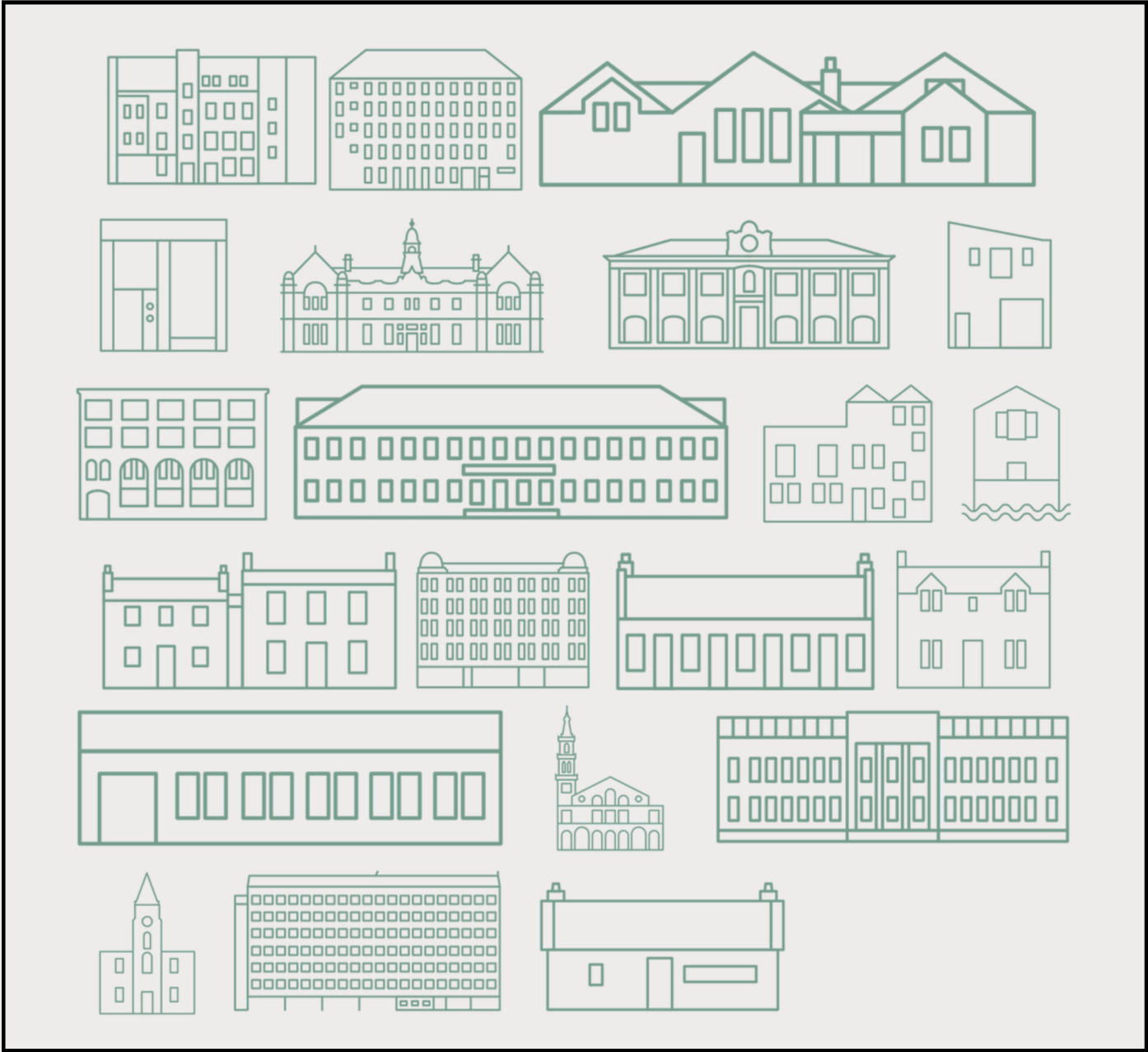


ROADMAP TO NET ZERO 2045



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The Booth, Shetland

INTRODUCTION



Audrey Carlin, Granton Station

As members of Creative Carbon Scotland’s Green Arts Initiative, this plan has been informed by a holistic approach to sustainability, that accounts for social and environmental factors beyond carbon accounting alone.

Wasps recognises that Net Zero strategies need to go beyond neutralising the impacts of climate change by 2045 and continually add more value to and regenerate the systems from which we extract.

This has guided the grouping of actions under the key themes in this plan, which are:

- Energy in Buildings
- Circular Procurement
- Travel
- Offices + Digital
- Partnerships + Programming
- Sustainable Communities

Whilst the climate emergency poses serious threats, it also brings opportunities for creative climate action.

This document sets out our journey.

Audrey Carlin
Chief Executive Officer

Transitioning to Net Zero is now imperative, and to meet the Scottish Government’s 2045 Net Zero target, a rapid transformation across all sectors of our economy and society is required.

As an organisation managing 21 repurposed buildings and supporting over 1000 tenants, Wasps is home to Scotland’s largest creative community.

Responding to the climate crisis is therefore essential to help future-proof our built assets and creative community against climate-related risks and ensure the longevity of our estate and livelihoods.

PURPOSE

This is Wasps' first Net Zero Roadmap that outlines the actions we will take around **six Priority Net Zero Initiatives** and **five Internal Net Zero Action Areas**.

We have mapped these actions against a set of Key Milestones to achieve our Net Zero Target.

Our targets are based on our actual Scope 1 and 2 emissions for April 2022 – March 2023 with only on waste and employee commuting Scope 3 estimates so far. We are working to widen the scope of this data to include water, business travel and digital emissions in the short-term.

Our targets and actions will be continuously reviewed. It is probable that reporting emissions will increase from the base year as a result of being able to capture more data for emissions sources.

As our estate evolves, it is also possible that our emissions footprint will rise if we acquire new buildings in the future. There are already changes from our 2022-23 baseline as we acquired Riverside House in 2024, leased Granton Station in 2023, and sold West Park Place in 2023. As our data changes, we will review and update our targets and Roadmap accordingly.

The future for climate strategies is unpredictable – the trajectory of the Roadmap is therefore subject to change depending on various contextual and geographical factors such as scientific guidance, policy, finance, markets and technologies that are fast evolving. As such, this plan is a live document consisting of knowns and unknowns that we will evolve and adapt to as the world around us changes.

For such reasons, and in the interests of keeping our key stakeholders informed on our progress, this plan will be revisited, updated and expanded upon annually.

WHAT ARE SCOPE 1, 2 & 3 CARBON EMISSIONS?

