

Brook Lyndhurst

Sustainability report 2006-2007

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Brook Lyndhurst

Brook Lyndhurst is a strategic research consultancy, founded in 1999, that applies creative thinking and economic and behavioural analysis to questions of sustainability. Our expertise spans the range of economic, social and environmental aspects of sustainability, helping to develop strategies for a range of clients as they seek to understand and meet the challenges of sustainable development.

Brook Lyndhurst is concerned, in particular, with the behavioural aspects of sustainability - why individuals and institutions behave as they do, the impacts they have, and how creative measures can be developed to trigger behaviour change.

In pursuit of these objectives Brook Lyndhurst undertakes projects which:

- deliver meaningful results to clients;
- are found interesting and rewarding by the company's employees;
- offer long term development potential, to the company and wider society; and
- produce a modest profit.

Brook Lyndhurst is committed to working towards a more sustainable economy and as a result we endeavour to 'walk the talk' in the conduct of our business. Our "Statement of Values" (provided on the web site¹) sets out our mission and principles in detail.

Sustainability report 2006-2007

We contribute to sustainability directly through our consultancy work. In this process we consume resources, create waste, have a social responsibility to employees and an economic impact. As Brook Lyndhurst grows we recognise the importance of monitoring our impacts and communicating the progress we make in improving our performance.

This sustainability report measures our achievements and impacts in relation to our core values for the financial year ending June 2007. This is our second sustainability report (the first was an internal pilot project). We have moved on considerably from our first attempt and achieved some of the objectives we set for ourselves last year (e.g. monitoring and measuring our daily transport and electricity usage) but as ever, we have some way to go. It has been produced in accordance with the 2002 Global Reporting Initiative (GRI) guidelines. We have monitored our impacts in relation to the three pillars of sustainability (society, environment and economy) and conclude by outlining progress and limitations to date and objectives for moving forward.

¹ www.brooklyndhurst.co.uk

1 Our social impacts

Employees

We are a 'lifestyle business'; all our employment arrangements try to find the balance that individuals need to strike between the various parts of their lives: earning fees, professional development, meeting family commitments, pursuing leisure interests etc. We pursue employment relations based on mutual trust and respect, without reference to issues of gender, race, sexual orientation or otherwise.

During 2006-2007, Brook Lyndhurst had about eleven members of staff at any one time. We employed fifteen different people overall.

Figure 1 shows the composition of these staff members.

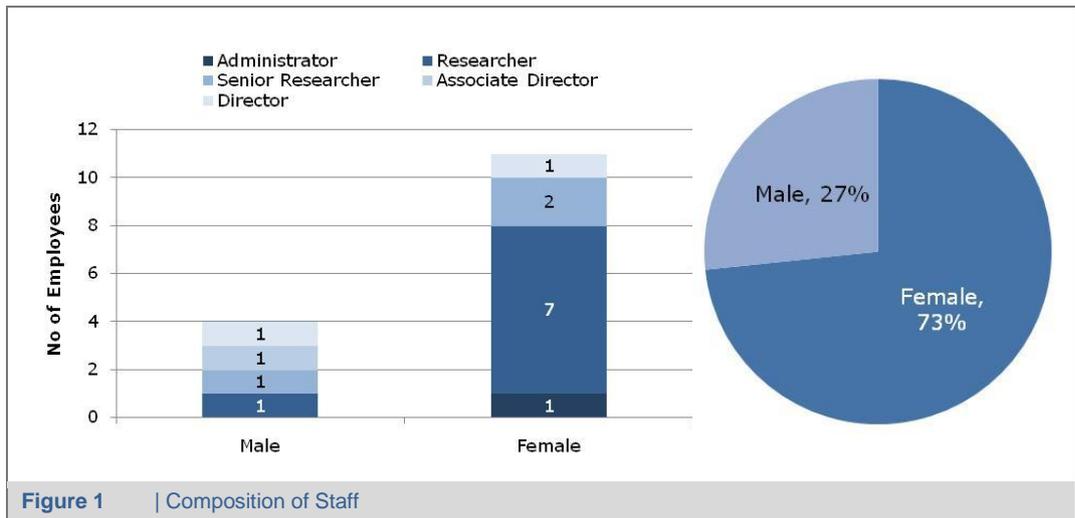


Figure 1 | Composition of Staff

Benefits

We offer a number of employee benefits which – we believe - contribute to a more sustainable society and frankly, make work more enjoyable. For example, we provide facilities for cycling to work, free annual eye tests and free consultations with an independent financial advisor. For people with – or thinking of starting - a family, we offer a maternity and paternity policy (in excess of the legal mandate) and child-friendly working arrangements. We also hold an annual social day (where we partake in an activity voted for by employees, e.g. picnics) and an annual volunteering day (where we all spend a day helping a local community group, e.g. painting). Both are held on company, *not* personal time.

