



**ROSKILDE FESTIVAL
GRUPPEN**

SUSTAINABILITY STRATEGY

2016-2019

A A

Utopia

How does a completely sustainable Roskilde Festival look? The utopian idea is a thought experiment, a notion about ideals, a notion that we can strive for and be inspired by. The notion of seven simple principles. Three about environmental sustainability and four about social sustainability.

Fossil-free energy supply

In our Utopia, all of the energy we spend today on Roskilde Festival activities, both from the electricity grid and fossil fuels, comes directly from sustainable energy sources. It may be produced locally or centrally, and it may come from wind, sun, water or a completely different kind of technology. But the energy comes from energy sources without environmentally negative consequences.

All waste is resources

In the Utopia there is no such thing as waste. Our festivalgoers, ourselves and our partners take most of it with them home. What is left behind is viewed upon as resources. Therefore, we, our festivalgoers and partners sort at the source, and we have a number of partners that reuse the resources in their existing form or recycle them for new products.

Input without negative environmental impact

The building materials we use, the equipment we rent, the food and beverages we purchase, the non-food that is sold and the operating equipment we use are all produced in the same way that we run the festival. Without negative environmental impact.

Inclusive community

There is room for everyone, and nothing prevents the individual in actively participating in and contributing to the community. In the Utopia, everybody acts with respect towards one another, and discrimination and harassment does not exist.

Production with care

We create the activities of Roskilde Festival Gruppen with care. All production is carried out under safe, secure and dignified conditions and with respect for the rights of the individual. This is also true of the manufacturing of the products we use in connection with Roskilde Festival Gruppens activities.

Everyone contributes to social value

Everyone has value and is important to the community. We each contribute based on our own abilities and opportunities to create a positive social impact, human compassion and to develop human resources and competences.

Platform for inspiration and knowledge

All knowledge about Roskilde Festival Gruppen is available for those who want to join us in gaining insights into a sustainable society and help create it. We are a platform for knowledge, a source of inspiration and an exploratorium that, in collaboration with the future generations, will create the sustainable solutions of the future.

We will not reach Utopia based solely on the strategy on the following pages. Only with great changes in our surrounding world and together with others can we get within reach of this dream. But the Utopia gives us the opportunity to dream and strive for something bigger.

Introduction – a new sustainability culture

Roskilde Festival Gruppen is a voluntary non-profit organisation with the purpose of making a difference and making a positive mark on our surrounding world. It has to do with trusting that people make responsible choices and that each of us contribute to making a difference and making a change in the community for the community. The strategic ambition of the festival is to develop open, playful and socially committed people. We believe that music and art can raise and strengthen such a change.

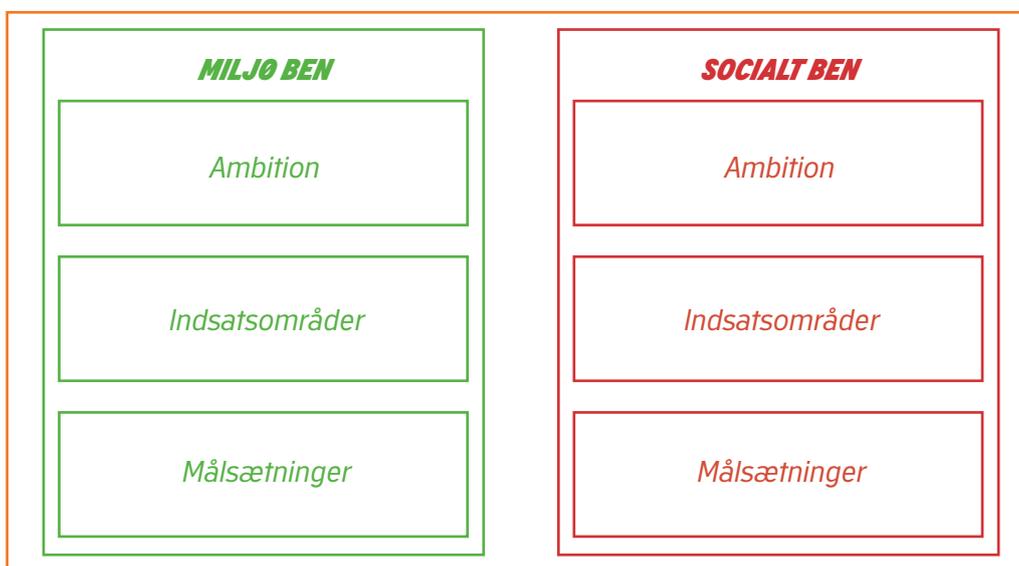
“ Environmental sustainability is about creating the smallest possible negative environmental impact on our surrounding world. Social sustainability is about creating the biggest possible positive social impact on our surrounding world. ”