SCOPE 1

Emissions from the combustion of fossil fuels from sources directly owned or controlled by an organisation e.g. gas central heating.

SCOPE 2

Indirect emissions from the purchase and use of electricity in company operations.

SCOPE 3

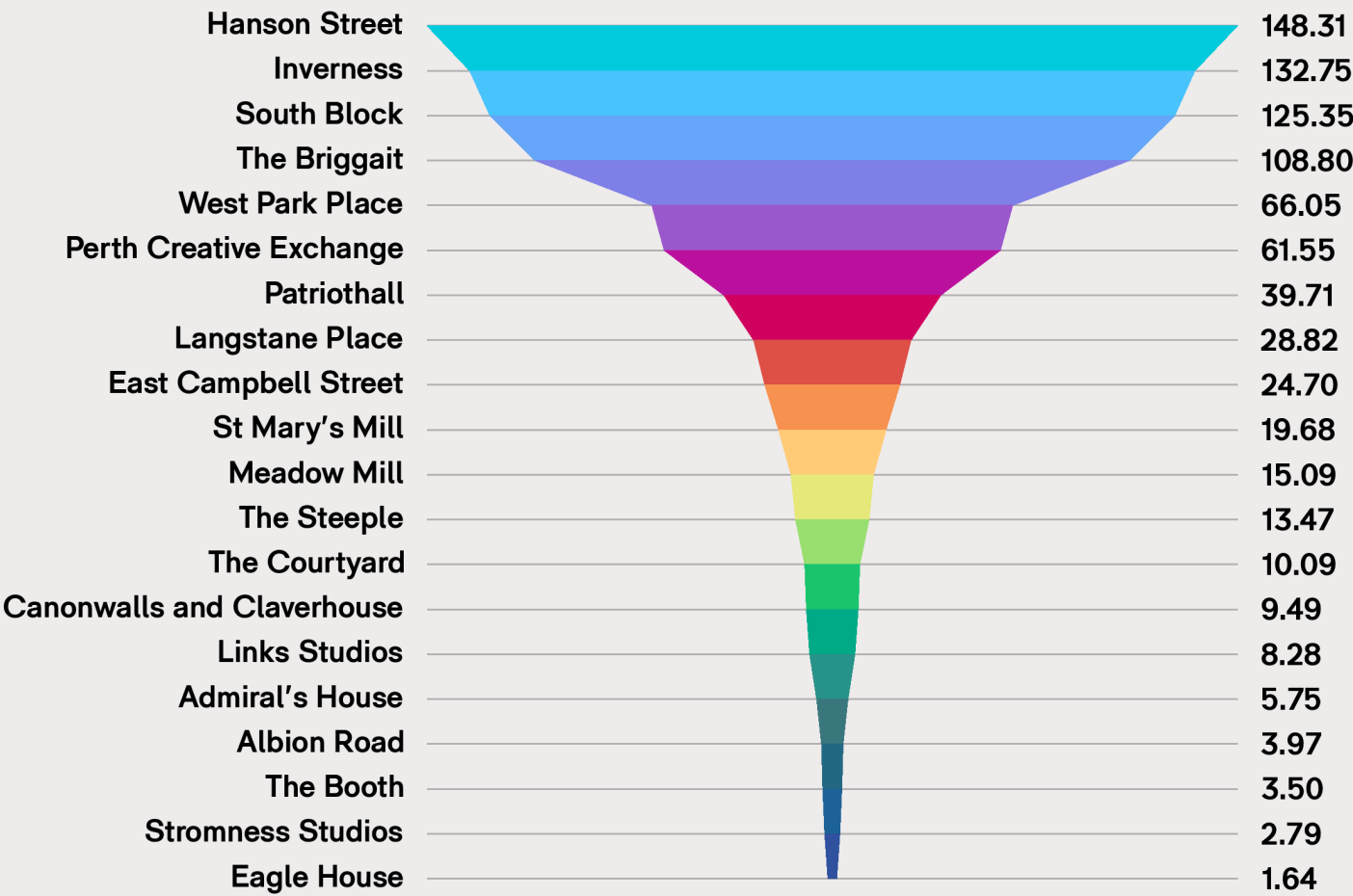
All other indirect emissions that occur across the whole supply chain of an organisation. Key performance indicators are waste, business travel, employee commuting, and purchased goods and services.



Cannonwalls and Claverhouse, Kirkcudbright

OUR EMISSIONS AND PRIORITIES

Wasps' Building Emissions Breakdown 2022-23



Energy Assessment Audits in 2024

We are in the process of utilising a funded audit service from Business Energy Scotland (BES) to obtain costed assessments of energy, carbon and cost saving opportunities across the estate. These reports will help to develop our estate plans, as follows.

1: Capital Upgrade Works Finance & Funding Scenarios

Wasps will seek to prioritise finance options and funding-scenarios (based on clear return on investment [ROI] trajectories) pertaining to the fabric upgrade and energy decarbonisation plans for our 5 highest emitting sites by 2027, and for all of our sites by 2032 with a view to providing a more detailed finance plan in our next Roadmap publication.

2: Scope 3 Data

As highlighted previously, to date, only partial Scope 3 data has been estimated for waste and commuting emissions (via employee survey work). Over the next 12 months we will be focusing on recalculating this now we have a new centralised waste management portal and can calculate further Scope 3 supply chain emissions, which we will factor into a fuller footprint within our next Roadmap update (March 2025).

3: Market Based Scope 2 Reporting

Under the market-based reporting method, Net Zero emissions can be claimed if using a 100% renewable energy supplier.

As of 2024, Wasps can report Net Zero Scope 2 emissions for all sites as we have switched to 100% renewable electricity tariffs, with energy coming direct from the utility company's own or partner wind and hydro assets.

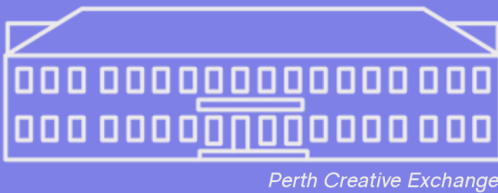
This ensures that we are supporting and investing in a renewable supply until such time as we can maximise the efficiency of our buildings and implement the optimum blends of zero carbon on-site renewables and community energy schemes or district heat networks in the longer term.

Our Biggest Emitters



The bulk of our emissions are tied up in legacy energy systems and aged buildings which are in need of fabric upgrades. They are Hanson Street, Inverness Creative Academy, South Block, The Briggait and Perth Creative Exchange.

Tackling these works first – with an emphasis on prioritising energy efficiency across our 5 highest emitting (and largest) buildings – helps to strategically address most of our Scope 1 and 2 emissions ahead of our near-term 2032 target.

