

Brook Lyndhurst: Sustainability reporting





Achievement Report 2011

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 2011 to December 2011. Our monitoring and reporting methodology is in line with the Global Reporting Initiative (GRI) guidelines¹.

Although 2011 was a difficult year financially, we have met our environmental and social objectives and have continued to make improvements to our measuring and monitoring systems.

Table 1 How we did against our 2011 objectives	
	Our GHG emissions per person per year decreased by 357 kg CO ₂ eq.
	We measured our refuse waste on a quarterly basis and have an estimate of total waste as well as the proportion of recycled waste.
	We derived and monitored an indicator which measures employees’ wellbeing at work.
	We maintained our overall emissions of CO ₂ eq per pound of turnover.

We believe that our key achievements in 2011 were:

- Decreasing our GHG emissions related to transport, gas and electricity;
- Increasing the recycled content of our stationery purchases;
- Encouraging employees to broaden their networks by maintaining a high-level of membership among various organisations; and
- Developing a mentoring system aimed to ensure pastoral care of our employees as well as to support their professional development.

The following table shows our improvement objectives for 2012:

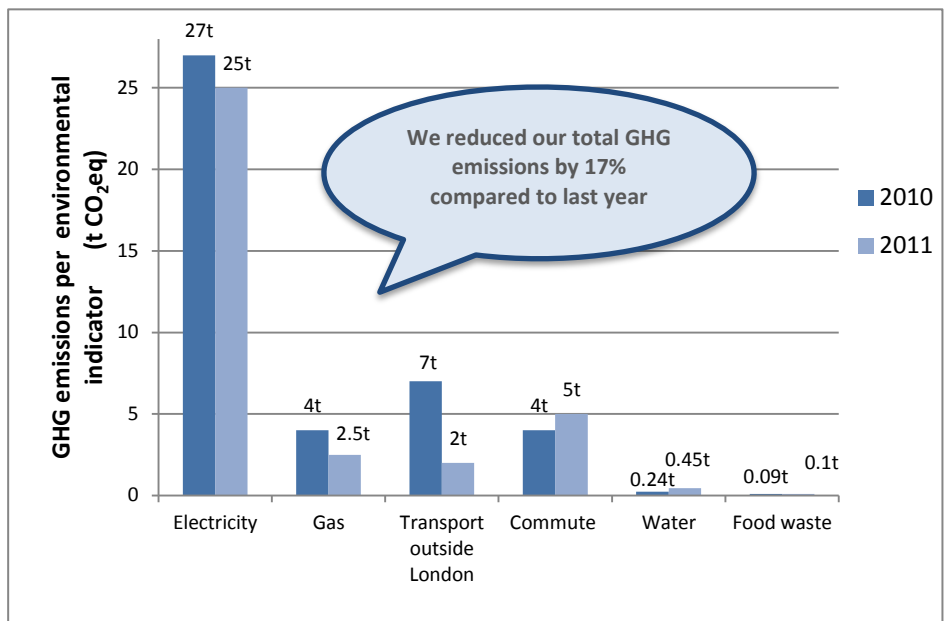
Table 2 What we'd like to achieve in 2012	
➔	We aim to improve the efficiency of our monitoring system so we can monitor live data and see how we are progressing at any moment in time.
➔	We will also calculate GHG emissions related to refuse waste and add this figure to our overall emissions.
➔	We want to continue to encourage knowledge transfer and build on our intellectual capital.
➔	We are determined to maintain (if not decrease) our quantity of food waste by running a weekly fridge inventory.

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 having in place strategies that render our work less carbon intensive, we mitigate this impact.

In 2011, we reduced our overall GHG emissions to a total of 35 tonnes of CO₂ eq against 42 tonnes in 2010.



- This equates to 2.52 tonnes CO₂ eq per person, namely a reduction of 357 kg per person in comparison to 2010².
- We emitted 0.041 kg of CO₂ eq for each pound earned. This comparable to the 0.038 kg of CO₂ eq for each pound earned in 2010.

Transport: impacts and achievements

We monitor transport emissions from employees' commute to work and work travel outside London, including taxi journeys.