We can only achieve that, by making the sustainable choice the natural choice in our organisation. The sustainable choice needs to be both practically possible, socially acceptable and financially prioritised. We need to create a new culture of sustainability within Roskilde Festival Gruppen, a culture that builds on the festival's long running tradition for non-profit work.

A strategy with two legs

The strategy has two legs – one leg concerning environmental sustainability and one leg concerning social sustainability. The two legs each consist of three parts. A unifying ambition, which works as an inspiration and guiding star for everyone, who has influence on what social or environmental impact our activities have.

Moreover a number of key action areas that prioritise where we can achieve the highest possible positive impact by taking action. And finally, a number of specific objectives for what we need to accomplish in the time span of the strategy. In addition to the strategy is an appendix about background, finances, organisation and schedule.



Other strategies and approaches of importance

Not everything concerning environmental or social sustainability is in this strategy. This due to the fact that a number of other documents (Arts strategy, Code of Conduct, Donations policy, Music strategy, Food and beverages Strategy, Partnership Strategy and Development of our volunteer community) contain objectives for the way Roskilde Festival Gruppen works with sustainability in relation to these specific areas. For that reason, they have not been included as specific objectives in this strategy, but they support the following main objectives.

Strategy does not make a difference, implementation does

The next step is to implement activities to achieve the objectives. We need to identify which teams should contribute to reach the objectives and how. And which activities that can only be achieved by cross organisational work.

This process also includes 'definition talks' about the individual objectives, where more narrow measuring points, indicators for success and incentives will be defined. It is a conscious choice for this strategy to not set up objectives for the individual teams, and to only define the objectives that several teams need to contribute to in order to achieve it. For us to be successful in a lasting framework and change, the individual teams need to be the driving force in formulating its own specific objectives.



ENVIRONMENTAL SUSTAINABILITY

Ambition

The ambition is the sum of what we want to achieve with environmental sustainability in its most concentrated form. The ambition sets the course for all volunteers, staff, suppliers and partners whose actions have positive or negative influence on our environmental impact. The ambition is a reference point for the way we act and a dream about the future.

“ We will create Roskilde Festival Gruppens activities without negative environmental impact. We, our festivalgoers and our partners will intrinsically make environmentally sound choices to reduce both environmental input and output. ”

Input is our resource consumption

It is our use of the earth's natural resources, which are not replenished as fast as they are consumed. It is, for instance, the building materials we use, the operating equipment we buy or rent, the food and beverages we purchase, the non-food products we sell and the water, electricity and gas/diesel we consume. Most of it is spent during the festival, but outside of the festival period, we also consume resources for operations and other events.

Output is our emissions

It is everything left over from our activities. It is not only what we can see, feel and smell, but also the invisible emissions. It is, for instance, our waste, our CO₂ and other greenhouse gas emissions, our waste water and our chemicals contamination. Some of it is our own direct output, which we have no choice but to handle, but another part of it is the indirect output, which we are causing through our suppliers', partners' and artists' activities.

Action areas for environmental sustainability

The action areas for the strategy is an order of priority for where we expect to be able to achieve the biggest environmental improvements with our resources. We need to recognise that we cannot do everything at once, and we have to prioritise our actions. The point of the strategy action areas is not that we are going to be inactive in all other areas, but that the action areas prioritise in which areas we will do an extra effort. The action areas for the current strategy's time span are as follows:

Waste: Waste is seen as a resource that needs to go up higher in the waste hierarchy: Waste prevention – recycling – utilization of materials – incineration - landfill.

Analysis and documentation: Knowledge about our environmental work, which forms the basis of further action. Covers analyses of festivalgoers, analyses of environmental initiatives, documentation of resource consumption and emissions, and measuring and documentation of results.

Energy: Covers both production form and our consumption of electricity (both fixed and generators) and gas.

