

Brook Lyndhurst: Sustainability reporting

Achievement Report 2010

Brook Lyndhurst is an independent research and strategy consultancy specialising in sustainability and behaviour change. We work on projects that are concerned with understanding, promoting and delivering sustainable development. Currently, we focus on six key areas: climate change and energy, waste and resources, food, sustainable lifestyles, communities, and business and sustainability.

Since our establishment in 1999 we have prided ourselves on 'walking the talk' in the conduct of our business. We contribute to sustainability directly through our consultancy and research work. In this process we consume resources, create waste, emit CO₂ and other Green House Gases (hereafter GHG), have a social responsibility and generate an economic impact. Through the years we have built on our original environmental policy and have formalised our in-house sustainability monitoring. We recognise the importance of monitoring our impacts and communicating the progress we make and the barriers we encounter to our clients, partners and stakeholders.

This Achievement Report sets out our performance against indicators from the three pillars of sustainability (environmental, economic and social) for the last year as well as our improvement objectives for the upcoming year. It measures our accomplishments and impacts on sustainability issues for a 12 month period from January 2010 to December 2010.

Our previous report covered an 18 month monitoring period, reflecting a change in our financial year from a June end-year to calendar years; therefore few comparisons to the previous year have been possible. In mid-February 2010 we moved offices this greatly affected our electricity, gas and water consumption. We no longer have individual electricity meters; instead we estimate our energy based on the proportion of office space we occupy. We have improved how we monitor and calculate other indicators: including weighing our food waste rather than using visual estimates, using actual measures for our recycling rather than standardised estimates and using GHG conversion factors rather than only CO₂, etc.

For this year (and going forward), we calculated our emissions based on GHG emissions rather than only CO₂ as this is a more holistic approach to carbon monitoring. Given this change in monitoring and our office move our overall emissions are not comparable to 2009. However, for those indicators where comparisons are feasible we have computed a 12 month figure from January 2009 to December 2009 to enable comparison with 2010. Our monitoring and reporting methodology is in line with the Global Reporting Initiative (GRI) guidelines¹.

We have continued to make improvements to our measuring and monitoring systems. The table overleaf shows how we have performed against our objectives.

Table 1 How we did against our 2010 objectives			
	We maintained a high percentage of recycled content in our stationery purchases by monitoring this on a quarterly basis.		Due to our move into a bigger office and our new measurement methods, our overall emissions have increased and we have not been able to reduce CO ₂ eq per £ of turnover.
	We improved our food waste monitoring by weighing our discarded food.		We did not conduct and analyse the results of a client survey. However, we commissioned an external consultant to collect anonymous feedback from clients and report back to the management group.
	Where possible we calculated emissions based on GHG equivalent rather than CO ₂ only, acknowledging that this would increase overall emissions.		
	We included taxi travel in our calculations, again acknowledging that this would increase our GHG emissions		
	We encouraged employees to continue cycling into work by providing better facilities and subscribing to the 'Cycle to Work' government scheme.		
	We improved our monitoring of recycled waste by relying on actual measures rather than standardised estimates.		
	We continued supporting staff welfare and professional development by improving our internal knowledge transfer and training, and increasing the number of employee membership organisations.		

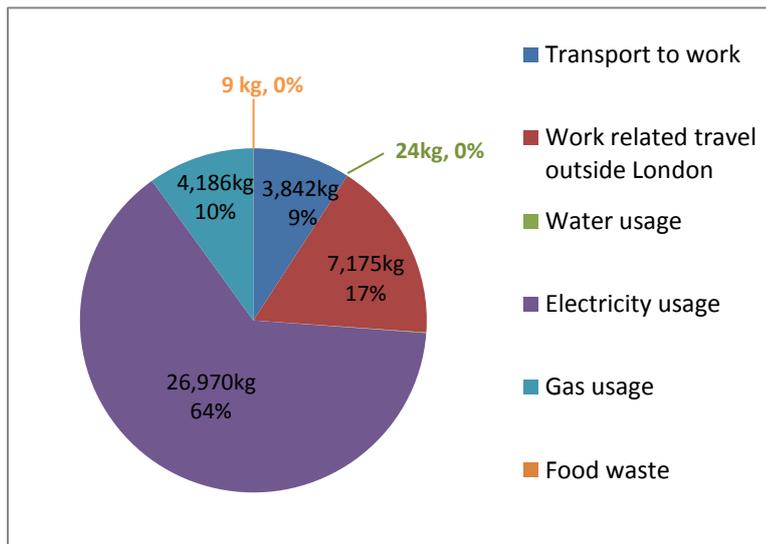
The following table shows our key improvement objectives for 2011.