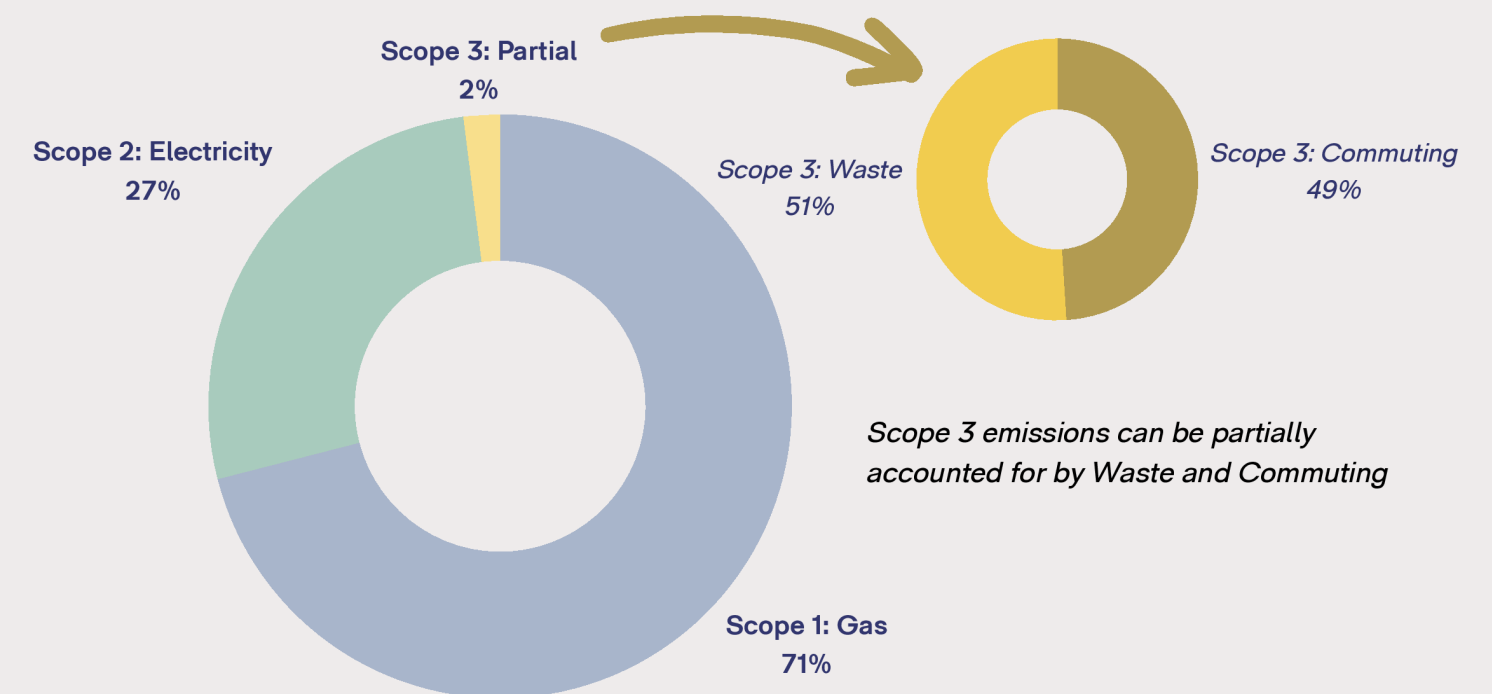




Patriothall, Edinburgh



OUR EMISSIONS BASELINE



We calculated our emissions baseline following guidance set out in the **Greenhouse Gas Protocol Corporate Standard**. This has enabled us to understand our GHG footprint and develop our baseline emissions figure against which to set Net Zero targets.

As noted previously, Scope 3 data gathered to date has only included emissions arising from our waste estimates and rudimentary employee commuting data via an internal survey. A focus over the coming 12 months will be the more comprehensive mapping and calculation of further up and downstream Scope 3 emissions.

In the meantime, our 2022/23 footprint immediately highlights the need to develop a comprehensive heat and energy in buildings decarbonisation strategy as an actionable priority, with emphasis on the electrification of our gas fired heating systems where feasible and the establishment of viable on-site or locally networked and site-specific zero-emissions solutions for buildings across our estate.

In pursuit of our 2032 and 2045 Net Zero targets, Wasps will continue to measure and track our Scope 1, 2 & 3 emissions and report progress against our 2022/23 baseline every 12 months.

OUR NET ZERO TARGET

Wasps is setting a target, to be reached in a fair and equitable way, to be **Net Zero** and climate ready by 2045, in accordance with the Scottish Government's national target.

In line with the Greenhouse Gas (GHG) Protocol, our aim is to **achieve a minimum reduction of 90% of total emissions by 2045.**

Any residual emissions at this time will be temporarily accounted for via investment in high quality offsets until such time as requisite innovations and technologies allow these remaining emissions to be tangibly removed.

Offsetting schemes will be chosen in line with RIBA's Sustainable Outcomes metrics and Creative Scotland's 'Approach to Offsetting and Insetting' guidance to ensure they are:

- Additional
- Permanent
- Verifiable
- Avoid double counting
- Achieve social and ecological conformance.

Specifically, this means carefully selecting recognised Scottish-owned projects that are sensitively implemented to work with and benefit local environments, communities and economies.