Health & safety

We take our Health & Safety Policy seriously, because it seriously impacts our staff. We review our risk assessments annually in accordance with guidelines from the Health & Safety Executive. No health & safety incidents were reported in 2006/2007 although our employees had 8.5 days off sick.

Management & communication

The Directors are employees of the company and management is conducted openly, with a strong emphasis on clear, concise, regular communication. Whilst accepting the responsibilities of executive decision making, we engage all employees in the management of the company and encourage them to develop their careers, as well as to pursue their own marketing and research ideas. Systems are in place to ensure the regular and effective review of company - and employee - activities (figure 2).

Communication strategies

- The Monday morning meeting is mandatory for all employees, ensuring regular feedback and information sharing
- Formal reviews (held twice a year) provide the opportunity to discuss personal advancement within the company
- Informal mentoring sessions allow employees to air views and ensure that the company is meeting their needs
- Project close-out sessions are held to share knowledge & skills and to learn from both positive & negative issues
- New staff members are assigned a 'buddy' (for the first three months) to provide feedback and answer queries
- A presentation and discussion of the company's financial performance is held at the end of each financial year
- An annual Strategy Day allows discussion of more strategic company issues and shares the success and failures of the past year with the entire team, as well as looking forward to the coming year

Figure 2 | Management / Employee Communication Strategies

Intellectual capital

We believe that skills, training and professional capability are linked, and are the shared responsibility of the company and the employees. We agree an individual training plan with each employee at annual reviews, which is monitored through quarterly mentoring and mid-year reviews. As a small company, a significant amount of training occurs in-house and 'on the job' where employees work closely with more senior staff. In addition, Brook Lyndhurst encourages employees to broaden their knowledge and contacts by attending and participating in conferences, seminars and networking events and by making contributions to public debates. Brook Lyndhurst employees spent 6 days on external training in 2006/2007.

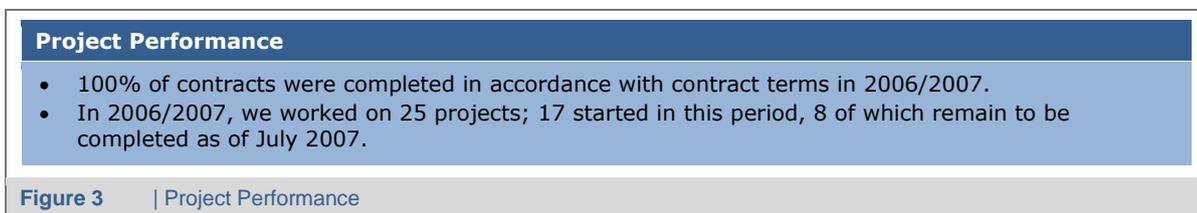
We do, however, recognise the inevitably blurred boundary between the intellectual capital accumulating in the mind of each employee and the capital accumulating within the Brook Lyndhurst collective. We respect the fact that each individual may wish to pursue intellectual endeavours that are directly or indirectly relevant to the activities of the company. For example, our website has a 'Free Thinking' section on which we aim to publish unfunded essays.

Clients

We pursue projects that are, in our judgement, concerned with the development of a sustainable economy, society and environment that are of practical value to our clients, whether in strategic terms, research terms or project-specific terms. The majority of our work is won through competitive tender, with the following aims:

- To develop long-term relationships, based on delivery of high quality work not high-powered sales pitches.
- To work with high quality clients, who have integrity and who are genuinely interested in understanding and progressing sustainability.
- To deliver our work in an applied, succinct, direct fashion.
- To maintain close links with clients during project work.
- To conduct our project work according to the agreed fee- and time-schedules; and if for any reason this proves impossible, to bring any difficulties to the attention of our clients at the earliest possible opportunity.
- For clients to pay us in a timely fashion and to give us clear feedback.

Figure 3 provides an overview of our project performance. To date we have not collected any formal feedback (e.g. by conducting a client survey), although this remains an aim for the future.



Networks

We participate in a wide range of networks with a variety of different people and organisations. At all times, we hope to undertake our working relationships fairly, openly and sustainably, i.e. by making suppliers and partners aware of our business principles, to ensure our suppliers understand what we are doing and why. For example, we buy our stationery from a local, independent supplier.