Purchasing: Covers which suppliers we choose and eco-labelled products.

Food and beverages: The current food and beverages strategy is effective through 2017 where ecological renewal and three other action areas concerning sustainable food (local produce, resource consumption and social sustainability) is scheduled to be accomplished.

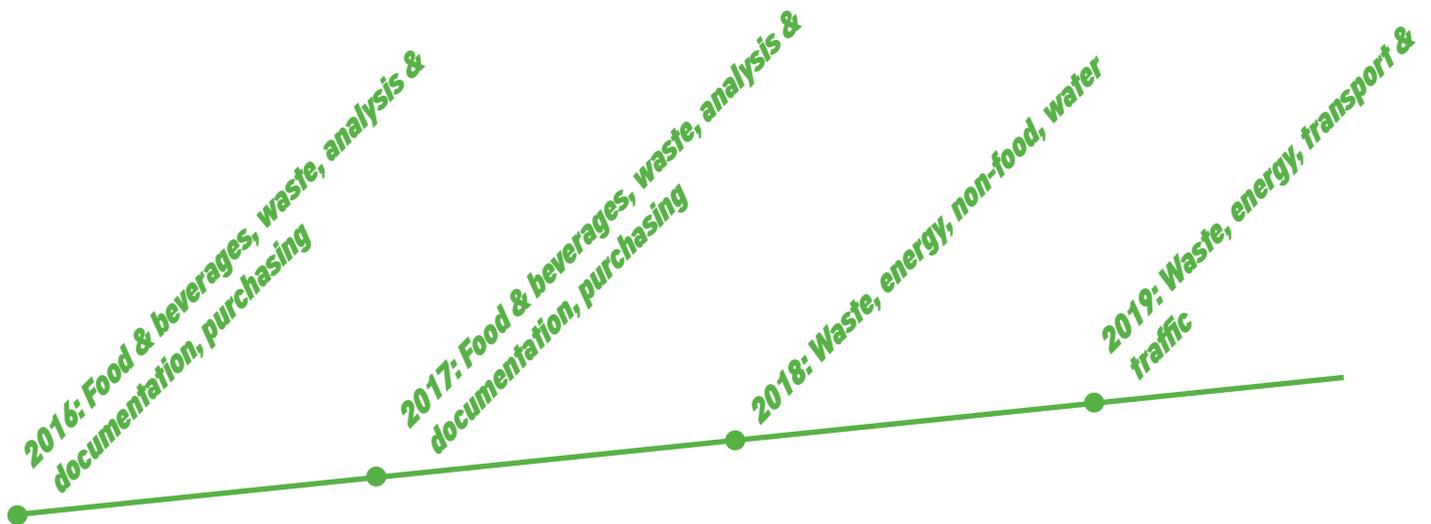
Non-food: Covers the origin, production form and quality of the products as well as new business models.

Water: Covers both waste water removal and water consumption.

Transport and traffic: Covers internal and external transport of goods and people by car as well as public transportation. Both the technology and fuel consumption is dependent on the technological and sociological tendency and development.

The action areas are distributed as follows in 2016-2019

ENVIRONMENTAL SUSTAINABILITY



Objectives for environmental sustainability

We measure the success of the strategy by whether we can achieve our objectives. It is these objectives that the many teams within Roskilde Festival Gruppen will get activities going in order to reach. The objectives must be firmly anchored and followed up on in the teams, but it is not possible for one team alone to achieve the objective since all of the objectives require action from different parts of the organisation.

Reducing input

- We purchase and rent only eco-labelled products, where the right products are available. 2016: 7 product categories, 2017: 10 product categories, 2018: 15 product categories, 2019: 20 product categories.
- We implement the four action areas of the food and beverages strategy concerning sustainability.
- We reduce our water consumption by 2 % in 2016 and hereafter 3 % every year in 2017, 2018 and 2019.

Reducing output

- We ensure that a new renewable energy production is created, corresponding to our energy consumption 2016-2019.
- We increase the amount of waste separation with 10 % every year 2016-2019.
- We reduce the amount of waste for incineration and landfill with 10 % by 2019.
- We measure and compensate our total greenhouse gas emissions in 2016-2019.
- We reduce our direct greenhouse gas emissions with 3 % per year 2016-2019.