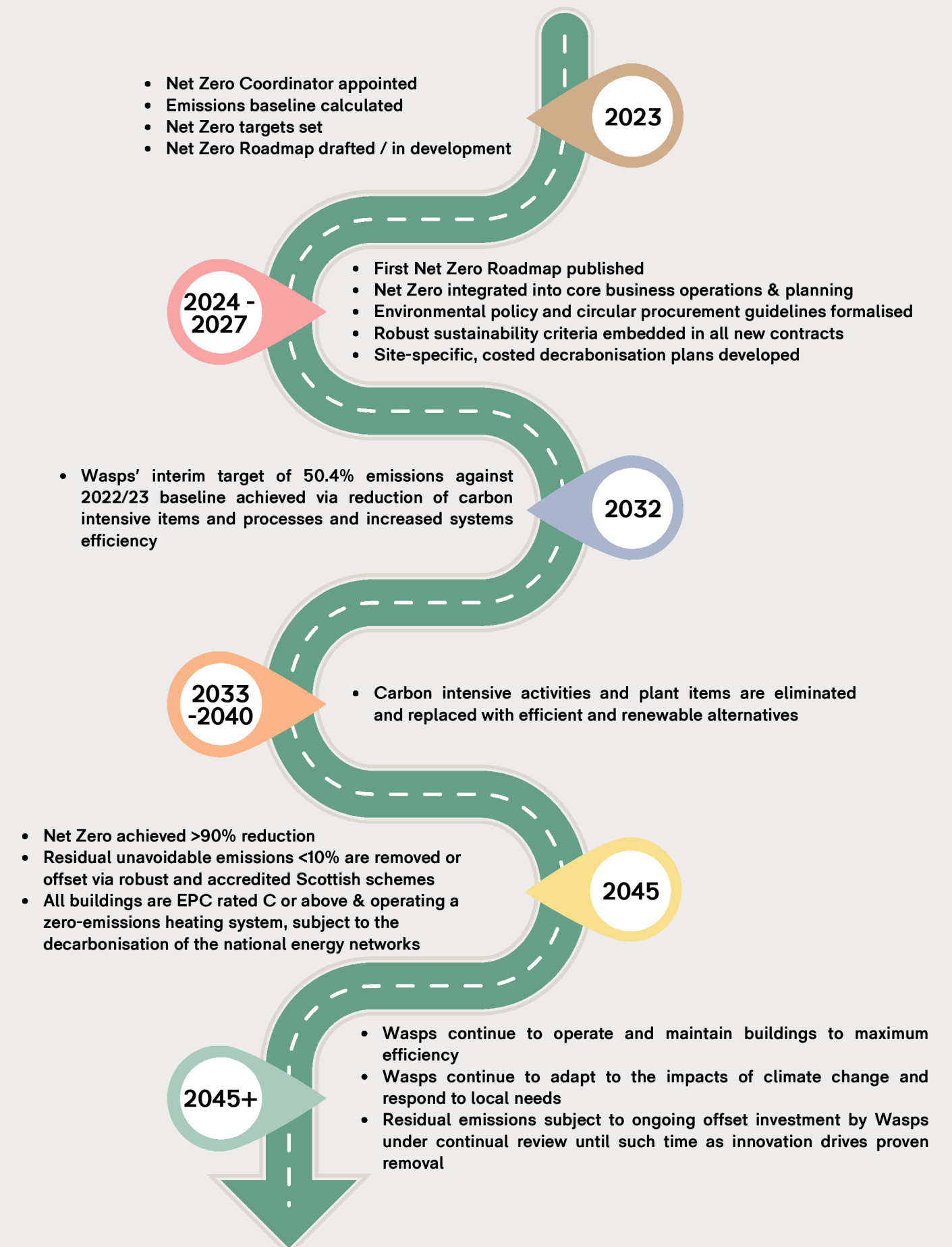
On our journey to 2045, and in line with the principles of the Science Based Targets Initiative (SBTI), we have also set ourselves a near-term target of **achieving a minimum of 50% reduction (against our 2022-23 baseline) in our Scope 1 and 2 emissions by 2032.**

It is our aim to include Scope 3 emissions in this 50% reductions target, but this is something we cannot commit to in this first iteration of our Roadmap until we have captured more Scope 3 data.

Setting this near-term target helps us to 'front load' our efforts to achieve meaningful emissions reduction across all 3 Scopes within 10 years of our baseline year and, in doing so, also helps to align us with the goals of the Paris Agreement to urgently limit warming to 1.5 degrees above pre-industrial levels.

Our Net Zero Targets are mapped against Key Milestones which plot our progress between now and 2045. (see opposite)