The Directors participate in a number of membership organisations, and we encourage other employees to do the same. Once again, we intend for these relationships be conducted within the overall principles of Brook Lyndhurst. In 2006/2007 we were members of the Resource Recovery Forum, the Royal Society of Arts, the Market Research Society and the London Environmental Justice Panel.

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, Brook Lyndhurst employees spent a day volunteering locally (figure 4).



HAFAD is an independent organisation promoting equality for disabled people living and working in Hammersmith and Fulham through the provision of high-quality, accessible and relevant services and by campaigning to remove artificial barriers and develop opportunity and inclusion.

On 4 December 2006 the staff of Brook Lyndhurst took a day off from their research to volunteer at a local charity, the Hammersmith & Fulham Action on Disability (HAFAD) Centre.

Brook Lyndhurst purchased the paint and supplies and spent the day giving the charity's offices a much needed makeover.



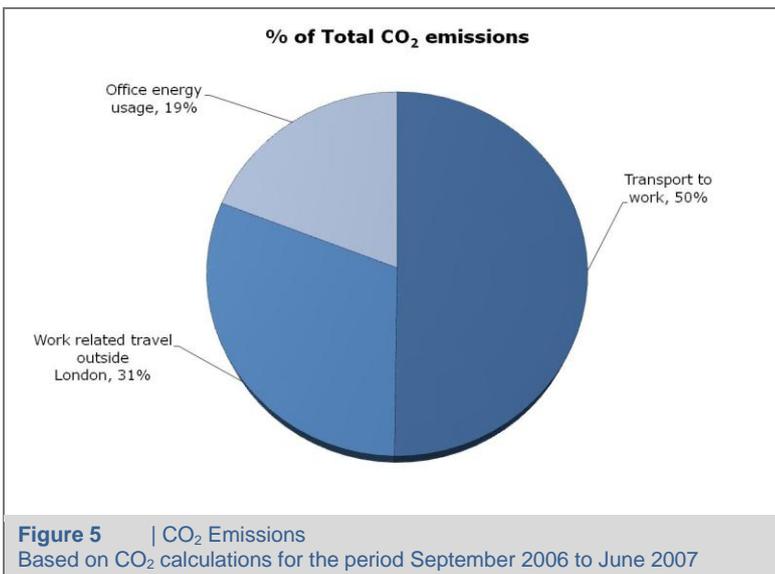


More details of HAFAD's work can be found on their website www.hafad.org.uk

Figure 4 | Volunteer Day at HAFAD

2 Our environmental impacts

We recognise that we do have an unavoidable impact on the environment but wherever possible we mitigate our impact through our choice of work, suppliers, travel, partners, etc.



Our location in serviced offices continues to be an obstacle to accurately measuring our carbon footprint. However, we can monitor employee transport as well as our energy usage in the office (figure 5).

We began monitoring in September 2006 and will use the same method² to provide year on year comparisons for our future sustainability reporting. CO₂ emissions for September 2006 to June 2007 totalled 11,545 kilograms. Turnover (gross) for the same period was £934,932. **We emitted 0.0123kg of CO₂ for every pound earned and 1,050kg CO₂ for each employee.**

² As we make progress on this issue, we have discovered limitations and difficulties in providing exact measurements, which are discussed below.

Transport

By using public transport wherever possible, by cycling and by working locally we aim to “tread lightly”. Over 90% of our employees used public transport, cycled or walked to work in 2006/2007.

We calculate our collective CO₂ emissions for both the daily commute to work as well as any travel outside of London (related to work). This was equal to **9.34 tonnes of CO₂** (5.82 tonnes on daily commutes and 3.52 tonnes on other travel related to work outside London)³.

Brook Lyndhurst encourages employees to work from home when appropriate, cutting out the need for transport to work completely. From September 2006 to June 2007 employees **worked from home for a total of 170 days**.

In addition, we source our stationery locally and keep our number of stationery orders to a minimum in order to avoid the impacts of unnecessary deliveries. We had eleven stationery orders in 2006/2007.

