

Sustainability Report 2019

A transparent net zero carbon business

3keel





Our Principles

3Keel seeks to make the world a better place for people and the environment. We do this through ideas, evidence, and bringing people together. The very nature of our work is based on the principles of creating positive or restorative systems that minimise any impacts consequential to achieving them.

We take our own environmental and social impacts seriously and are committed to going 'beyond the minimum' in all aspects of our work. We view our impacts – both positive and negative – as a reflection of our core principles:

LEADERSHIP

Setting an example that others desire to follow.

INNOVATION

Working together to develop fit for purpose solutions to the challenges we face.

QUALITY

Supporting each other and our clients with work we are proud of.

RESPONSIBILITY

Living our ideals in practice through the manner in which we behave as individuals and the work we deliver.

Our Impact

This report provides the annual review of our impacts across the three pillars of our sustainability strategy: environmental, community, and business performance.

Environmental

Carbon Footprint

Community

Being a positive force

Business

Making a difference

3Keel LLP strives to operate in a manner that will contribute to a more sustainable world without adversely contributing to the challenges we are trying to solve.

We will create a working environment that provides benefits to our team, community and clients whilst minimising our environmental impact and maintaining profitability.

We will raise the profile of sustainability to become a mainstream business model feature amongst our clients and the wider global community.

We will continue to be a zero-carbon business – in absolute terms for our Scope 1 and 2 emissions – and will offset any unavoidable greenhouse gas emissions from our material use and business travel.

We will meet and exceed all relevant UK, European and international legislative and regulatory requirements and agreements.

We will work with like-minded suppliers and partners to achieve greater efficiencies and sustainability performance for our entire business footprint.

We will continually review and improve our performance by setting objectives and targets and assigning responsibility to individuals for achieving them.






We will apply this policy to all of our operations and ensure that our entire team, including sub-contractors, are aware of these responsibilities and are given training to enable them to do so.

We will monitor our progress quarterly and will publicly report on our progress annually.




This policy is publicly available on our website.

Will Schreiber
Partner, Head of Sustainability
January 2020



ENVIRONMENT

| TARGET | STATUS | PERFORMANCE |
|---|--|---|
| 1 Install solar panels on our new Oxfordshire office |  | 9.7kW array commissioned. >50% of electricity generated consumed by our business. |
| 2 Identify opportunities for energy savings |  | Full energy audit carried out with prioritised improvements |
| 3 Achieve a 75% reuse and recycling rate for our office waste |  | 70% achieved due to office renovations resulting in higher non-recyclable materials by mass. |
| 4 Calculate and disclose our scope 1, 2 and (relevant) 3 carbon footprint. |  | Provided within 2019 Sustainability report. |
| 5 Invest in programmes to prevent carbon emissions equivalent to the impacts that we cannot reduce in our scope 1, 2 and 3 footprint. |  | We have contributed £25 / tonne to the Woodland Trust carbon donation and Gold Standard offsets from a programme supporting a community forestry initiative in Timor-Leste. |

COMMUNITY

| TARGET | STATUS | PERFORMANCE |
|---|--|---|
| 6 50% of our company non-travel expenses to be spent with businesses located within Oxfordshire. |  | 65% of non-travel expenses spent within on businesses in Oxfordshire. |
| 7 Provide Partner-mentored internship opportunities to at least two students or recent graduates. |  | Three internships offered. |
| 8 Encourage all staff to volunteer at least 20 hours to local causes and organisations during business hours. |  | Growth of the team throughout the year resulted in some members not being present for common do-gooding days. |

BUSINESS

| TARGET | STATUS | PERFORMANCE |
|--|--|---|
| 9 Pay, at the minimum, a living wage to all staff and contractors. |  | Real Living Wage (London) paid to interns and cleaning staff. |
| 10 All staff attend at least 80 hours of CPD. |  | Those starting mid-year or later were not able to achieve this. |

Carbon Footprint

We believe a carbon footprint is a useful indicator for overall environmental impact of an office-based business such as ours. In calculating our footprint we have adhered to the most widely used global accounting standard, the [Greenhouse Gas Protocol](#).

