

# Brook Lyndhurst

## Sustainability report 2007-2008

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## Brook Lyndhurst

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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 site<sup>1</sup>) sets out our mission and principles in detail.

## Sustainability report 2007-2008

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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 2008. This is our third sustainability report. The first was an internal pilot project on which we feel we made significant progress in our second sustainability report (2006-2007). 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. This is a continuous improvement project and although we are improving, there is always more we can do.

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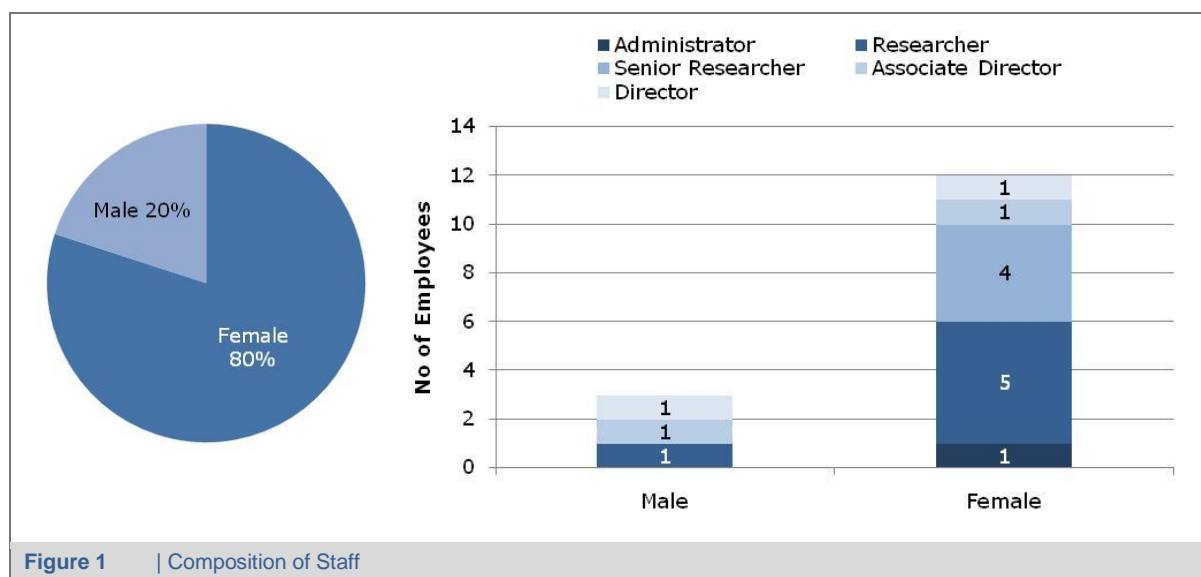
<sup>1</sup> [www.brooklyndhurst.co.uk](http://www.brooklyndhurst.co.uk)

# 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, developing professionally, 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 2007-2008, Brook Lyndhurst had about twelve members of staff at any one time. We employed fifteen different people overall. Figure 1 shows the composition of these staff members.



For specific tasks we relied on a handful of experienced freelancers in sustainability research, who we have come to know through years of collaboration or as previous staff members.

## 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, free consultations with an independent financial advisor and we have introduced a contributory pension scheme (up to 3%). For people with – or thinking of starting - a family, we offer a maternity and paternity policy (in excess of the legal mandate), child-friendly working arrangements and we have newly introduced childcare vouchers. 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.

To thank staff for the hard work they had put in over Spring 2007, we encouraged them to leave at 4pm on Fridays over the summer months of June, July and September.

## 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 2007/2008.

## 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 18.5 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.

#### 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.

#### Project Performance

- 100% of contracts were completed in accordance with contract terms in 2007/2008.
- In 2007/2008, we worked on 25 projects; 7 carried over from 2006/2007; 18 started in this period, 8 of which remain to be completed as of July 2008.

Figure 3 | Project Performance

#### 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 2007/2008 we were members of the Resource Recovery Forum, the Royal Society of Arts, the Market Research Society, the London Environmental Justice Panel and the London Social Enterprise Network.

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 May 2008, Brook Lyndhurst employees spent a day volunteering locally (figure 4).