Supporting objectives

- We establish an environmental committee in Roskilde Kulturservice in 2015.
- We implement an internal environmental advisory service in 2015.
- We compose an annual environmental report based on systematically collected data regarding our resource consumption, emissions, waste, recycling, compensatory activities etc. from 2016-2019.
- We increase the knowledge of the environmental work in an annual visitor survey 2016-2019.
- We measure our internal sustainability culture from 2016 (reference point). Increased knowledge 2017-2019.

SOCIAL SUSTAINABILITY

Ambition

Our ambition is the sum of what we want to achieve with social sustainability at its most concentrated form. Our ambition sets the course for all volunteers, staff, suppliers and partners, whose actions influence our surrounding world in a positive or negative way. It is a reference point for how we act:

“ *We create Roskilde Festival Gruppens activities based on the faith in the individual person within the community and with care and respect for human rights and human resources. We, our festivalgoers and partners make choices that contribute to making a positive social impact on the world.* ”

Action areas for social sustainability

The strategy action areas are an order of priorities of where we expect to be able to achieve the biggest positive social impact with our resources. We need to recognise that we cannot do everything at once, and so we have to prioritise our actions. The point of the strategy action areas is not that we will be inactive in all other areas, but that the action areas prioritise which areas we will put extra focus on. The six action areas of the current strategy are as follows:

Analysis & documentation: Covers knowledge about Roskilde Festival Gruppens work with social sustainability, which forms the basis for further action. E.g. surveys of festivalgoers and volunteers, documentation of the purpose and effect of donations and analysis of social conditions in the suppliers' value chains.

Donations: Covers the financial or human resources that we allocate or provide to strengthen sustainability in our surrounding world based on the Foundation's and Society's objective about: Supporting initiatives, which are beneficial to children and youths as well as supporting humanitarian, other generally charitable, non-profit and cultural work. Among these the distribution of profits, guidance and sparring.

Training & development: Covers Roskilde Festival Gruppen as a platform for knowledge, where we provide an opportunity for qualifying training courses, sparring and guidance, also including making knowledge available to students. E.g. trainee periods and apprenticeships, skills upgrades for volunteers, courses to help get people into the labour market, and sparring, guidance and development for NGOs, cultural up-and-comers and socioeconomic companies.

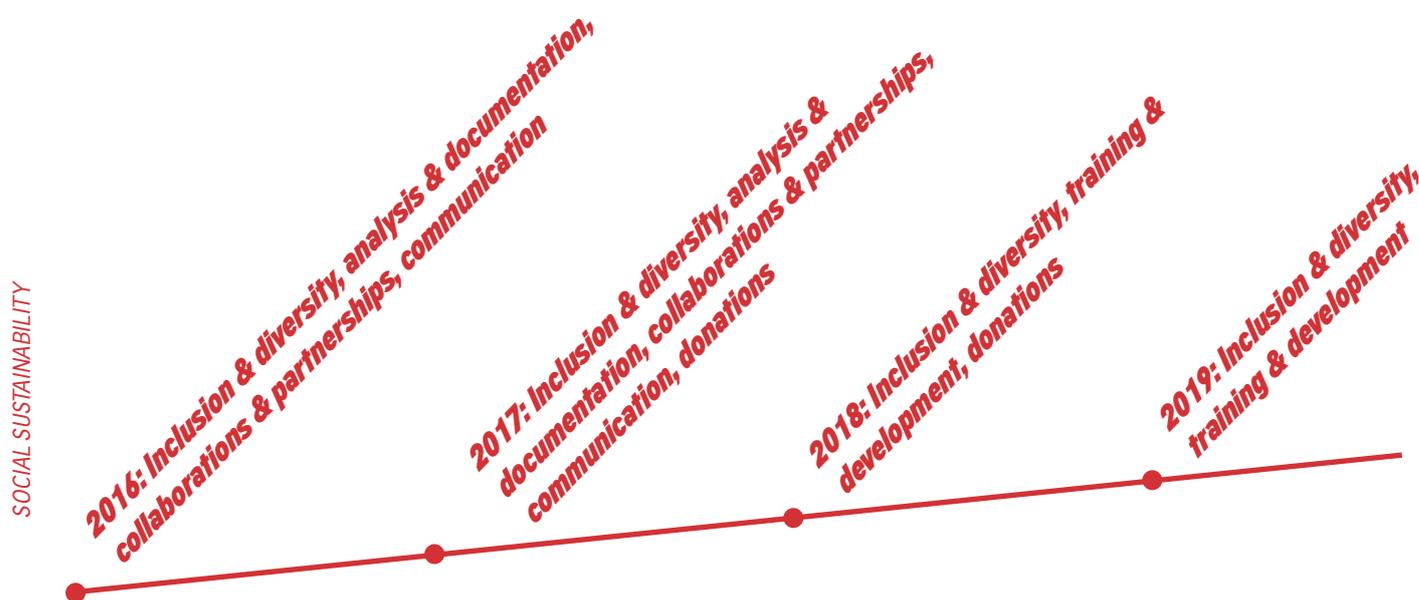
Communication: Covers the presentation of Roskilde Festival Gruppens actions and activities within social sustainability, which inspires to and creates awareness about how active participation and commitment affects and makes a change in our surrounding world. E.g. narrative press releases, guided tours or direct involvement.