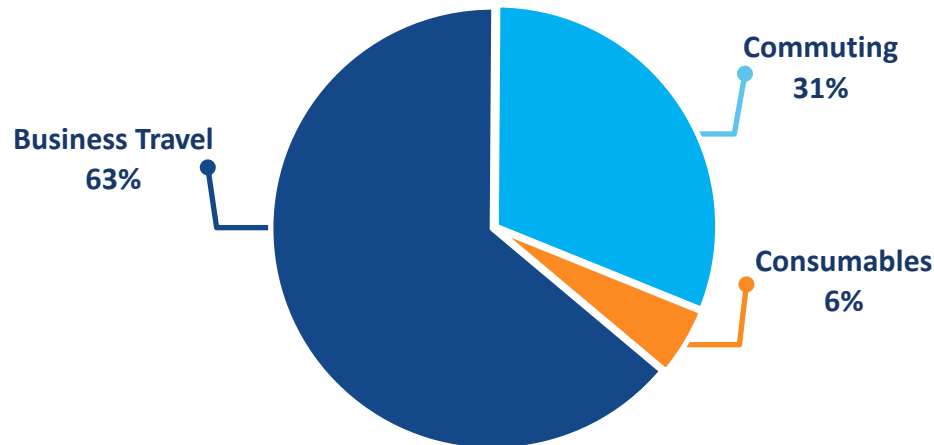
In addition to the mandatory Scope 1 (direct) and Scope 2 (indirect) emissions, we also report on the significant Scope 3 emissions from our operations. These emissions include business travel, commuting and our purchased goods, such as computers, paper and other office equipment.

Our total carbon footprint in 2019 was 25.8 tonnes CO₂e (1.6 tonnes CO₂e per FTE), the vast majority of which was due to business travel.

Whilst we seek to minimise the impact of delivering our work through increased teleconferencing, the nature of some of our accounts supporting rural communities in developing economies overseas necessitates that some travel is necessary. We prioritise rail and public transportation for our business activities, and despite several long-haul flights to Europe and the Philippines, rail travel made up 72% of all distance travelled.

Unavoidable Emissions

The challenges we face are not constrained by national boundaries. Our work requires a certain degree of business travel in limited circumstances. To mitigate the impacts of this and other (minor) unavoidable emissions we have offset our balance emissions by purchasing Gold Standard offsets for a project in Timor-Leste supporting [community forestry](#) and donating to the Woodland Trust [carbon initiative](#) at a price of £25 per tonne of CO₂e.



2019 Footprint

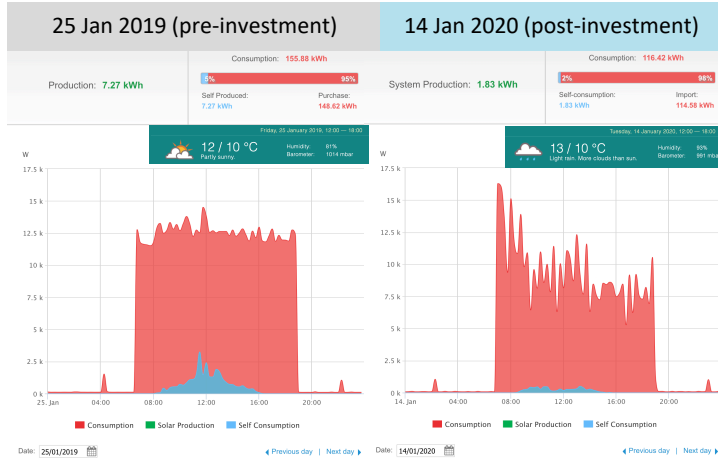
| | tonnes CO ₂ e |
|---|--------------------------|
| Scope 1 | 0 |
| Scope 2 (market-based method) <i>(location-based method)</i> | 0 (3.2) |
| Scope 3: Business Travel | 17.3 |
| Scope 3: Commuting | 8.4 |
| Scope 3: Consumables | 1.5 |
| Total gross tonnes CO₂e | 27.3 |
| Renewable energy exported to the grid | 1.5 |
| Total net tonnes CO₂e | 25.8 |
| Tonnes CO₂e per FTE | 1.6 |

We calculated our footprint in accordance with the Greenhouse Gas Protocol Corporate Standard using the operational control approach (we're a small business!). Defra (2019) conversion factors were used for energy and waste reporting. Specific phone and computer lifecycle assessments were used for material impacts along with food LCA database conversion factors for consumables.

Making a difference

We welcomed the opportunity to improve the impact of an existing UK office by investing in energy efficiency and on-site renewable energy generation. One of our first acts involved the carrying out of an energy audit with OxFutures to identify the key areas for enhancement to reduce the overall impact of our business. Its recommendations included upgrading our electric heating system to utilise more modern technology – such as WiFi controllable independent thermomstats on each unit – as well as simple things like adding sensors to extraction fans. Changing the heating system alone is resulting in a greater than 20% energy reduction in the winter months for our business (see charts below comparing two similar days before and after our investment).