Table 2 Objectives for 2011	
➔	To ensure that we do not increase our kg of GHG emissions per person per year.
➔	To measure our refuse waste on a quarterly basis and have an estimate of total waste as well as the proportion of recycled waste.
➔	To derive and monitor an indicator which measures employees wellbeing at work.
➔	To ensure that our overall emissions of CO ₂ eq per pound of turnover do not increase.

The next three sections of this report highlight our achievements and impacts across the three pillars of sustainability: environmental, economic and social.

Our environmental impacts

We recognise that, through the conduct of our business, we have an unavoidable impact on the environment. However, by monitoring employee transport, office energy usage and office food waste, and by having in place strategies that render our work less carbon intensive, we mitigate this impact.



In 2010, GHG emissions totalled 42, 215 kg CO₂ eq. This equates to 2, 638 kg CO₂ eq per employee². We emitted 0.038 kg of GHG for each pound earned.

The biggest contributor to our overall emissions is our energy consumption, electricity consumption. This is largely due to subletting a large office space where few energy efficient measures can be implemented (e.g. no double glazing).

Transport: impacts and achievements

We monitor transport emissions from employees' commute to work and work travel outside London, including taxi journeys, which is an addition with regards to previous years.

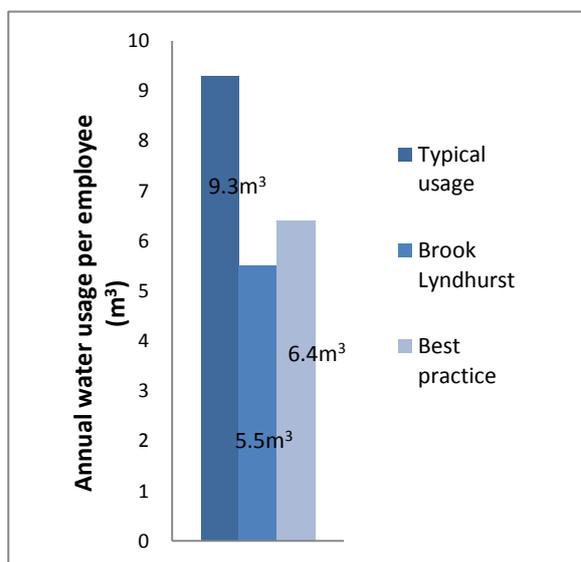
- In 2010, our GHG emissions for both commuting to work and work travel outside of London were 11 tonnes of CO₂ eq. As we have improved our measurement system to include taxi rides this is not comparable to 2009³.
- Our new office provides better facilities for those cycling to work. In 2010, 7 out of 16 employees cycled to work for a total of 600 days.
- We offer flexible working arrangements and encourage working from home when appropriate, cutting out the need for transport to work completely. In 2010, on average employees spent 31 days working from home.



Office Energy usage

Since we have moved to our new office, we are able to monitor our water and gas consumption in addition to electricity. Unfortunately, as we sublet our offices we cannot make certain low energy consumption choices, e.g. the use of energy efficient light bulbs or motion sensor lighting. Yet we minimise our energy use by encouraging behavioural measures (e.g. use of natural light as much as possible, switching off lights and screens, not using the lift, not using the air conditioning but opting for natural ventilation).

- Our total office electricity and gas usage was 72,088 kWh; equating to 31 tonnes of CO₂ eq for 2010⁴.
- Our total office water usage was 88 m³, equating to 24 kg CO₂ eq⁵. This means that 5.5 m³ per employee were used over 12 months⁶. According to the Environment Agency⁷, the typical office water usage is 9.3 m³ per employee per year while best practice is 6.4 m³. Given the fact that we sub-let our offices we have little control over our water consumption and

