation is directly financially responsible), compared to the previous audit period and over a longer period of time (minimum three years). This (specific) goal is described in the sustainable action plan. (Mandatory)
Elaboration	To ensure the data-driven nature of the audit, there must be a form of comparison. The first audit serves to set the baseline. There is no prescribed amount or percentage reduction, but the network-organisation's plan needs to show a specific ambition (for instance in %) in this regard relevant to its own context (for instance linking to relevant local, national, and European carbon reduction targets, thereby effectively contributing towards the EU climate neutral by 2050 target).

If there is no reduction, the network-organisation must justify why its carbon emissions of travelling have remained at the same level, or increased (for instance in an effort to diversify the geographical spread of event locations). |
| **Proof to be submitted** | Data of total annual carbon emissions of transport over at least a three year period; brief reflection on development of total annual carbon emissions; explanation if carbon emissions are not reduced. Special circumstances (e.g., pandemic) can be incorporated into this reflection. |

NORM 3.4	The network-organisation actively **tracks the travel of participants of its own events**, in a manner that is suitable to the network-organisation. (Optional)
Elaboration	The purpose of this data is to raise participants' awareness of their travels' impact, without double-counting their carbon footprint measurement. The network-organisation could, for instance, ask about this at the time of registration. This is not a carbon measurement point, but focuses more on raising awareness and collecting quantitative data on modes of travel.
Proof to be submitted	Quantitative data for the modes of travel used by participants of the network's events (compared to previous years, including a brief report). The SHIFT template sheet can be used for this.
Example document	SHIFT Template: Participants Travel Modes

NORM 3.5	The network-organisation reduces the environmental impact of its travel in at least one additional manner. (Optional)
Elaboration	Each network may have several methods of reducing its environmental impact through travel, which may not lead to a measurable carbon footprint reduction. This norm serves to reward additional efforts in this regard. Examples: travel grants for more sustainable, but also more expensive travel options; fewer, more optimised physical meetings; delegate meeting attendance to board members closer by, etc.
Proof to be submitted	Evidence of the extra reduction of its travel impact.

4	EVENTS

NORM 4.1	When **selecting an event destination**, the network-organisation considers the environmental impact of hosting the event in this location as one of the selection criteria. The network-organisation reflects on the environmental impact of its event distribution as part of the audit and attempts to minimise emissions in balance with other selection criteria over a period of four years. (Mandatory)
Elaboration	This norm does not negate the more content-driven reasons which justify the selection of an event location. However, the footprint should play a role in the network-organisation's destination selection over a longer period of time (we have chosen four years).
Proof to be submitted	Report and reflection on event destinations chosen in the past period, evidence of all criteria used for the destination's selection.
Further explanation	There are excellent reasons for networks to organise events in areas that might be more challenging to travel to in a sustainable manner – a strong geographical spread of activities is often at the heart of their mission. As part of their report, the network-organisation may point towards its goal to be accessible to a diverse membership and the context in which it is active. Generally, networks will not discriminate against destinations and subsequently people located there based upon sustainable transport criteria that are beyond the network's responsibility.

NORM 4.2	The network-organisation completes **a carbon footprint calculation for at least one physical or hybrid event per year** with at least one of the next items: • Energy consumption of the venue(s) during the event; • Waste production during the event; and • Water consumption during the event. (Optional)
Elaboration	This concerns actual CO2 measurement on three factors with the carbon calculator tool. It is optional for the networks, usually in partnership with their local partners, to measure the carbon footprint of their larger events: • Energy consumption of the venue(s) during the event; • Water consumption of the venue(s) during the event; and • Waste management of the venue(s) during the event. In the case of an on-site event, this should be part of the agreement with the host organisation. Tools to use to calculate the level of consumption are in accordance with the local practices of the local partner. If the local partner has no recommendations for tools or practices, the network-organisation shall attempt to identify one that is suitable.
Proof to be submitted	Data via carbon calculator tool, supplied by guideline owner (tbc).