We reduced our transport-related GHG emissions by 36% compared to last year

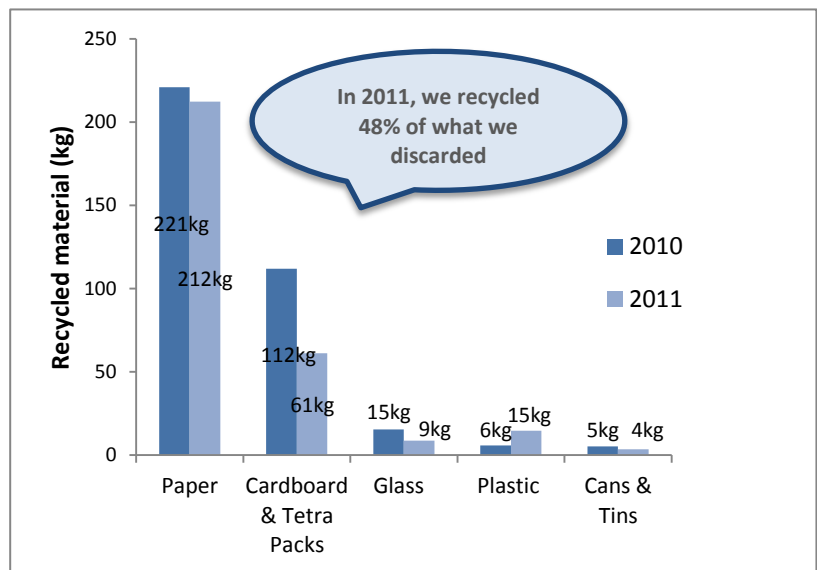
- In 2011, our GHG emissions for both commuting to work and work travel outside of London were 7 tonnes of CO₂ eq against 11 tonnes in 2010³.
- 8 out of our 14 employees cycled to work for a total of 564 days against 600 days cycled by 7 out of 16 employees in 2010.

- We offer flexible working arrangements and encourage working from home when appropriate, cutting out the need for transport to work completely. In 2011, on average employees 27 days working from home against 31 in 2010.

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.

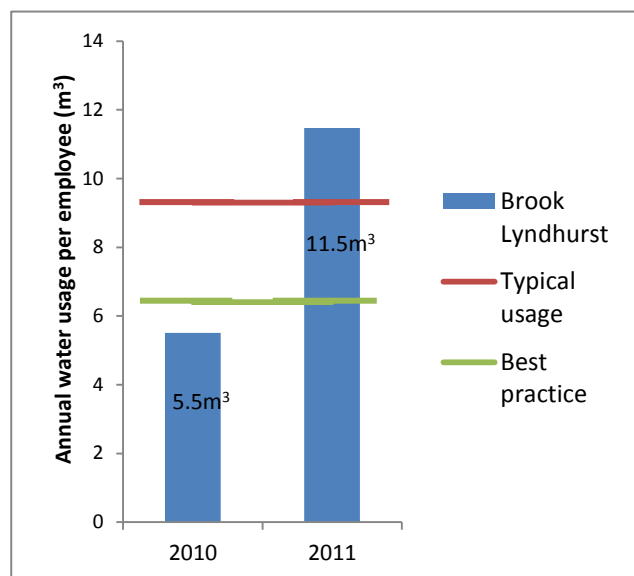
- 100% of our stationery comes from local suppliers.
- Our tea and coffee is organic and Fairtrade certified.
- In 2011, 90% of our stationery purchases had recycled content against 88% in 2010.
- We recycled paper, cardboard, cans, tins and plastic bottles, glass and Tetra Packs.
- We discarded 38 kg of avoidable food and drink waste according to record sheets against 26kg in 2010. This amounts to 14kg of CO₂ eq⁴.
- In addition to our food and drink waste, we started to measure our refuse waste on a quarterly basis and estimated that we discarded 282 kg of waste in 2011. We also estimated that 52% of our total waste in 2011 could not be recycled.



Office Energy usage

Our electricity and gas consumption decreased by 14% compared to last year

- 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 62,182 kWh against 72,088 kWh in 2010. This equates to 28 tonnes of CO₂ eq⁵, namely a reduction of 3.5 tonnes of CO₂ eq in comparison to 2010.
- Our total office water usage was 131 m³, equating to 45 kg of CO₂ eq⁶. This means 11.5 m³ per employee were used over 12 months. In contrast to 2010, these figures are above the



benchmarks set by the Environment Agency⁷. This is primarily explained by the fact that our water bills for 2010 were only based on estimated readings. In contrast, most of our 2011 water bills reported actual readings that were higher than the estimates. 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 mitigating measures (e.g. hippo waster saver devices for cisterns, dual flush toilets, sink tap inserts, shower head device, etc.).