In addition to these more technical changes, we did the obvious things as soon as we moved in, such as as changing all our lighting to LEDs and installing a 9.7 kWp solar array on our roof. The solar array is now making us a significant net exporter of electricity in the late spring to early Autumn and is delivering about half of our total energy demand.



Setting an example

We shared the experience and business case for installing solar panels on our roof with our neighbours. As a result of these discussions, two businesses in our business park have also installed solar panels. 3Keel assisted our neighbours by providing them with guidance on securing planning permission, providing templates we had used ourselves, and assisted with calculating the business case for installation. As of January 2020, our business park is now able to generate over 40 kWp electricity from the sun.

Disclosing the drivers of our footprint

Air Travel (34%)

During 2019 our biggest contributor to our footprint was air travel. Where possible we aim to use public transport for business purposes and the use of flights was only for client delivery work, with a trip to the Philippines contributing 44% (4 tCO2e) of the total air travel footprint.

Road and Rail (30%)

Our single biggest contributor to our carbon footprint is Road and Rail travel. We have been working on minimizing the use of flights wherever possible; thus 83% of our business travel for 2019 was by train, including national and international trips for client delivery.

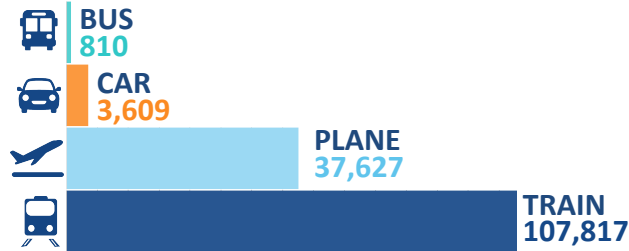
Commuting (31%)

This year we have increased the amount of FTE employees at 3Keel, as a result this year commuting was high (8 tCO2e). As a business we encourage the use of public transport and cycling (49% of our commuting travel), as well as, flexible and remote work where possible.

Purchases and Waste (6%)

New computer and phone purchases and all our office food and drink (e.g. milk deliveries). >80% of mobile handsets were bought refurbished.

Business Miles



Commuting Miles



Energy (0%)

We bought our office in 2018 and immediately carried out an Energy Audit with the support of [OxFutures](#) and installed solar panels to generate our own electricity. Although 100% of the electricity we use is credibly renewable through our use of Good Energy for any electricity we don't generate ourselves, we have also implemented several energy saving initiatives including 100% LED lighting and the upgrading of our heating system.

Our actions in 2019

3Keel's Sustainability Policy provides the framework for managing and reducing our significant impacts.

Business Travel

- Economy seating only for air travel, regardless of distance travelled
- Rail and public transportation policy
- Corporate membership of Co-Wheels, a local car sharing social enterprise with electric vehicle options

Energy

- Generating our own solar energy and being a net exporter of electricity for more than half the year; the balance consumption is supplied through Good Energy from other UK renewable energy generators.
- LED lighting installed throughout our office, reducing consumption by approximately 40%.
- Upgraded electric heating system to use digital thermostats that can be controlled remotely and scheduled on a per-radiator basis.
- Highest energy efficiency ratings required for all new electricity consuming product purchases.
- Full life costing of all purchases.

Waste

- Food waste collection and recycling which we offer for free to other businesses in our business park.
- Paperless business; printing only occurs where necessary for clients.
- Refillable ink printer (no cartridges!).

Being a positive force

Oxford is a unique city. With almost a one-thousand-year history, the council likes to say that it thinks in ‘centuries’ rather than decades. 3Keel is privileged to work in such a community.

Supporting our community

Oxford is the least affordable city in the UK with house prices almost 13 times the size of the average annual wage. Working with local businesses helps ensure that our economy is supported despite the often higher prices we pay for comparable goods and services (e.g. venue fees).

Providing opportunities

As a city with two universities and a challenging labour market, we see ourselves as a strong link that is able to transition exceptional students from academia to professional life. This year we were able to offer three internships to recent graduates, two of which were converted to permanent positions before their internships ended.

Leading by example

We share our experiences and support others develop more environmentally and socially responsible practices in their own organisations. This year we supported our neighbours understand the benefits of investing in on-site renewable solar power, with two implementing systems this year.

Our actions in 2019

3Keel strives to be a valued member of the Oxford community and a good employer.



Contributing to the local economy

- 65% of our non-travel expenditure was spent within ten miles of our office. This includes the professional services we use (e.g. accountancy, legal) as well as venues and catering for events. National chains based in Oxford do not count towards this figure and additional expenditure is spent within these establishments as well.
- As a UK LLP business, all our taxes are transparent to tax authorities.