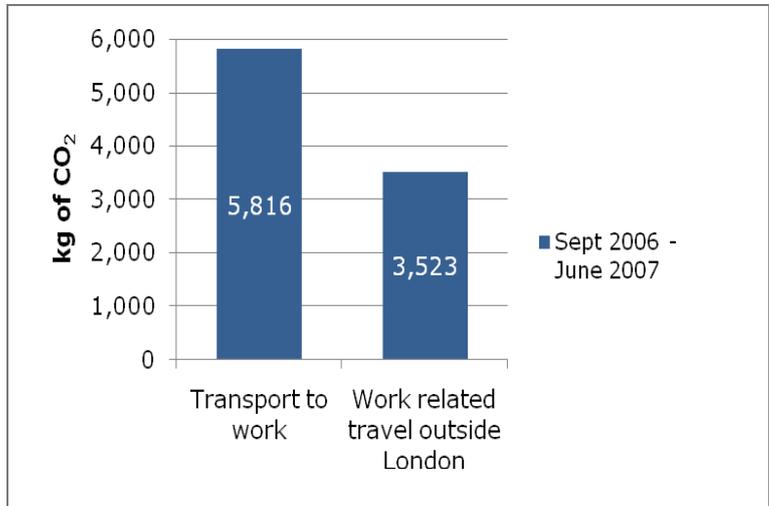


Figure 6 | CO₂ emissions (kg) from transport

Material Usage

Energy efficiency and recycled content are key components of our selection criteria for purchasing any new stationery or equipment, e.g. printers. In terms of the ‘nitty-gritty’ in this period: we used 146 reams of paper (13.3 per person); 15 mono printer cartridges (1.4 per person); 21% of stationery products had a recycled content, although this rises to 68% when printer cartridges are removed from the calculation; and we bought four desktop computers, a small business server with main computer, a toaster, a kettle and a microwave⁴.

Energy

As we live in serviced offices we cannot make low energy consumption choices, e.g. the use of energy efficiency light bulbs. However, we minimise our energy use by switching off lights, monitors and other equipment when not in use and only boiling as much water as needed when making tea. We continue to lobby our office provider for green tariffs (unsuccessfully).

To raise awareness, we have placed Carbon Trust posters in high traffic/common areas of the building (e.g. kitchens, toilets etc) reminding other people to do the same.

Our total energy use between September 2006 and June 2007 was 4,218 kWh. This equates to **2.2 tonnes of CO₂** emissions⁵.

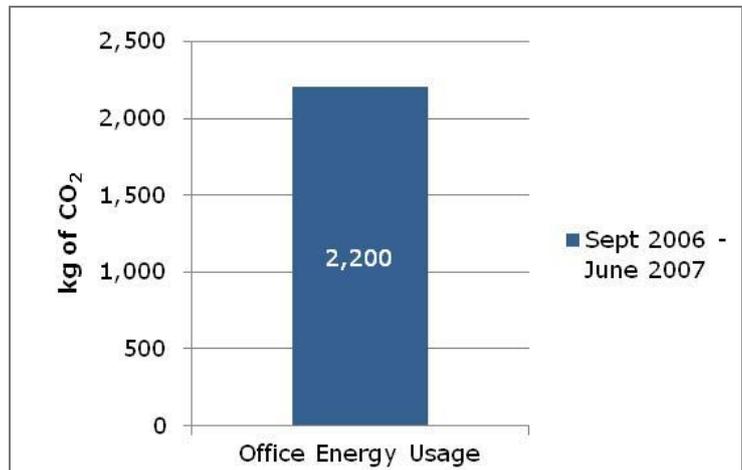


Figure 7 | CO₂ emissions (kg) from office energy usage

Waste & recycling

We recycle all paper waste: we use paper on both sides and then fully recycle; we reduce the need for printing lots of documents by using an electronic library and sharing; we reuse old envelopes and then fully recycle; and we avoid the

³ Sources: Defra Guidelines for Defra’s Greenhouse Gas (GHG) Conversion Factors For Company Reporting June 2007; Department for Transport and AEA Energy & Environment 2007; and Transport for London Environment Report 2006.

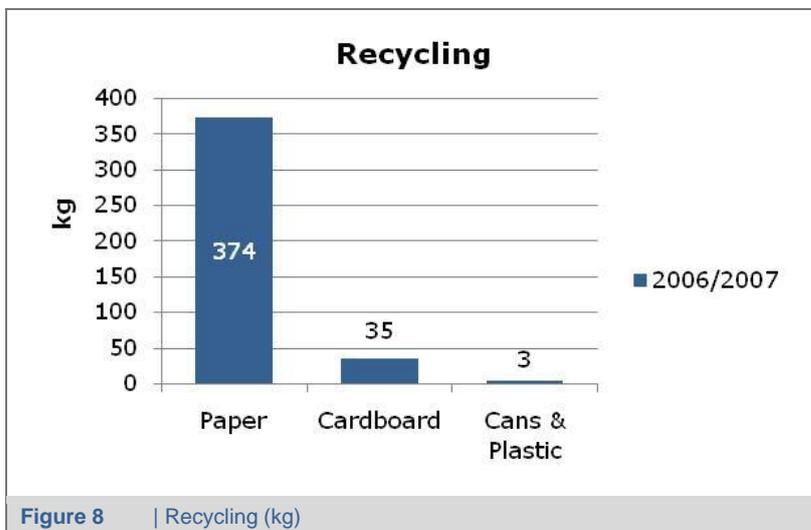
⁴ Both calculations are based on 11 employees.