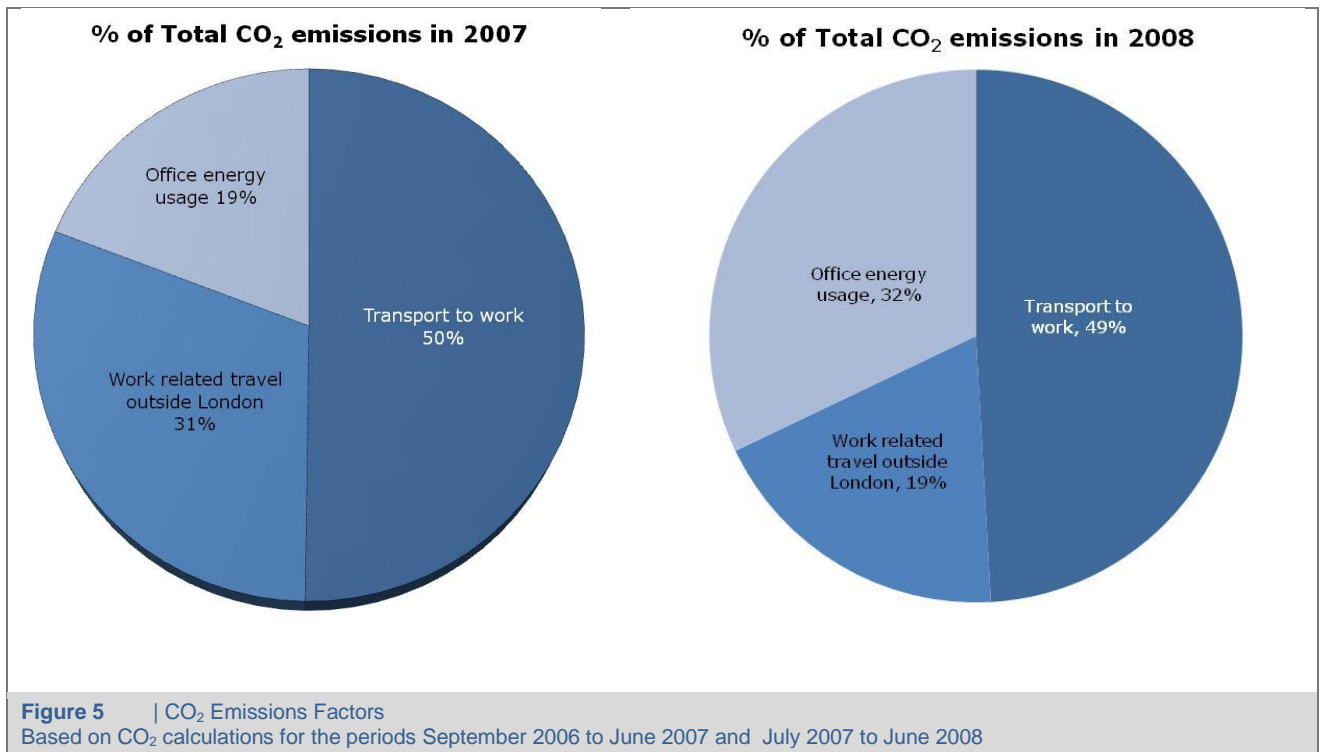


## 2 Our environmental impacts

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)<sup>2</sup>.

There has been a significant increase in emissions, which can be explained by the addition of a new member of staff and the expansion of our offices into a supplementary room (office energy usage as a percentage of total CO<sub>2</sub> emissions increased from 19% in 2007 to 32% in 2008). Due to different project commitments, Brook Lyndhurst staff travelled outside of London a lot less in 2007/2008 than in 2006/2007.

<sup>2</sup> As we make progress on this issue, we have discovered limitations and difficulties in providing exact measurements. Moreover, since we began monitoring in September 2006, any CO<sub>2</sub> figures for the 2007 period are based on the 10 months of September 2006 to June 2007 so true comparisons between the two figures are not possible.



