

2023 SUSTAINABILITY REPORT

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SUSTAINABILITY OBJECTIVES FOR 2024

OUR ESG COMMITMENTS

We are the UK’s leading Utility Networks Connections Provider, and our ongoing objective is to lead and to set a positive example; in respect of our Environmental, Social and Governance impacts and actions.

Being a positive and proactive company that leads on principle; we do all we can to limit our impact. We aim to contribute positively, by respecting the environment, and to society at large. Both in the communities

where our offices are based and where we undertake work.

We are committed to being Carbon Net Zero for our directly controlled operations by 2040.

We support and commit to helping to achieve the objectives of the UN Global Compact and the UN Goals for Sustainable Development, as applicable to our business.





WHO WE ARE / WHAT WE DO

BUUK Infrastructure is the leading independent provider of last-mile utility networks, constructing and operating essential utility assets in the UK.

With nearly 50,000 utility networks and over 2 million homes, we are the leading independent provider of last-mile networks. We construct, then own and operate in perpetuity, these essential utility infrastructure assets.

BUUK's businesses design, construct, own and operate utility infrastructure networks throughout England, Wales and Scotland. These networks are almost exclusively installed on new-build housing, mixed-use and commercial developments.

BUUK provide traditional and next-generation utility infrastructure solutions including:

- » Heat Networks
- » Electricity
- » Fibre
- » Water & Wastewater
- » Gas

Our customers include national and regional house builders, developers, landowners and contractors.

BUUK also has interests in a number of utility-related retail businesses, providing telephony and data, water, wastewater and heat-energy services, directly to end consumers connected to our networks.

SUSTAINABILITY COMMITMENT

Statement by the Executive Chairman

The purpose of our annual sustainability report 2023 is to ensure the transparency of our sustainability performance to all stakeholders and to demonstrate and track our progress towards our Vision.



THE VISION

Be the leading utility partner to accelerate the UK towards net zero for all our customers.

At BUUK we believe that developing trust with our customers and communities allows us to maintain sustainable growth. A key part of our vision to be the leading partner to accelerate the UK towards net zero for all our customers. Recognising that we have a responsibility to minimise the impact our activities have on the environment, we are committed to providing positive sustainable benefits to our customers.

Our commitment and culture are demonstrated through our Vision, Mission, and the Company Values of which 'Be Environmentally Accountable' underpins our sustainability decisions and actions. *More on our company values on pages 14 and 15 of this report.*

We understand that by caring for the environment we care for those around us.

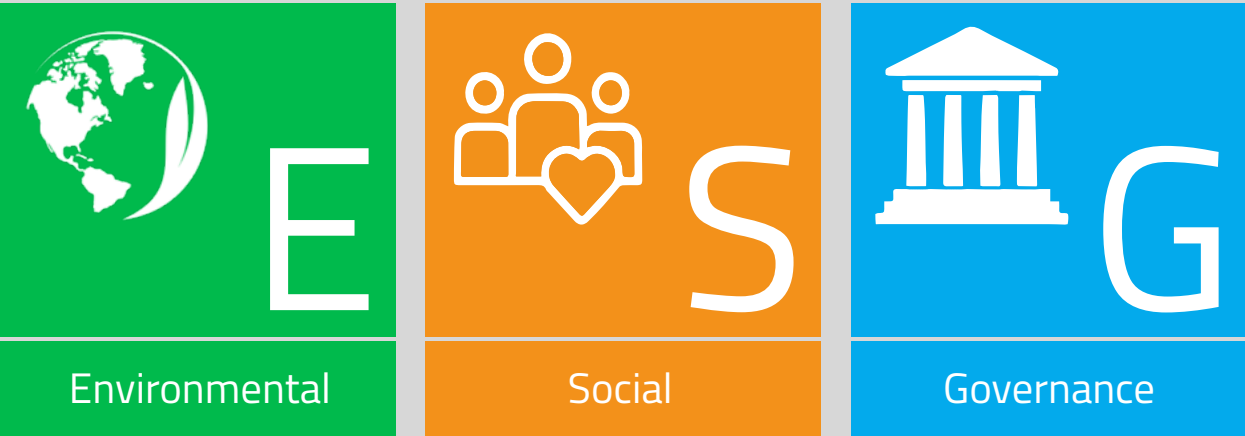
» As a business we will continuously innovate and develop new low carbon technologies to ensure that we can provide smart sustainable energy solutions for our customers that also have far wider benefits to the world.