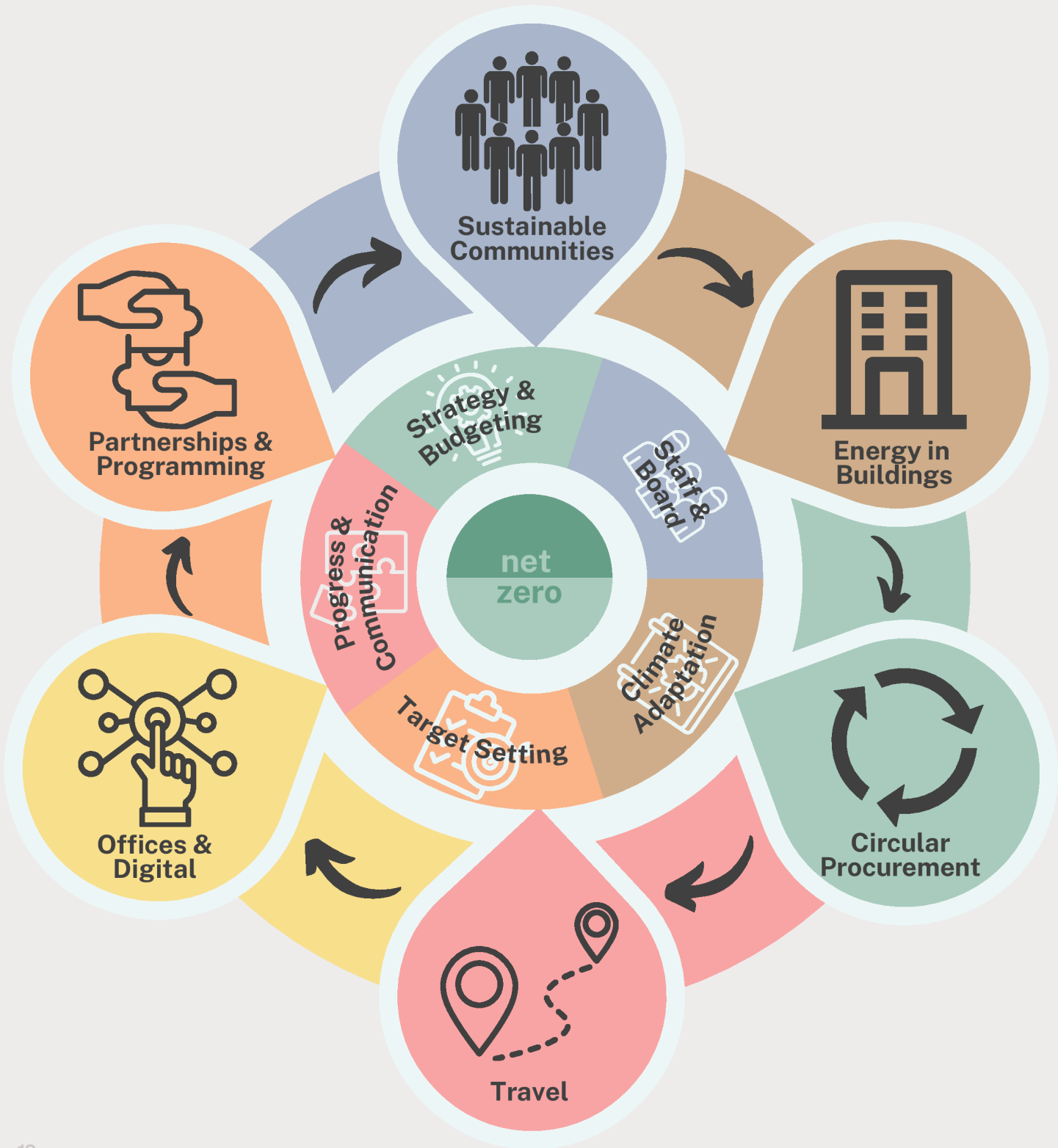
OUR MILESTONES



TURNING TARGETS INTO ACTION - PLAN THEMES

Priority Net Zero Initiatives & Internal Net Zero Action Areas

We have identified six Priority Net Zero Initiatives and five Internal Net Zero Action Areas to drive the Net Zero Roadmap. The Internal Action Areas are key for us to make the material change in achieving reductions and operational transformation towards Net Zero.



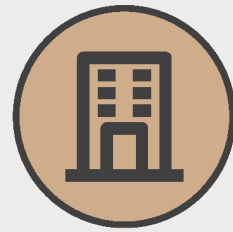
OUR SIX PRIORITY NET ZERO INITIATIVES



OUR FIVE INTERNAL NET ZERO ACTION AREAS



OUR PRIORITIES IN DETAIL



ENERGY IN BUILDINGS

We are working to maximise energy efficiency and decarbonise buildings across our estate.

Wasps is well placed to support the transition to a more circular economy by transforming at-risk existing buildings into art facilities; by redeveloping buildings rather than demolishing them and building new, we are making significant embodied energy and material savings.

Despite this, we are aware that upgrading and managing a portfolio of 21 buildings accounts for a significant portion of our environmental footprint, so energy in buildings is at the core of our Net Zero plan.

Embodied Carbon

As Wasps' buildings already exist, the majority of embodied carbon associated with them has already been emitted (from materials extraction, manufacturing, transportation and construction processes).

However, capital projects and fit outs still have a significant footprint so we will aim to work across supply chains to reduce their impact.

We are working with designers and contractors to embed circular economy and nature-positive, place-based design principles in the design and delivery process.

Design and construction will ensure there is no negative impact on the local ecology, and where possible, improving biodiversity.

Preference will be given to non-toxic materials that have low embodied energy, are bio-based or include recycled content.

Pollution including emissions, refrigerants and noise will be monitored during construction works and minimised or eliminated where possible.

Waste regulations apply during the construction phase, specifically to reduce the quantity of construction waste sent to landfill and support the development of a circular economy by implementing effective site waste management to segregate, recycle and recover materials as appropriate.

At The Briggait Clydeside Market Halls development, monthly waste management reports show 100% of materials have been diverted from landfill and sent on for sorting / recycling.

Operational Energy

Decarbonising our buildings by reducing operational energy use and switching to green energy sources across our estate is paramount in our journey to Net Zero.

We are auditing and upgrading building fabrics, systems and services on a rolling basis to improve performance and reduce our operational energy use.

Through a Business Energy Scotland (BES) funded service, we are conducting energy efficiency assessments across our estate, with engineers auditing buildings to produce carbon and cost-related ROIs for energy efficiency and energy management measures.

We will use this information to determine priority measures and develop costed, site-specific decarbonisation plans for our 5 highest emitting sites by 2027, exploring the viability of:

- Upgrades to building fabrics, including insulation, airtightness, ventilation and solar gain limiting strategies i.e. solar film.
- Zero Direct Emissions Heating (ZDEH) systems as alternatives to gas fired heating systems.
- On-site renewable energy technologies.
- Local community energy schemes & district heat networks.
- We will increase the coverage of these plans to include all buildings by 2029, to tie in with estate planning for our next five-year business plan.

NOW WITH
electricity from
100% renewable
sources

Energy Contracts

We have switched to a 100% renewable electricity supply across all buildings via green tariffs with our supplier.

We will explore the potential to upgrade our existing 'brown' (fossil fuel) gas tariffs to 'green gas' tariffs.

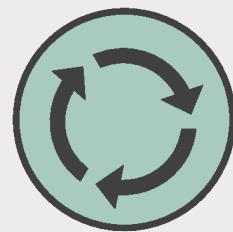
We will explore local opportunities to join community energy schemes or district heat networks.

We will also explore the possibility of onsite renewable energy generation.



Dundee Industrial Association's (DIA) solar photovoltaic arrays (2 x 50 kW) opposite Wasps' Meadow Mill building. Wasps pay a contribution to use 50kWp of solar energy to electrically heat the building.

Photo: Joe Fergusson / Forster Group.



CIRCULAR PROCUREMENT

We will work with stakeholders, suppliers and tenants to drive change across the value chain.

Evaluating our supply chain and engaging with our suppliers is essential as we move towards measuring more of our Scope 3 emissions. The creation of our Circular Procurement Guidelines in 2024 means Wasps will use our purchasing power to maximise our positive impact (ecological, social, economic) through careful consideration of our products and suppliers. The guidelines help inform our staff team on this.

Circular Procurement

We will embed circular economy principles across all our operations to reduce waste and keep products and materials in circulation for longer (prioritising sharing, reusing and repairing resources before buying anything new).

We will seek to collaborate with designers and contractors to reduce the environmental impact of our Capital Projects following key environmental principles.

We will embed circularity criteria within all tendering contracts by 2025. We have already begun to do so, asking waste and construction contractors to submit their own environmental policies, and details of how they're working towards Net Zero.

This is scored as part of the contractor pre-qualification questionnaire (PQQ) and invitation to tender (ITT) process.

We will monitor more of our Scope 3 stakeholders' waste streams.

We already encourage attendees to building-based events to bring their own water bottles but recognise we can go further in this by working across our supply chains to collaborate with event management stakeholders to reduce the environmental impact of markets and events in Wasps buildings.

We will work across our supply chains to reduce waste from cafe provision in our buildings, encouraging vendors to compost spent coffee grounds or donate them to local garden projects.

Waste Reporting & Management

Whilst only 16% of Wasps' estimated annual waste in 2022-23 went to landfill, this accounted for 80% of carbon emissions from this category.

We have since appointed a new waste management contractor to help better measure, monitor and reduce the impact of our waste streams across the estate. They were scored against our newly implemented circular procurement criteria as part of the tendering process.

Through this new contract we will achieve a zero waste to landfill rate from our lead contractor-served sites.