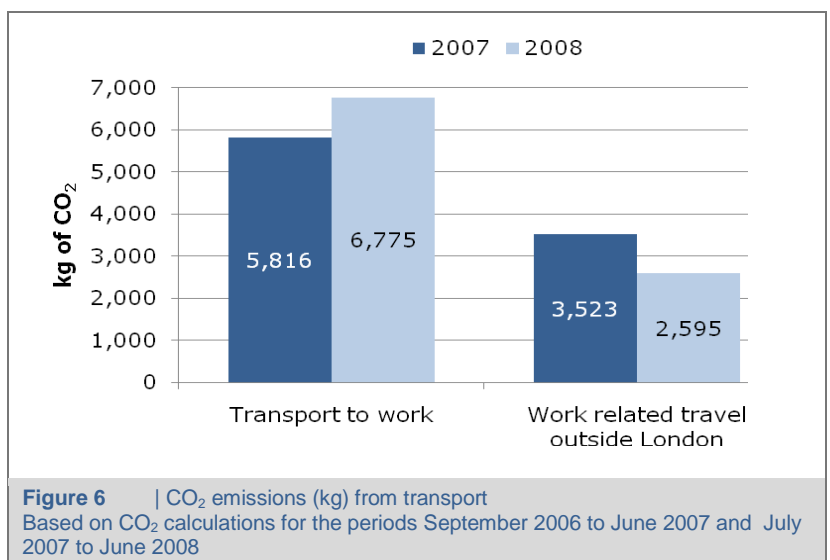
CO<sub>2</sub> emissions for 2007/2008 totalled 13,800 kilograms. Turnover (gross) for the same period was £877,647. **We emitted 0.0157kg of CO<sub>2</sub> for every pound earned compared to 0.0124kg of CO<sub>2</sub> for every pound earned in 2006/2007. This equates to 1,174kg CO<sub>2</sub> for each employee compared to 1,050kg CO<sub>2</sub> in 2006/2007.**

### 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, cycle or walk to work in 2007/2008.

We calculate our collective CO<sub>2</sub> emissions for both the daily commute to work as well as any travel outside of London (related to work). This was equal to **9.37 tonnes of CO<sub>2</sub>** (6.78 tonnes on daily commutes and 2.59 tonnes on other travel related to work outside London)<sup>3</sup>. This is broadly in line with last year’s figure of **9.34 tonnes of CO<sub>2</sub>**. However, it does involve one more employee and is based on the entire year, rather than the 10 months of the 2007 figure.

Brook Lyndhurst encourages employees to work from home when appropriate, cutting out the need for transport to work completely. From July 2007 to June 2008 employees **worked from home for a total of 185 days**.



<sup>3</sup> 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*

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 delivery. We had eighteen stationery orders in 2007/2008.

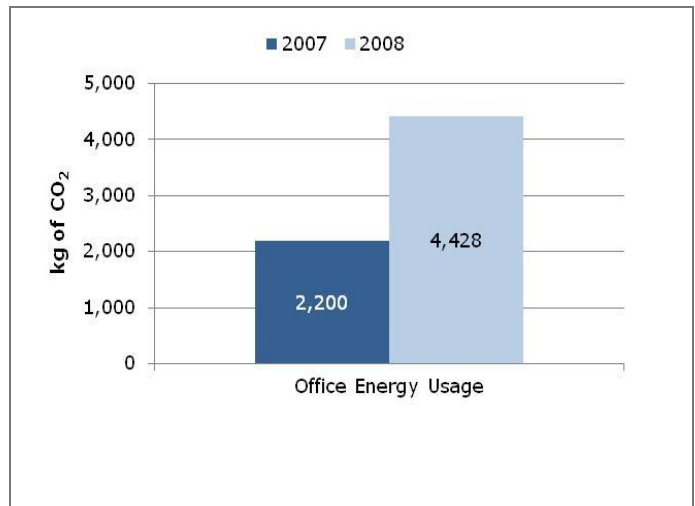
**Material usage**

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 17 mono and 3 colour printer cartridges (1.77 per person) – this was 1.4 per person for the previous year; 16% of stationery products had a recycled content (21% last year); and we bought two laptops (compared to four desktop computers, a small business server with main computer, a toaster, a kettle and a microwave in the previous year)<sup>4</sup>.

**Energy**

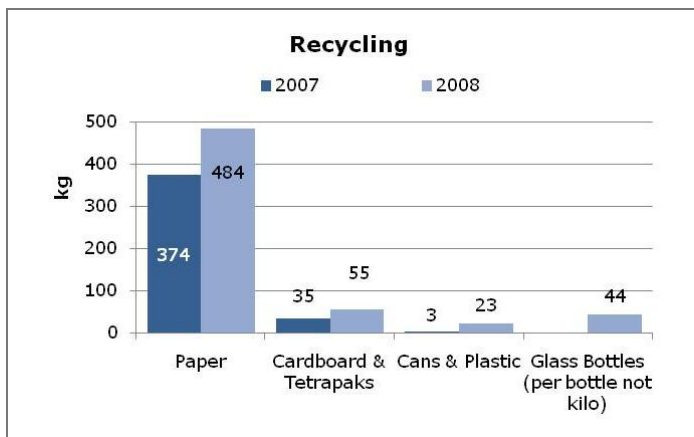
As we live in serviced offices we cannot make low energy consumption choices, e.g. the use of energy efficiency light bulbs. However, we minimise our energy use by switching off lights, monitors and other equipment when not in use and only boiling as much water as needed when making tea. We continue 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 office energy usage between July 2007 and June 2008 was 8,466 kWh. This equates to **4.4 tonnes of CO<sub>2</sub>** emissions<sup>5</sup>. This is double last year's figure of 2.2 tonnes, but this covers a 12-month period (rather than the 10 months of initial monitoring completed last year), and we extended our office by an additional room and one additional staff member.