NORM 4.3	For the **selection of the venues** required for its events the network-organisation selects: a. Venues with a recognised ecolabel; and b. Venues that are accessible by public transport. (Mandatory)
Elaboration	If it is not possible to select such venues, the network-organisation must be able to justify why it has not selected a venue with an ecolabel for their event and/or why the venue of the event is not easily accessible by public transport.
Proof to be submitted	List of venues for the events held between audits, a brief reflection on whether the chosen venues have a recognised ecolabel or not, and whether the venue is accessible for public transport or not.
Further explanation	This norm relates to 4.5 (contract clause), but it is critically important in terms of carbon footprint and deserves its own norm and reflection. Related documents/links: • SHIFT Fact Sheet Certifications: GREEN CERTIFICATIONS • List of recognised ecolabels (also often used for venues): GSTC-Recognized Standards for Hotels

NORM 4.4	For the **selection/recommendation of accommodation** required for events, the network-organisation selects and/or recommends: a. Accommodation with a recognised ecolabel; or b. Accommodation that is accessible by public transport. (Mandatory)
Elaboration	If it is not possible to select a sustainable accommodation, the network-organisation must be able to justify why it has not selected and/or recommended an accommodation with a recognised ecolabel and/or why the accommodation is not easily accessible by public transport. (norm relates to 4.5)
Proof to be submitted	List of accommodations selected and/or recommended for the events held between audits as well as a brief reflection on whether the accommodations have a recognised ecolabel or not and whether the accommodations are accessible by public transport or not.
Further explanation	Quite often, the network-organisation recommends accommodation rather than prescribing or organising the booking. This is why the word 'recommend' holds importance – here, the network can influence the choice of participants by guiding them to more sustainable types of accommodation. Related documents/links: • List of recognised ecolabels: GSTC-Recognized Standards for Hotels

NORM 4.5	The network-organisation has an **environmental sustainability clause included in the contract** with the organiser/partner/host of the event. (Mandatory)
Elaboration	This clause includes at least six of the following 11 aspects: 1. Communicating about the efforts to make the event more sustainable to the participants of the event before, during (on-site), and after the event. 2. Making the event as paperless as possible (if paper needed, then recycled or eco-certified). 3. Having an event-specific sustainable purchase policy for materials and services. 4. Choosing sustainable options for catering (e.g., organic, fair trade, vegetarian/vegan, local). 5. Using reusable/sustainable name badges. 6. Banning the use of plastic disposables, plastic bags, and plastic water bottles at the event. 7. Banning the event use of tote bags. 8. Minimising the event use of 'marketing goodies' unless they are necessary for particular aspects of the event. 9. Encouraging participants from out of town explicitly in the event invitation to choose environmentally friendly travel modes to travel to the event (e.g., public transport, carpooling, shared transport, etc.). 10. Encouraging participants to make use of environmentally friendly transportation modes to reach the venue(s) of the event (e.g., walking, bicycle, public transport, carpooling, shared transport, etc.). 11. Offering participants waste separation points. The contract clause should also include a reflection on the environmental impact of the event and in how far these measures contributed to reducing it. If there is no event contract between the network-organisation and the organiser/partner/host, the network-organisation confirms in writing that environmental sustainability should be considered when organising the event. In such case, the different aspects of this norm are fixed in an e-mail, letter, or informal agreement.
Proof to be submitted	Evidence of contracts (or, if this is not applicable, evidence of informal agreement) and subsequent evaluation.
Example documents	SHIFT Contract Clause Examples
Further explanation	It is crucial to stress that the clause exists as a standard point in every contract and that the conversation with the local partner is part of the agenda. That said, situations will vary, and, in some cases, it will be impossible, for instance, to ban water bottles. This is why this norm leaves room for negotiation with partners. Organisations are strongly encouraged to score on all aspects. If there is no formal contract, an informal agreement (as long as it is evidenced in e-mails, minutes, etc.) will also work.