We aim to achieve a zero waste to landfill rate for all Wasps buildings by 2032. *This is subject to local councils for 4 subcontracted sites not served by our main contractor establishing Energy-for-Waste processing plants.*

We will have access to an online portal with carbon reporting metrics so we can more accurately calculate, monitor and reduce our operational waste footprint.

One percent of the annual value of the contract will be donated to community benefits programmes and local initiatives of our choice.

We will have access to free compost for use in greenspaces across the Wasps estate.

We will have access to toolbox talks for staff and tenants to increase knowledge around circularity and waste management, and support to help assign waste champions at each of our buildings.

We will also have support to introduce food waste caddies to segregate our food waste from our general waste at sites with cafe provision.



TRAVEL

We will work to reduce our travel footprint by supporting sustainable travel for employee commuting, business travel and visitors alike.

Staff Travel

We will calculate Wasps staff and Board business travel footprint in 2024 and aim to **achieve Net Zero emissions from business travel by 2045**. We updated our expenses claims forms in 2023 to enable the collection of data necessary to calculate this.

We will annually calculate and monitor employee commuting footprint.

An employee commuting emissions score for 2022/23 has been estimated following a staff survey, which has shown a comparatively minimal emissions impact. We will recalculate this annually to monitor and see where we can improve.

Staff policy requires employee commuting and business travel to be made via public transport by default, only using private vehicles where unavoidable (and then encouraging car sharing).

Staff are encouraged to use low carbon travel methods by planning journeys through the sustainable transport planning app 'you.smart.thing'.

We have flexible working options to allow staff to work from home rather than travelling into the office every day.

Visitor Travel

We will collaborate with and encourage events management stakeholders to monitor and calculate emissions from audience travel to events in Wasps buildings.

Visitors to our buildings are signposted to use public transport on the 'Accessibility & Getting Here' sections of our website.

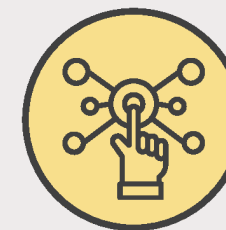
We collaborated with Glasgow Coffee Festival to estimate the footprint of the 2023 festival and a sustainable travel guide to The Briggait was created for their website.

Sustainable Travel Infrastructure

We will consult the RIBA 'Sustainable Connectivity and Transport' metric to design sustainable transport infrastructures into all new capital projects where feasible.

Our newest building, Granton Station, has electric vehicle charging points.

We are working to increase the provision of active transport infrastructures across all sites where feasible on an ongoing basis, to include secure cycle storage, maintenance tools, shower and locker facilities for staff, tenants and visitor.



OFFICES & DIGITAL

We are committed to minimising the physical and digital footprint of our office and marketing operations.

Offices

Our offices use 100% recycled paper for printing, with double sided printing set as default on staff computers.

Printer ink cartridges are recycled via manufacturer return scheme.

We use digital systems such as OneDrive and Teams to share electronic documents where possible to reduce the need printing and the need to travel for meetings.

We responsibly dispose of waste electrical and electronic equipment (WEEE) through WEEE recycling organisations.

Laptops rather than desktops are used which helps to reduce operational energy emissions in the office.

Staff monitors are set to go to sleep after a period of inactivity.

Digital

Integrating digital sustainability into our business operations and strategy is a key step towards more holistically measuring and reducing our carbon footprint.

We have therefore been exploring ways to identify and monitor our digital activity.

Our website server – Digital Ocean (LON1) - is a verified green hosting provider.

We will add [websitecarbon.com](https://www.websitecarbon.com) badges to publicly display our website carbon emissions to aid full transparency.

We have used carbon monitoring software from Neuto to analyse our website and identify where carbon outputs could be improved and necessary changes made.

Following this audit, we will:

- Install browser extensions to all staff computers to raise awareness of digital footprint.
- Review recommendations to compress images and make lighter assets on our website where possible.
- Introduce staff policy / guidance to compress images to make assets 'lighter' before uploading any new images to the website to reduce their carbon footprint.

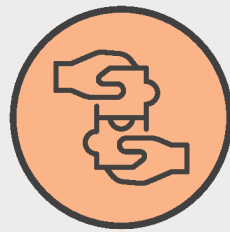
Marketing

We recognise that our marketing material has a carbon footprint, so are exploring ways in which to reduce this.

We will minimise unnecessary quantities in print runs and opt to increase digital promotions over physical ones.

We will produce our next Annual Review as a 'digital only' publication.

We are exploring switching to uncoated paper so print marketing materials can be recycled.



PARTNERSHIPS & PROGRAMMING

We strive to take a collaborative and creative approach to sustainability.

Beyond our own direct emissions, as a buildings-based cultural organisation, we have the potential to contribute to Scotland's wider net-zero target through influencing across our networks.

As members of the **Green Arts Initiative**, Wasps is already working within Creative Carbon Scotland's network to collaborate with other arts and cultural organisations to better understand the role we can play in decarbonisation, and drive change via a collaborative and creative approach.

We plan to continue to develop these connections and share resources, learnings and tools with others in this network and engage creative practitioners in future climate-related works.

We will collaborate with our tenants and help support them in their own sustainability journeys. Many cultural industries tenants are already obliged to undertake environmental reporting for funding purposes, and many more have their own sustainability goals, so we will support them by sharing relevant data.

Circular Arts Network

The Briggait is a partner venue for the Circular Arts Network (CAN) collection and delivery service, acting as a collection / drop off point.

In collaboration with Mungo Messengers and Co-Wheels, this initiative is set to revolutionise the circular economy in the arts by creating door-to-door delivery and collection. CAN have established drop-off points across Glasgow, facilitating the seamless sharing and reuse of materials, tools, and resources within the arts community.

Materials Swaps

CAN and Velocity Cycles held an art materials swap event at our Inverness Creative Academy building in March 2023. Over 300 items were swapped which may otherwise have gone to landfill, saving resources and money and helping to work towards a more circular economy.

We supported **Scottish Contemporary Art Network (SCAN)** to establish an e-cargo bike share scheme in The Briggait. The bike is available to SCAN members, and Wasps tenants, to hire and use in their day-to-day work for free. It provides an environmentally friendly and cost-effective means of transporting materials and artwork, at a time when artists and arts organisations are in dire need of sustainable transport options.



SCAN e-cargo bikes at The Briggait, Glasgow

Programming

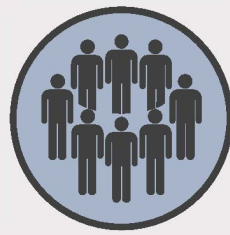
We will showcase and promote work from our tenants that focusses on environmental themes or purposes.