Opportunities for young people

- Provided Partner-mentored internship opportunities for three recent graduates.
- Delivered guest lectures within Oxford University courses on landscape approaches and food system sustainability.
- Supported the “Training Better Leaders” course.



Congestion

- Flexi-time work policy to reduce peak-time travel for occasional commuters.
- Office location selection considered access to public transport.
- Meetings not scheduled before 10am, if possible.



Encouraging life satisfaction

- At least a Living Wage paid to all direct and indirect workers – including interns – weighted to Oxford lifestyle prices.
- Flexi-time policy actively taken up by staff with additional time off in lieu (TOIL) provided in the rare occasions when work demands exceed a normal working week.
- Full inclusion of staff in business development and strategic discussions concerning the future of the business.
- At least 27 days paid holiday provided to all staff (pro-rata for part time).
- Cycle-to-work scheme available to all staff.



Guiding professional development

- Dedicated training budget available to every member of staff to support their career progression.
- Development of “3Keel Crews” to encourage greater involvement and authority for our team to take management decisions affecting the company.
- ‘Brown bag lunch’ events hosted by 3Keel in conjunction with internal and external experts.

Do-gooding

Supporting other innovative agents of change is a core value of 3Keel. That's why we give our time and a portion of our profits to local and international causes.

FarmAbility

We have worked with [FarmAbility](#) for the past three years by having the full team provide one day of voluntary support during business hours and a cash donation supporting their work. This year we helped build a wheelchair accessible planter and did on-farm repairs and tidying to support their work with individuals with learning difficulties and autism.

2% of our profits donated

Our team nominated five charities this year (see right) that we allocated our donations to via a client poll separate from our financial support to FarmAbility (see right).



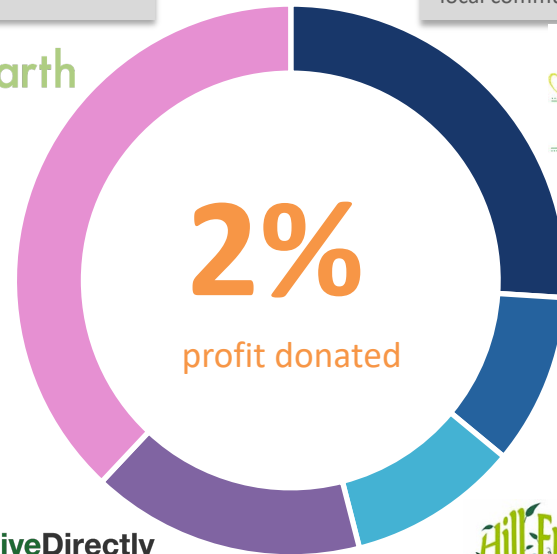
Barrowing soil, constructing raised beds, repairing our fruit cage... the fabulous team from [@3KeelLLP](#) are working their socks off at FarmAbility today - thank you!!
[#corporate](#) [#volunteering](#)



We agree the best way to halt destruction is to align the future of the rainforest with the people best placed to protect it. [Cool Earth](#) places forests in the hands of the people who rely on its survival for their survival.



The [Children's Allotment](#) is a voluntary group of parents and local residents who have been working to convert a disused plant nursery site into an inclusive, accessible space for the local community.



GiveDirectly



[GiveDirectly](#) transfers cash to households in developing countries via mobile phone-linked payment services, empowering its recipients and giving them agency, to create long-term positive impacts.

[Hill End](#) is a place where our local community can explore and enjoy the wonders of the natural environment to improve the education and welfare of our children and young people.

The [Oxford Food Bank](#) tackles the dual problem of food waste and food poverty, by picking up and redistributing surplus food and delivering free of charge to charities and community groups throughout Oxfordshire.

Making a difference with our clients

Delivering successful commercially, environmentally, and socially sustainable outcomes with our clients remains our core purpose as an organisation. Determining objective measures demonstrating our impact continues to be a challenge, but we plan to pioneer a suitable approach next year that adequately reflects our business performance.

“ 3Keel aren't just consultants but are genuinely trusted advisors. Their insight provides a lot of value to us as a business ... They are my go to people for working out sustainability issues.”

Simon Reid
Sustainability Manager
Innocent



“ The food security workshop and report from 3Keel were delivered to agreed schedules and the quality was excellent - especially given the scope and innovative nature of the work area.”