⁵ Source: Defra Guidelines for Defra’s Greenhouse Gas (GHG) Conversion Factors For Company Reporting June 2007, Annex 3.

use of excessively packaged products. Our recycling figures for 2006/2007 can be found in Figure 12. Wherever possible we try to use rechargeable batteries.

One of our goals from last year’s internal Sustainability Report was to encourage the reuse of plastic bags. To that end, we set up a plastic bag holder near the office door for employees to use when going out for lunch/shopping etc. We also found a plastic bag recycling depot near to the office where employees may take any excess bags.

We didn’t dispose of any computer equipment during this period, although we did return one kettle to the supplier (when a replacement one was bought) as per the WEEE Directive for electrical equipment.



Water

Our office is not metered; water costs are included in service charges (where our use is limited to a kitchen sink and toilet facilities). However, we do encourage water conservation through the posters we have put up in kitchens/toilets and by our own behaviour.

Food

We source all our milk from a local, organic dairy, and return the glass bottles for reuse. We use Fair Trade tea and coffee sourced from a local organic food store. Office supplies of biscuits and snacks also tend to be sourced from this store or other local, organic and/or free trade brands.

3 Our economic impacts

Brook Lyndhurst is a private, limited commercial enterprise established and run to explore and understand the economics of sustainability and the nature of a sustainable economy, mainly through a mix of funded project work and some un-funded research.

Internally, the Director’s 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 we are as open as possible about how the company’s income is distributed. **Total gross turnover in 2006/2007 was £934,932⁶.**

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.

4 Progress, limitations and moving forward

We have certainly made progress on last year’s internal sustainability report:

- We have successfully implemented a monitoring scheme for our travel, including distances to and from work, travel related to work (but not in the office) and days spent working at home. This has provided us with benchmark figures as a comparison for future years.
- We have set up a system to monitor sickness as an indicator of Health & Safety.
- We organised a group volunteering day for all employees to which we also made a financial contribution.
- We recorded the number of days spent training (It is not as robust as it should be and revisions are underway).

⁶ Detailed profit and loss accounts are available to the public at Companies House.

- Employees now consistently provide a short written and/or verbal overview of conferences they have attended.
- We deliberated as to whether we should enter into a carbon offsetting scheme but we remain unconvinced of the benefits.
- After research into different schemes, we decided that we don't currently produce enough food waste to warrant a compost bin.
- Our scheme to reuse and recycle plastic bags has been successful.

There are some limitations to this report, notably that we only began monitoring in September 2006 so the bulk of the data in this report refers to the past 10 months rather than a complete calendar year. This makes comparisons more difficult for next year. Additionally, we have discovered a few limitations for monitoring and measuring our transport:

- One of our employees travelled by Thames Clipper during their commute. An exact figure for kg of CO₂ per km was not available and no information for the 2006/2007 period was available. We used TfL 2006 figures which provided total passenger km and total CO₂ emissions for the Clipper (from which we calculated CO₂ per km).
- Journeys in taxis (e.g. from train stations to specific conferences) have not been taken into consideration as it proved too onerous, e.g. carbon emissions vary wildly between fleets.
- Car emissions were calculated based on age, make and registered location of vehicle. Where the information was available the [website tool](#) provided by the Society of Motor Manufacturers and Traders was used to calculate carbon emissions for specific cars.
- In some calculations it was assumed that employees departed from work to reach their destination; however, this is not necessarily the case (e.g. they could be departing from home).
- Distances between public transport stops were calculated using [Google Maps](#) - which offers car routes rather than public transport routes. At the time of research a more robust alternative was not available.

We feel we've made great strides forward since last year's internal report. The new CO₂ measuring and monitoring systems were a key achievement for this year, and we are looking forward to next year when we will be able to make some comparisons and look for new ways to reduce our emissions (as well as refining the monitoring system itself).

Our key aims for the 2007/2008 period are:

- To implement a plan to monitor our food waste.
- To create an Employee Handbook clearly defining Brook Lyndhurst Employee relations.
- To set up a pension scheme for employees.
- To start recycling glass and Tetra Pak cartons.
- To continue monitoring our environmental impact/investigating possible ways of reducing our carbon emissions.