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

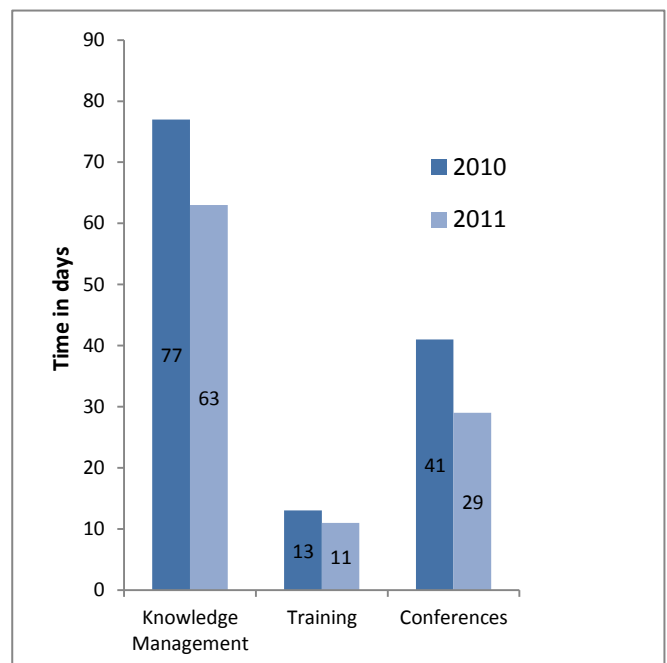
We have always made sure that no job applicant or employee receives less favourable treatment on the grounds of age, colour, disability, ethnic origin, gender, marital status, national origin, race, religion, sexual orientation and social class. This is supported by our Equality, Diversity and Disability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

- In 2011, Brook Lyndhurst had an average of 14 members of staff at any one time. We employed 19 different people overall.
- Our employee turnover was 36%. According to the Chartered Institute of Personnel and Development's (CIPD) annual survey report⁸ the labour turnover rate for the private sector is 14%.
- Our 2011 retention rate was 69% and our stability index was 31%.
- 9 out of 14 eligible employees took our contributory pension scheme.
- 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 2011, Brook Lyndhurst employees were members of 12 professional organisations (against 11 in 2010) and spent 29 days attending or feedback on conferences overall.
- The time spent on training illustrated in the graph is non-project-related training (e.g.



specific topics or skills). 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 in addition to a mentoring scheme that support their professional development.

- Brook Lyndhurst employees spend 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 2011, 8 out of 14 Brook Lyndhurst employees spent a day volunteering for WWT London Wetland Centre 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.
- In 2011, we have started monitoring a “sanity index” at each of our Monday meetings where employees are asked to score themselves out of ten based on how they were feeling. Over the year the average score for Brook Lyndhurst employees was 8.8.

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 un-funded 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 in 2011 was £868,470.
- We worked on a total of 34 projects.
- 69% of Brook Lyndhurst income was spent on employees’ salary and benefits against 57% in 2010. This can be explained by the fact that our subcontractor costs were lower for this year and thus a bigger portion of our sales went directly to our employees.
- We emitted 0.041 kg of CO₂ eq for each pound earned.

Table 3 Financial indicators		
Indicator	Amount	
	2010	2011
Total gross turnover	£1,124,055	£868,470
Conference, training & seminars expenditures (external suppliers)	£3,052	£1,612
Charitable donations (including in-kind donations)	£5,268	£3,320

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.

¹ Global Reporting Initiative (2011) Sustainability Reporting Guidelines version G3.1.

<https://www.globalreporting.org/reporting/latest-guidelines/g3-1-guidelines/Pages/default.aspx>

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> and AEA (August 2011), Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 1, <http://www.defra.gov.uk/publications/files/pb13773-ghg-conversion-factors-2012.pdf>.

³ Conversion factors are taken from Department for Transport, Transport for London and AEA (2009), Annex 6 - Passenger Transport Conversion Tables in AEA (2009) Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. See link footnote 2. The 2009 report was the latest version we found when we started calculating our 2011 transport related emissions (e.g. in January 2011).

⁴ Food and Drink Waste conversion factor is taken from WRAP (2011), <http://www.wrap.org.uk/>, Annex 9, Table 9d, Landfill in AEA (2011) Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. See link footnote 2.

⁵ Electricity & Gas conversion factors is taken from AEA (2009) UK Greenhouse Gas Inventory for 2009, <http://naei.defra.gov.uk/>; and DECC (2010) Digest of UK Energy Statistics 2010,

<http://www.decc.gov.uk/en/content/cms/statistics/publications/dukes/dukes.aspx>

Annex 3 (Electricity), Table 3c, Rolling Grid, Total Direct GHG 2009 and Annex 1 (Gas), Table 1c, Total Direct GHG 2009 in AEA (2011) Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. See link footnote 2.

⁶ Water conversion factor is taken from Water UK Sustainability Indicators 2009/10,

<http://www.water.org.uk/home/news/press-releases/sustainability-indicators-09-10>, Annex 9, Table 9a, Water supply 2009/2010 in AEA (2011) Guidelines to Defra/DECC's Greenhouse Gas (GHG) Conversion Factors For Company Reporting, version 2. See link footnote 2.

⁷ Environment Agency (2003), *The Watermark Project*,

<http://www.environment-agency.gov.uk/business/topics/water/34866.aspx>.

⁸ Chartered Institute of Personnel and Development's (CIPD) (2011) Annual Survey report 2010- Resourcing and talent planning, 14th edition.