Inclusion & diversity: Covers Roskilde Festival Gruppens work with creating a diverse and actively inclusive community where everyone can participate and contribute. This could be with special focus on the volunteers, staff or festivalgoers. It also comprises the work with reducing discrimination and harassment. E.g. by involving minorities in volunteer actions, ensuring dignified conditions for the socially disadvantaged and special conditions for people with mental and physical disabilities.

Collaborations & partnerships: Covers the partners we choose to collaborate with, and that we secure reasonable conditions and basic rights for the people, which we engage in or are affected by Roskilde Festival Gruppens activities. It concerns everyone who engage people in a task from commercial partners, suppliers, volunteers and staff to artists, students, socioeconomic companies and unions. E.g. requirements for working environment, collective agreements and action against forced labour and child labour.

Order of priority for the action areas 2016-2019

We work with all of the action areas throughout all years, but we prioritise a special focus on the following action areas as they are distributed for the years 2016-2019:



Objectives for social sustainability

We measure the success of the strategy by whether we can achieve our objectives. These are the objectives that the many teams within Roskilde Festival Gruppens set out to achieve with their activities. The objectives must be firmly anchored and followed up on in the teams, but it is not possible for one team alone to achieve an objective since all of the objectives require action from different parts of the organisation.

Analysis & documentation

- We measure our internal sustainability culture from 2016 (reference point). Increased knowledge from 2017-2019.
- We will initiate an examination to find out where Roskilde Festival Gruppens activities do not live up to the UN Global Compact principles. Afterwards, an order of priority for action is implemented in order to meet the UN Global Compact principles.

Donations

- We document objectives for all of Roskilde Festival Gruppens donations.
- We measure and document the effect of donations, which support the work with creating attention about and increasing the political, cultural and financial equality towards 2018.
- We clarify the application and distribution process for donations from the Society and the Foundation internally and externally.

Training & development

- We establish a new platform, which makes our knowledge and data available to students in relation to generating new knowledge and contributing to the development of the sustainable solutions of the future.
- Annually, we participate in 15 student projects concerned with sustainable development (from 2017).
- We involve external partners in the development of the annual statement focus.
- We go through every team in Roskilde Kulturservice in 2016 to uncover in which areas and teams we can offer qualifying training courses (traineeships and apprenticeships, flexible jobs, wage subsidy).

Communication

- We increase the collaboration between arts, music and statement in terms of creating active participation and insight about the annual statement focus. We complete a minimum of 5 activities across arts, music and statement over the year.
- We increase the knowledge of statement work in an annual visitor survey 2016-2019.
- We increase the knowledge of Roskilde Festival Gruppen as a non-profit organisation in an annual visitor survey 2016-2019.

Inclusion & diversity

- We identify and document excluding and discriminating conditions in connection with Roskilde Festival Gruppens activities.
- We work determinedly with reducing excluding and discriminating conditions towards 2019.
- We integrate equal treatment and diversity in Roskilde Kulturservice practice for recruiting and hiring, working environment and retention.
- We work out an equality policy for Roskilde Kulturservice.