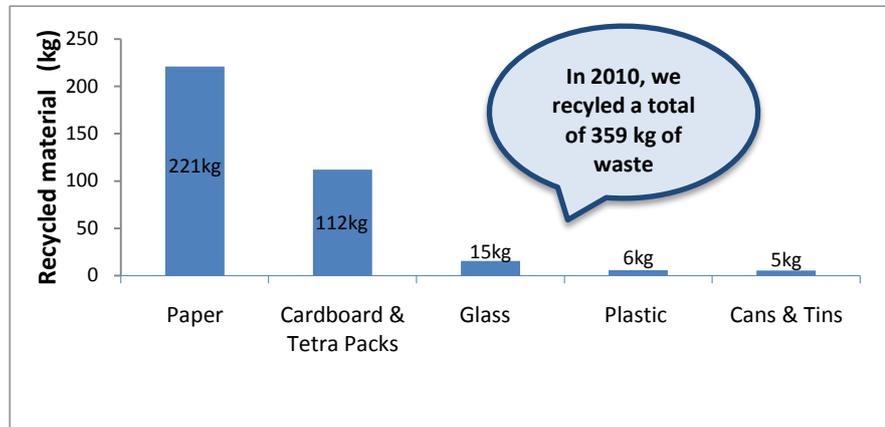


have not been able to implement certain measures (e.g. hippo waster saver devices for cisterns, dual flush toilets, sink tap inserts, shower head device, etc.).

Material usage, recycling and food

We pay close attention to the types of products we source and the disposal of any office waste produced, including our food waste.

- 100% of our stationery comes from local suppliers.
- Our tea and coffee is organic and Fairtrade certified.
- 70% of our office furniture is refurbished.
- In 2010, 60% of our stationery purchases



had recycled content against 62% in 2009. Note that for two of our projects, specific requests were made which limited our ability to include recycled content in our order. If we exclude these two projects (representing 37% of our total stationery purchases), 88% of our stationery had recycled content.

- We recycled paper, cardboard, cans, tins and plastic bottles, glass and Tetra Packs. We have started weighing our recycled waste which does not allow a reliable comparison with 2009 figures which were based on standardised estimates.
- We discarded 26 kg of avoidable food waste according to diary record sheets. This amounts to 9kg of CO₂ eq⁸. This figure is not comparable to 2009 as at the time we relied on employees estimating the weight of the food discarded (with a high risk of self-reporting error) while in 2010 figures are based on actual weights.

Our social impacts

Under this pillar of sustainability we monitor factors such as employee profile, benefits, health and safety, management and communication, intellectual capital, clients and networks. Going beyond legal compliance, these records enable Brook Lyndhurst to further support staff welfare and professional development.



Employee profile, communication and benefits

We have always made sure that no job applicant or employee receives less favourable treatment on the grounds of age, colour, disability, ethnic origin, gender, marital status, national origin, race, religion, sexual orientation and social class. This is supported by our Equality, Diversity and Disability Policy.

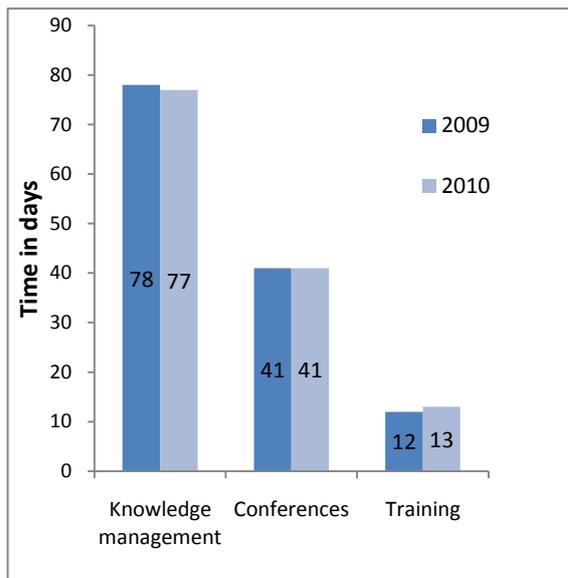
- In 2010, Brook Lyndhurst had an average of 16 members of staff at any one time. We employed 27 different people overall.
- 7 out of 16 eligible employees took our contributory pension scheme.
- Our employee turnover was 19%. According to the Chartered Institute of Personnel and Development's (CIPD) annual survey report⁹ the labour turnover rate for the private sector is 15%.
- Our 2010 employee retention rate was 81% and our stability index was 13% compared to 17% in 2009. This indicates that our experienced employees tend to stay.

- The Directors are employees of the company and management is conducted openly, with a strong emphasis on clear, concise, regular communication.

Intellectual capital and networks

We believe that skills, training and professional capability are linked, and are the shared responsibility of the company and the employees.