Richard Perkins
Food, Agriculture and Land Use Specialist
WWF

Our impacts in 2019

Below are some of the key project highlights in each of our delivery areas:



Sustainable Business Practices

- Recognised as being one of the top UK Management Consultancies for sustainability by the [Financial Times](#).
- Developing food waste management and reduction strategies with Greek and Turkish governments and industry.
- Working with the UN FAO to develop guidance on the development and use of sustainability labels.
- Facilitating a workshop with the European Bank for Reconstruction and Development on sustainable food retail transitions in Warsaw.
- Convening pre-competitive coalitions on [palm oil](#), cocoa, and [soy](#).



Data and analysis

- Mapping the deforestation risk associated with soymeal in animal feed for European retailers.
- Assessing on farm waste generation, causes, and opportunities for reducing them for Defra.
- Climate change scenario modelling, science-based targets for companies and their supply chains, and adaptation planning for various clients.



Natural resource management

- Creating a cross-sector circular economy programme from inception to (future!) launch for a material.
- Risky Business reports for WWF demonstrating the commodity system dependencies on imports and use.

Our team's reflections

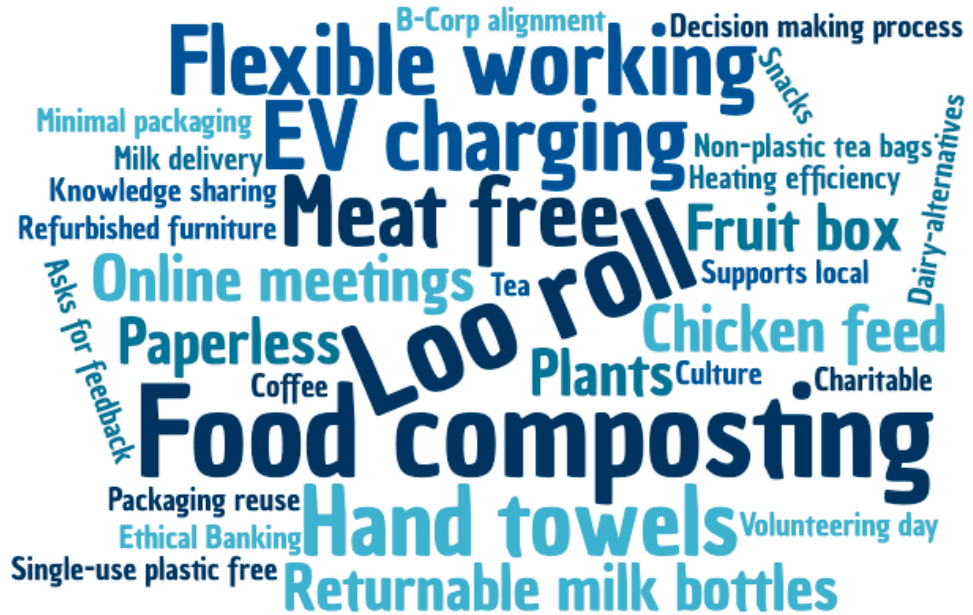
We asked our team to tell us what they value in our company actions to be a positive force in the world whilst mitigating the less desirable impacts of carrying out our work. The word art on the right indicates the common things that we do that our team consider of special importance.

The following commonly remarked responses are:

Food composting Our business park did not offer food waste collections when we moved. After extensive chasing we introduced this to the park and offer other businesses to use our bin free of charge.

Meat and dairy We cater our meetings with only vegetarian and vegan meal options in the office (staff can choose their own meals outside the office!) and offer oat and almond milk as dairy alternatives for beverages.

Loo roll We source all our toilet roll from [Who Gives a Crap?](#) a forward thinking business that uses recycled materials and builds toilets for people who need them in emerging economies.



Where we're going in 2020

Based on the feedback of our team, and our wider consideration of the material impacts of our business, next year we plan to:

Environment

- Investing in dedicated electrical vehicle charges that will be free to use for our team and visitors
- Building closer protected cycle parking infrastructure to encourage more cycle commuting
- Developing recycling options for non-locally collected material (e.g. crisp packets)
- Business travel and commuting innovation

Community

- Offering new staff benefits financial package incorporating illness and health insurance benefits
- Providing access to a financial advisor to support individual life planning
- Encouraging more structured approaches to personal career development and offering external coaching

Business

- Achieving B-Corp certification
- Quantifying the impact of our services in a credible way that fairly demonstrates the impact of our work
- Adjusting our decision-making structure to provide greater team opportunities for growth

3keel

3Keel LLP

7 Fenlock Court
Blenheim Business Park
Long Hanborough
Oxfordshire, OX29 8LN
United Kingdom

+44 (0) 1865 236 500

www.3Keel.com