NORM 4.6	During events, employees, board members and volunteers of the network-organisation are encouraged to **make use of environmentally friendly transportation modes, depending on the local context** (e.g., walking, bicycle, public transport, carpooling, shared transport, etc.). (Mandatory)
Proof to be submitted	Evidence of communication encouraging this behaviour.
Further explanation	The use of public transport at the event location is often possible, but there will be cases when this is not possible. This is why this norm focuses on raising awareness amongst the team of employees, board members, and volunteers.

NORM 4.7	The network-organisation facilitates an **online streaming for the event** and/or additional online meetings to complement the physical event. (Optional)
Elaboration	Hybrid formats enable participation of those who might find the trip is too costly, too egregious in terms of their own carbon footprint, and/or cannot travel for other reasons (cost of the trip and associated costs, clash of meetings' dates, etc.). The online streaming of the event should therefore aim to give potential participants the option not to travel to the event whilst still joining online. This will reduce the carbon footprint related to audience travel, while reaching a greater diversity of people including those unable to travel.
Proof to be submitted	Overview of events, screenshot of live stream.
Further explanation	Applying this norm is not always possible, and it may not even be desirable for the quality of the event – this is why this norm is optional. Additionally, network-organisations should strive to reduce the environmental impact of the digital tools used.

NORM 4.8	When the network-organisation organises an event, it reduces its environmental impact in at least one additional way. (Optional)
Elaboration	This optional norm acknowledges that network-organisations vary and that sometimes there are noteworthy activities in terms of reducing climate impact and therefore, should be rewarded. Examples: • Related to norm 4.5: including more than 6 of the eleven listed aspects in event contract clauses; • Related to norm 4.2: completing a carbon footprint calculation for more than one physical or hybrid event per year and/or completing a calculation with at least two of the next items: energy consumption of the venue(s) during the event, waste production during the event, and water consumption during the event; • Producing additional green energy at the event, for instance through bicycle power stations.
Proof to be submitted	Relevant evidence (photo, text, screenshots – depending upon the item in question).

5	**OFFICE AND HOME OFFICE**
	*norm 5.1, 5.2, 5.3, 5.4, 5.5 and 5.7 are not applicable for network-organisation that do not own or rent an office. The optional norm 5.6 also applies to those network-organisations.

NORM 5.1	The network-organisation, if not owning the building, **encourages the owner of the building of their office to make the building more energy efficient.** (Mandatory)
Elaboration	Most cultural network-organisations do not own the buildings where their offices are located and are therefore dependent upon building owners to make decisions on energy efficiency. Whether or not the fulfilment of this norm has any effect is not what is scored here; rather the effort to raise the point. Please note: in the rare case that the network-organisation does own its office building, it must have a separate plan and certification scheme regarding energy efficiency of the building.
Proof to be submitted	Proof of communication with building owner. Reflection on the chosen office location and on the question whether more sustainable premises might be needed in the future.

NORM 5.2	The network-organisation **calculates on a yearly basis their organisation's carbon footprint impact with at least one of the following items**: • Energy consumption of the office building (or the part of the building the network uses) in kWh and/or m3; • Water consumption of the office building (or the part of the building the network uses) in m3; • Waste production per waste category of the office building (or the part of the building the network uses) in kg; and • Digital carbon footprint of the organisation in kWh. (Optional)
Elaboration	Networks calculate on a yearly basis at least one of the optional items using a shared tool consequently (e.g., spreadsheet or online tool) to collect data, and compare to previous years.
Proof to be submitted	Numerical data set with yearly totals.
Further explanation	It is optional for networks to measure other items that are part of their total carbon footprint and particularly the office footprint, considering the impact of the building/office space is practically negligible compared to their travel emission (see Chapter 3), as: • Networks are usually renting small office spaces that are part of larger buildings where they are rarely responsible of the overall energy and waste; • Networks' teams are usually small, working either on-site, in hybrid formats (particularly since the pandemic) or fully remote (with no office space). Please note that this optional norm would normally be part of an environmental certification programme, which would provide additional indications on which tools to use. Without that, networks may wish to create their own spreadsheet. Creative Green Tools, by Julie's Bicycle, could also be used for this purpose. This is a set of carbon calculators, including one for buildings, which is freely accessible online.