- We encourage employees to broaden their knowledge and contacts by attending and participating in conferences, seminars, networking events, and public debates. In 2010, Brook Lyndhurst employees were members of 11 organisations (against 9 in 2009) and spent 41 days attending and feeding back on conferences.
- The time spent on training illustrated in the graph is non-project-related training. In addition, much of Brook Lyndhurst’s professional training is done ‘on the job’ with continuous feedback and support provided by project managers and directors.
- A Brook Lyndhurst employee spends on average 5 days a year on knowledge management. This time includes attending seminars, preparing internal research and presentations, and following and collating news updates.
- We have a policy covering our charitable/community engagement, with a view to contributing a fixed percentage of time/profit to “good causes”, reviewed annually. In December 2010, 12 out of 16 Brook Lyndhurst employees spent a day volunteering for Hammersmith Community Gardens Association with time and materials paid by Brook Lyndhurst.



Health & safety

- We have a strong commitment to our employees’ health and safety and abide by a written Health and Safety Policy. We review our risk assessments annually in accordance with guidelines from the Health and Safety Executive.
- All staff members receive a health and safety induction upon joining Brook Lyndhurst. In addition, employees are consulted on health and safety in our weekly team meetings and have a Health & Safety Staff Representative with whom they can consult. Risk is also assessed separately in any new project.

Our economic impacts

Brook Lyndhurst is a private, limited commercial enterprise established and run to explore and understand the nature of a sustainable economy and the behaviour of the actors within it, mainly through a mix of funded project work and some unfunded research. We contribute to the wider economy by creating employment, paying taxes, entering into partnerships, fostering networks, contributing to debate and through our choice of work.



- Internally, Directors fulfil their legal obligations for financial probity; by conducting the company's financial affairs in a fair, open and honest way; by paying all invoices promptly; and by being as open as possible about how the company's income is distributed.
- Total gross turnover was £1,124,055.
- 57% of Brook Lyndhurst income was spent on employees' salary and benefits.
- We emitted 0.038 kg of CO₂ eq for each pound earned.

The table outlines our economic impacts based on indicators discussed in this report. For internal purposes and probity we also monitor key financial indicators such as solvency, productivity and profitability.

Indicator	Amount	
	2009	2010
Total gross turnover	£1,151,455	£1,124,055
Conference, training & seminars expenditures (external suppliers)	£3,766	£3,052
Charitable donations (including in-kind donations)	£1,260 ¹⁰	£5,268

¹ Global Reporting Initiative (2002-2006) Sustainability Reporting Guidelines version 3, http://www.globalreporting.org/NR/rdonlyres/ED9E9B36-AB54-4DE1-BFF2F735235CA44/0/G3_GuidelinesENU.pdf

² All conversion factors used are taken from AEA (September 2009), Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2, <http://www.defra.gov.uk/environment/business/reporting/pdf/20090928-guidelines-ghg-conversion-factors.pdf>

³ Conversion factors are taken from Department for Transport, Transport for London and AEA (2009), Annex 6 - Passenger Transport Conversion Tables *in ibid*.

⁴ Gas & Electricity conversion factors are taken from AEA (2007) UK Greenhouse Gas Inventory for 2007; and BERR (2008) Digest of UK Energy Statistics 2008, <http://www.berr.gov.uk/whatwedo/energy/statistics/publications/dukes/page45537.html>, Annex 1 (Gas), table 1b, Natural Gas Total GHG, and Annex 3 (Electricity), Table 3c Total GHG 2007 *in* Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. For link, see endnote 2.

⁵ Water conversion factor is taken from Water UK Sustainability Indicators 2007/08, <http://www.water.org.uk/home/policy/reports/sustainability/sustainability-indicators-2007-08>, Annex 9, Table 9a, Water supply *in* Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. For link, see endnote 2.

⁶ Note that our water bills report estimated readings rather than actual readings.

⁷ Environment Agency (2003), *The Watermark Project*, <http://www.environment-agency.gov.uk/business/topics/water/34866.aspx>

⁸ Kitchen/Food Waste conversion factor is taken from Defra Waste Strategy, Table A.28: Emission factors for waste treatment processes, <http://www.defra.gov.uk/environment/waste/strategy/strategy07/pdf/waste07-annex-a.pdf>, Annex 9, Table 9b, Landfill *in* Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. For link, see endnote 2.

⁹ Chartered Institute of Personnel and Development's (CIPD)(2010) Annual Survey report 2010- Resourcing and talent planning, 14th edition.

¹⁰ In contrast to 2010, this amount does not take into account the opportunity cost related to the time spent by Brook Lyndhurst employees on volunteering. This is explained by the fact that our current time monitoring system was not set up yet.