Our arts programming invites proposals that align with the ambitions and values of sustainability, and particularly encourage applications from artists who create work with related themes, or those who adhere to sustainable practice when making their work.

Our makers markets celebrate locally crafted products and artworks.

We aim to work with stakeholders to embed sustainability into all exhibitions and events. Specifically, we will refer artists to the Design Museum Toolkit for Sustainable Exhibition Design and encourage them to use the Impact Model to track and calculate the carbon emissions related to each exhibition.

By 2045 we aim for this to be standard practice across all Wasps arts and events programming.



SUSTAINABLE COMMUNITIES

We are committed to ensuring a just and inclusive transition to a Net Zero future.

A just transition to Net Zero needs to go beyond carbon accounting alone and needs to look to achieving equitable outcomes for everyone whilst enhancing broader environmental sustainability.

Adapting our buildings for a changing climate requires taking a holistic approach to place; buildings cannot be viewed in isolation without the surrounding communities and ecologies.

People

We aim to engage with and reflect issues that affect the community of place around each of our buildings.

To build a better understanding of the physical and social aspects of the local communities around our buildings, and how climate change will affect them, we will consult the Place Standard Tool with the Climate and Historic lenses to structure these conversations.

We will continue to create opportunities for positive social impact through our capital projects such as upskilling or training schemes.

Biodiversity

We are in a climate and biodiversity emergency that extends beyond a carbon lens. An increase in extreme climate events, such as heatwaves and flooding, poses significant challenges to both ecological and human health and wellbeing.

Utilising the outside spaces around our buildings provides the opportunity to support biodiversity and climate resilience, as well as creating more pleasant places to spend time.

We will continue to consider the impact of our capital projects on the existing environment and mitigate impacts.

We will continue to create opportunities to support biodiversity on site.

At Inverness Creative Academy, we installed Swift nesting boxes to support the local bird population, which are among the most endangered birds in the UK.

We will support the development of green spaces around our buildings where feasible, consulting the RIBA Sustainable Outcomes metric for 'Sustainable Land Use and Biodiversity'.

At Perth Creative Exchange we worked with Sustrans to develop and implement a Pocket Park with and for the local community, completed in June 2023.

Heritage

Heritage has an important role to play in place making and many of our buildings have fascinating stories to tell.

Our developments retain as much as possible of the original building features in order to preserve and celebrate the historic environment whilst supporting present-day cultural industries and economic prosperity.

Climate Adaptation

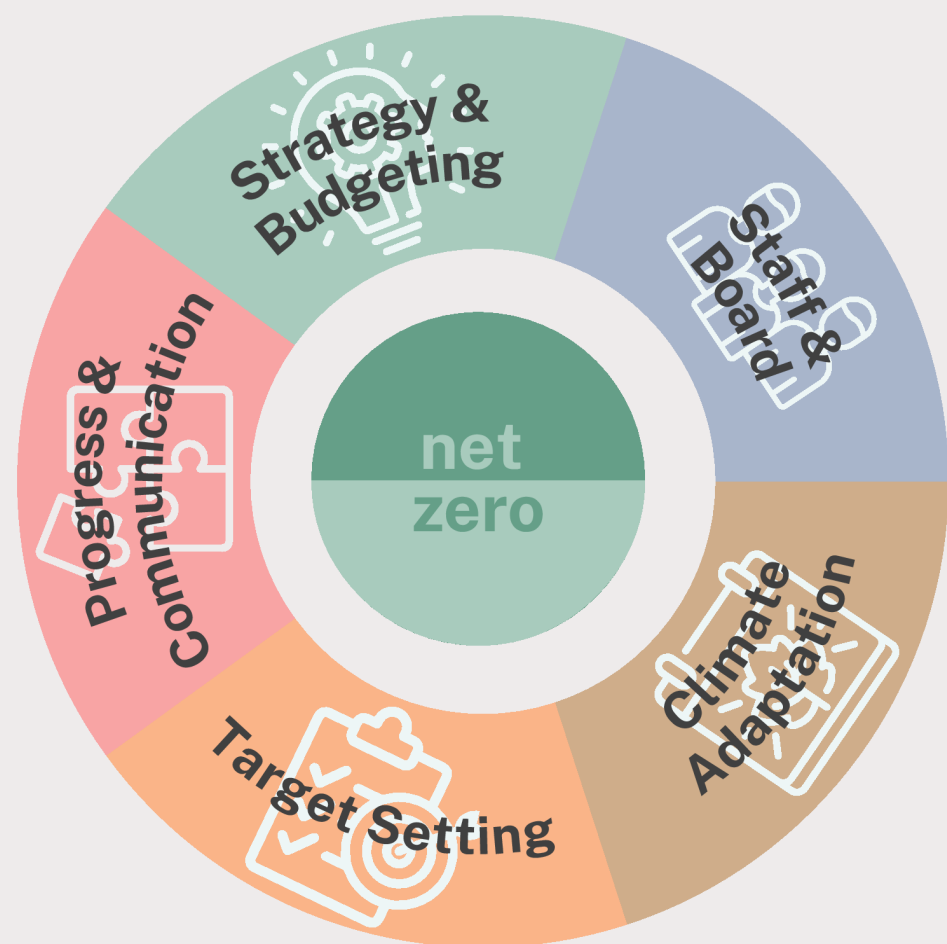
We will develop a Climate Adaptation Plan for the Wasps estate that considers potential risks and impacts from climate change on the organisation.

This is something we have begun to consider as a Green Team and will continue working through the Cultural Adaptations Toolkit to produce this plan.



Pocket Park, Perth Creative Exchange

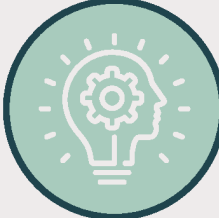
INTERNAL ACTIONS IN DETAIL



The following Internal Net Zero Action Areas are also critical in order to mobilise organisational support and resources behind our Priority Net Zero Initiatives.

Environmental responsibility and awareness will be embedded throughout our future business ethos, agendas and governance strategies, thus enabling our decarbonisation goals to be aligned with our business goals.

We are currently in the process of integrating our Net Zero Roadmap into our core business operations and next five-year business plan.



STRATEGY & BUDGETING

We will ensure that a Net Zero budget is built into Wasps' overall business strategy, accounting for the implementation of environmental initiatives and the delivery of our Net Zero Roadmap through appropriate staffing, monitoring and impact reductions.

We will continue to use banks and pension providers who invest in social and environmental impact projects.