NORM 5.3	The network-organisation **encourages employees to make use of environmentally friendly transportation modes for the commute to the office** (e.g., walking, bicycle, public transport, carpooling, shared transport, etc.). (Mandatory)
Proof to be submitted	Proof of communication and/or incentives that are in place.
Further explanation	Encouraging a sustainable office commute is important. At the same time, sustainable commuting is a personal choice for employees. It is not always possible to travel sustainably, depending on local transportation systems for instance, and both personal and professional challenges beyond the scope of the network-organisation.

NORM 5.4	For the office space, the network-organisation has taken the following sustainable step: If provided by the network-organisation, **sustainable options must be offered for coffee, tea, breaks, and lunch.** (Optional)
Elaboration	Examples of sustainable catering are organic and/or fair trade and/or vegan and/or vegetarian and/or local.
Proof to be submitted	Evidence of sustainable provisions at the office (if the network-organisation provides these services to their employees).
Further explanation	Many network-organisations do not have a canteen/cafeteria/kitchen, but instead leave it up to their team members to bring their own food and beverages to the office. Some items might be provided (for instance coffee, tea, sparkling water, etc.). This norm relates to the current situation 'as is' in the network-organisation's office, recognising the variety of possible configurations.

NORM 5.5	For their office, the network-organisation has taken at least the following sustainable steps: • Is not acquiring **plastic** disposables for Food & Beverages, plastic bags, and plastic water bottles; • Implements **separation of waste** at the office – at least three options of glass, paper, organic, plastic, and general waste; • Uses **stationery paper and toilet paper** (if applicable) with a **recognised ecolabel**; • Uses **sustainable cleaning products with a recognised ecolabel**. (Mandatory)
Elaboration	Even though the network-organisations do not generally own the building where their office space is located, they can establish practices, procedures, and protocol to run an office that is more environmentally sustainable. Please note: • Plastic garbage bags and plastic packages from suppliers are excluded from the plastic related criteria (beyond the control of the network organisation). • Organisations may be exempt to separate waste if local recycling infrastructure is not available. • If cleaning is external via the building owner, the network-organisation encourages the use of sustainable cleaning products (messaging can be to the building owner). • Recognised ecolabels for cleaning products can be found on ECOLABELINDEX • Other examples of recognised ecolabels for paper and cleaning products are the EU Ecolabel, FSC (only paper), Blauw Engel, Nordic Swan, Cradle 2 Cradle, etc. (Norm relates to: 1.1)
Proof to be submitted	Evidence of purchased products and evidence of waste separation at the office space.

NORM 5.6	The network-organisation encourages employees to make sustainable choices outside the office and in the home office. (Optional)
Elaboration	Many network-organisations make use of home office arrangements with their employees. While some organisations do not have an office at all. The home is employees' personal sphere, and legally, employers have no role in this regard at all. However, since work on environmental sustainability is a team effort, employers can inspire their teams to make sustainable choices in a constructive way. Examples (non-exhaustive list): • Encourage employees to make sustainable choices if they work (partly) from home and when they move around the city/region for work related travel. • Providing financial assistance to employees for a sustainable item for their home office, or a discount for employees to acquire something sustainable (for example a bicycle). Whether or not the fulfilment of this norm has any effect is not what is scored here; rather, it is more concerned with the effort to raise awareness.
Proof to be submitted	Evidence of communication with the team and/or incentives in place.
Further explanation	We acknowledge that network-organisations have limited impact on employees' personal sphere and that the scope to which it is desirable and appropriate to influence that sphere is strongly dependent upon accompanying factors and contexts. Therefore, the main aim of this norm is raising awareness about sustainable choices among employees.

NORM 5.7	The network-organisation reduces their environmental impact at the office in at least one additional way. (Optional)
Proof to be submitted	Evidence of a sustainable activity or purchase by network-organisation.

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