Collaborations & partnerships

- We work out procedures for follow-ups on suppliers' and collaborators' value chains in terms of human and employment rights based on the UN Guiding Principles on Business and Human Rights.
- We go through and update the Code of Conduct in 2016 and implement a practice on an annual update (November).
- We make sure that Roskilde Festival Gruppen Code of Conduct is implemented as a fixed element in all finalizations of agreements made in 2019. Implementation is initiated with chosen collaborators and gradually expanded to cover everyone up until 2019.
- We initiate the work with ensuring that collaborators and suppliers comply to Roskilde Festival Gruppen Code of Conduct.

Appendix 1: Background, finances, organising and timetable

The basis for a strategy for sustainability is Roskilde Festival Gruppens strategy from 2013. In that strategy, sustainability and social responsibility is emphasised several times, both in the initiative to develop an international community for open, playful and socially committed people and in the initiative to make Roskilde Festival into a unique international event. The descriptions of the strategic initiatives are as follows:

- “We want to develop and expand our action and position in sustainability and social responsibility and use it actively as part of the community.”
- “Sustainability will be a fixed element and a fixed principle in the development of Roskilde Festival and will be used actively in the work towards making the festival unique.”
- “We want to develop and set new standards for sustainability and social responsibility for festivals and make them a priority, also in terms of content and strategic partnerships.”
- “We want to make initiatives that support and develop open, playful and socially committed people.”
- “We want to develop and support projects that fight for children and youths’ opportunities for social and creative development on their own terms.”

As a consequence, the newly established leg of the secretariat in the Roskilde Social Responsibility Team were given the task at the end of 2014 to carry out a strategy for sustainability for both environmental and social sustainability. During 2015, the organisation was involved in more than 20 workshops about the subjects. Input from these workshops have been processed by Mikkel Sander and Freja Marie Frederiksen and have been in consultation with relevant interested parties, teams and all workshop participants. Subsequently, the strategy was approved; first with the environmental part in 2015 and the social part in the beginning of 2016.

APPENDIX

Finances

The approval of the strategy in itself has no financial consequences. Thus, no individual sustainability budget comes with the strategy. But the activities, which are initiated in order to achieve the objectives, will in some cases have financial consequences. Instead, the order of priority of the activities (among many other activities) will be made in the relevant divisions and teams, and that takes support from management. It is in the divisions’ existing budgetary processes that an eventual budgeting for activities will take place. Bigger or multiannual investments will also be treated in their natural decision forum, e.g. in division management, direction or board(s). Accordingly, the strategy objectives have a need for support from division managements in the individual divisions as well as across the divisions, if they are to be achieved.

Organising

To sustain the strategy work, two organisational initiatives are launched:

- We will establish a network internally in the organisation consisting of key figures, who will be the driving forces behind implementation of the strategy for social sustainability. The existing cross organisational group for the environmental work (Miljø på Tværs) continues.

- We will establish an advisory board with external members, who will challenge and ensure progress in Roskilde Festival Gruppens work with social sustainability. Participants are chosen based on action areas.

In addition to the implementation of these supporting initiatives, the approval of the strategy does not in itself have organisational consequences, and a new team for implementation of the strategy is not appointed. The implementation of new or the changing of existing activities as a result of the strategy objectives may however have organisational consequences. But once more, it will be an order of priority in the relevant divisions in connection with the processes that we are already organising.

A number of activities will demand collaboration across teams and divisions and with that follows its own organisational challenges. Some of the objectives will be reachable in collaboration with our commercial collaborators, NGOs and educational collaborations; thereby they are also viewed as part of the organising. The secretariat leg of the RSR team (Mikkel Sander and Freja Marie Frederiksen) are the secretariat's resource personnel for the strategy.

Timetable

June 2016: Overall strategy approved, translated and graphically set up.

June/July 2016: Activities and dissemination at Roskilde Festival 2016.

August/September 2016: Establishment of cross organisational group and advisory board for social sustainability.

August 2016 - December 2016: Objectives are given to the relevant divisions and teams. Debate, interpretation of objectives and how they can be unfolded.

December 2016 - July 2017: Activities are clarified, prioritised, included in the budget and organised in the relevant divisions and teams. Realisation and communication during the festival.

Following each festival the objectives are evaluated in the cross organisational groups, and results are documented. Then a new implementation of activities is initiated based on action areas and how far we have come in terms of the objectives. This process is repeated for the whole time span of the strategy as a cycle: commit – evaluate – define – implement – measure – communicate.