STAFF & BOARD

The Wasps Green Team was established in partnership with Creative Carbon Scotland and Glasgow Chamber of Commerce in January 2017. Our regular Green Team meetings give staff a platform to share ideas and discuss how we can improve sustainability, but we recognise we can go further to embed shared environmental responsibility throughout the organisation through the following actions.

We aim to appoint a Board member to oversee all of our environmental progress, including investment decisions and advocacy.

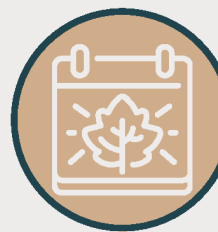
At both Board and senior management level, we will regularly review progress on our environmental responsibilities and goals.

To ensure our staff team are climate literate, we will provide environmental training sessions, as well as opportunities for professional development.

We will encourage and support our staff team to be a part of sustainability groups and attend related events outside the company.

We will integrate environmental responsibilities into new and existing job descriptions for staff members across the organisation.

We will introduce new staff to our Net Zero strategy, and related documents, as part of the onboarding process.



CLIMATE ADAPTATION

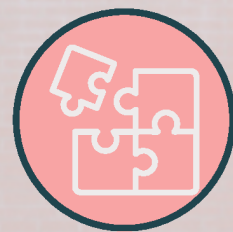
The impacts of climate change can already be felt within Scotland, with climate projections indicating that these changes will only continue to intensify over the coming years. In order to protect our communities, we need to adjust our places to the effects of climate change.

We will onboard climate adaption strategies at a governance level, enabling us as an organisation to adjust to the current and future effects of climate change and manage risk and opportunities effectively.

As part of this strategy, we aim to develop a Climate Adaptation Plan for the Wasps estate by 2029, to coincide with the next iteration of our five-year business plan. This will then be updated on an ongoing basis to 2045 and beyond.



Hanson Street, Glasgow



PROGRESS & COMMUNICATION

As we integrate Net Zero and climate resiliency into our overall business strategy and set of values, we will implement standard practices as follows:

We will review our Net Zero strategy quarterly, measuring progress and maximising arising opportunities.

We will externally update and report annually on progress against our Net Zero plan, with the next publication due in March 2025.

We will communicate Net Zero and sustainability works both internally and externally on an ongoing basis, via our newsletter bulletins, website and social media channels.



TARGET SETTING

We will use Creative Carbon Scotland's carbon budgeting calculator tool, as part of our business planning strategy, which will enable us to plan, budget and reduce our emissions year on year in line with our Net Zero targets.

We will review our targets accordingly as our property portfolio evolves and we expand our Scope 3 emissions reporting.

NEXT STEPS

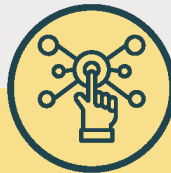
As well as implementing all short-term priorities outlined across the top row of our Priority Net Zero Initiatives at a glance table on the next page, we will be focusing on the following priority next steps:

- Integrating Net Zero into the core business strategy and planning: collaborate with various stakeholders to embed Net Zero into long-term planning.
- Developing Scope 3 reporting: continuing to gather data, particularly for business travel and suppliers, to fully understand Wasps' own emissions beyond what has already been calculated.
- Communicating our Net Zero efforts: publicly demonstrate Wasps' commitment to sustainability and Net Zero journey through our website and social media channels.



Martin Campbell Residency: The Admiral's House, Isle of Skye. Photo Iain Smith

ROADMAP TO NET ZERO 2045

	 ENERGY IN BUILDINGS	 CIRCULAR PROCUREMENT	 TRAVEL	 OFFICES, DIGITAL & MARKETING	 PARTNERSHIPS & PROGRAMMING	 SUSTAINABLE COMMUNITIES
SHORT TERM ACTIONS 2024 - 2027	BES assessments conducted to determine site-specific energy and carbon saving opportunities (2024) 100% renewable energy supply provided through green tariffs (2024) Site-specific decarbonisation plans for 5 highest emitting buildings developed (2027)	Implement staff & stakeholder circular procurement guidelines (2024) Calculate & report all site waste emissions via contractor portal (2024) Embed circularity criteria within all tendering contracts (2025)	Annually calculate Wasps' staff and Board business travel footprint (2024) Annually calculate and monitor employee commuting footprint (2024) Encourage stakeholders to calculate emissions from audience travel to events (2024) Consult RIBA 'Sustainable Connectivity and Transport' metric when developing new capital projects (2025)	Measure website carbon footprint and add carbon badge (2024) Review print marketing strategy (2024) Install carbon monitoring browser extensions all on staff computers (2024) Pinpoint and improve website carbon outputs (2025) Integrate digital sustainability into business operations (2025)	Collaborate with and support Wasps tenants with their own sustainability journeys (ongoing) Invite work that aligns with sustainability as part of arts programming (ongoing) Connect, collaborate and share learnings with other cultural organisations (ongoing)	Continue to create opportunities for positive social impact via capital projects (2024) Consult the Place Standard Tool with Climate and Historic lenses to inform capital projects planning and community engagement (2025)
MEDIUM TERM ACTIONS 2028 - 2032	Site-specific decarbonisation plans developed for all buildings (2029) Upgrade to 'green gas' tariffs where financially proportionate (2029) Energy efficiency and management measures implemented to include LED & motion sensor installation, and IT equipment efficiencies (2032) Achieve 50.4% target reduction in Scope 1 and 2 emissions (2032)	Zero waste to landfill achieved for all Wasps buildings (2032) Monitor more of our Scope 3 stakeholders' waste streams and collaborate with them to reduce the environmental impact of building-based events (ongoing)	Continue to work with stakeholders to reduce emissions from audience travel (ongoing)	Continue to maximise efficiency of our office and digital operations (ongoing)	Regularly showcase and promote environmental achievements and work made by tenants (ongoing) Work with arts programming stakeholders to embed sustainability into their work (ongoing)	Consider the impact of capital projects on biodiversity and mitigate impacts (ongoing) Support the development of green spaces around our buildings (ongoing) Develop a Climate Adaptation Plan for the Wasps estate (2029)
LONG TERM ACTIONS 2033 - 2045	Building fabric upgrades implemented across all sites where financially proportionate (2040) All buildings EPC rated C or above (2045) 100% use of zero direct emissions heating (ZDEH) systems, subject to technology (2045) Research appropriate emissions offsetting schemes and offset any residual emissions (<10%) (2045)	Continue to support local community initiatives through supplier partnerships (2045+)	Implement active transport infrastructures across all sites where feasible (2045)		Work with stakeholders to record the carbon emissions related to all exhibitions and events (2045)	Continue to adapt to the impacts of climate change through regular review of our Climate Adaptation Plan (2045)