**Figure 7** | CO<sub>2</sub> emissions (kg) from office energy usage  
 2007 figure based on periods Sept 2006 to June 2007 and July 2007 to June 2008

**Waste & recycling**



**Figure 8** | Recycling (kg)  
 Figures for paper, cans and plastic are provided by our recycling firm Paper Round, who weigh our waste.  
 The figures for cardboard, Tetra Pak and glass bottles are our own estimates, based on a standardised monitoring system.

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 use of excessively packaged products. Our recycling figures for 2007/2008 can be found in Figure 12. Wherever possible we try to use rechargeable batteries.

We recycle paper, cans and plastic with Paper Round a private recycling company.<sup>6</sup> One of our goals from the 2006/2007 Sustainability report was to begin recycling glass and Tetra Pak containers. We now use Hammersmith & Fulham Council's commercial recycling service for cardboard, Tetra Pak and glass. We didn't dispose of any computer equipment during this period nor did we return any electrical equipment to suppliers (when a replacement one was bought) as per the WEEE Directive.

<sup>4</sup>Both calculations are based on an average of 11.33 employees. This includes the 11 employees who were here for the entire year, plus the employee who went on maternity leave after a third of the year.  
<sup>5</sup>Source: Defra Guidelines for Defra's Greenhouse Gas (GHG) Conversion Factors For Company Reporting June 2007, Annex 3.  
<sup>6</sup> Paper Round founded in 1988 by Friends of the Earth is now a standalone recycling business.

### 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.

Brook Lyndhurst began monitoring food waste in June 2008 and will include figures on this in next year's report.

## 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 £877,647<sup>7</sup>.**

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 will begin monitoring our food waste from June 2008 (the results will be included in next year's report).
- We have set up a contributory pension scheme (3%) for all permanent employees.
- In November 2008, we created an internal Employee Handbook which clarifies what is expected of employees and what they can expect to receive in return, e.g. benefits, roles and responsibilities, working hours, sustainable working practices, etc.
- We can now recycle all glass and Tetra Pak containers.

There are some limitations to this report, notably that we only began monitoring in September 2006 so the comparisons made between this year and last are not exact (as this year relates to 12 months of data and last year's only relates to 10). Additionally, we have discovered a few limitations for monitoring and measuring our transport, material usage and waste:

- One of our employees travelled by Thames Clipper during their commute. An exact figure for kg of CO<sub>2</sub> 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 CO<sub>2</sub> emissions for the Clipper (from which we calculated CO<sub>2</sub> 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.

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<sup>7</sup> Detailed profit and loss accounts are available to the public at Companies House.

- The weight of recycled cardboard and Tetra Pak containers are estimates rather than actual weights (based on an internal standardised monitoring system).
- The glass recycling is based on a count of units so is not directly comparable to the other recycled materials.
- Changes in administrative staff may have resulted in different monitoring techniques/administration of stationery orders, and thus had an impact on figures for paper consumption; we were unable to provide them for this year's report.

We feel we've made great strides forward since last year's report. The CO<sub>2</sub> measuring and monitoring systems devised last year have been tested and tweaked, we've been able to see more clearly where our emissions are coming from – with confidence – by making comparisons with last year, and above all we've been able to highlight areas where we can make improvements.

Our key aims for the 2008/2009 period are:

- To include our food waste monitoring results and to investigate a way to convert this to a CO<sub>2</sub> figure.
- To increase the percentage of recycled goods in our stationery expenditure.
- To improve our internal knowledge brokering and training by setting up formal seminar sessions.
- To further improve and standardise our monitoring system for material usage.
- To continue monitoring our environmental impact and investigate possible ways of reducing our carbon emissions.