BE ENVIRONMENTALLY ACCOUNTABLE

- ✓ We respect the environment when making decisions
- ✓ We choose to be responsible
- ✓ We understand that caring for others requires us to care for the environment

SUSTAINABILITY



We respect the environment when making decisions.

» We take our role as responsible corporate citizens extremely seriously. Sustainability - (Environmental, Social and Governance) is core to our decision making at BUUK.

We choose to be responsible.

» We are committed to being a truly sustainable business and have an ambitious carbon net zero 2040 target for our directly controlled operations.

Finally, we understand the important role our employees and contractors play in helping us achieve our Vision and the ESG goals. Therefore, we are committed to promoting environmental awareness, best practice, and legal compliance throughout BUUK and across our supply chain activities.









Clive Linsdell
Executive Chairman

Sustainability Development Goals (SDG)

Whilst we support all the 17 sustainability goals, as a company we are striving to make a positive difference on the following:

SDG	Requirement	BUUK's Compliance/Contribution/Support
	Ensure healthy lives and promote wellbeing for all at all ages.	Safety, Health and Wellbeing policies, practices and performance.
	Ensure inclusive and equitable education and promote life long learning opportunities for all.	BUUK invests heavily in employees learning & development. As well as running apprentice and graduate schemes and STEM support to local schools.
	Achieve gender equality and empower all women.	Gender equality policies, practices and training. Performance measurement.
	Ensure availability and sustainable management of water and sanitation for all.	Our water business, especially in terms of leakage reduction, SuDS and future proofing for climate change.
	Ensure access to affordable, reliable, sustainable and modern energy for all.	Our electricity and heat businesses.
	Promote suitable, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Our Group businesses.
	Build resilient infrastructure, promote inclusive and sustainable industry and foster innovation.	The mission, vision and values of BUUK.

SDG	Requirement	BUUK's Compliance/Contribution/Support
	Reduce inequality, ensure equal opportunities and end discrimination.	BUUK's value to be Balanced and Fair. We advocate Equality, Diversity and Inclusion in all we do.
	Make cities and human settlements inclusive, safe, resilient and sustainable.	The businesses of BUUK and the Group values.
	Ensure sustainable consumption and production patterns.	Our heat business and solar energy generation at Woolpit.
	Take urgent action to combat climate change and its impacts.	Our Sustainability ethos. The Group's Net Zero Commitment and our Climate Change Adaptation Plan.
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	Our Plastic Packaging Eradication project is designed to reduce plastic pollution and to help to make our oceans plastic free.
	Protect, restore and promote the sustainable use of terrestrial eco systems. Suitably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss.	Our Plastic Packaging Eradication project is designed to help reduce plastic pollution. We have biodiversity objectives in respect of the Woolpit office. We own and ensure compliance with requirements on sites where we work.

We will continually set challenging targets to innovate and improve performance in terms of sustainability and will effectively measure and report on our performance and the achievement of those annual objectives set by BUUK.

Our ESG policy objectives are core to our business and a key element of achieving these objectives is the involvement of our supply chain partners, both contractors and suppliers. This includes the initial selection process and the ongoing relationships we have with our contractors and suppliers and our management of them.

OUR ESG OBJECTIVES AND GOALS

MINIMISING OUR ENVIRONMENTAL IMPACT

Reducing greenhouse gas emissions to prevent climate change, is one of the biggest challenges facing our society. We will work to minimise our environmental impact and carbon footprint by continually measuring, monitoring, and seeking performance improvements; finding smarter ways of working, by being innovative, and maximising the benefits of new technologies.

We will maintain registration against the requirements of *BS/EN/ISO 14001* and will continuously improve our Environmental Management System and audited performance.

OUR ENVIRONMENTAL GOAL

Our goal is for our business operations to be Carbon Neutral or Carbon Net Zero in respect of Greenhouse Gas Emissions Scopes 1 and 2 and those elements of Scope 3 under our direct control by 2040.

ENGAGING OUR STAKEHOLDERS

Our staff are the biggest asset of our business and their well-being and satisfaction is vital to the long-term success of our company, their commitment towards delivering our sustainability aims is essential.

Other internal and external stakeholders in our business are also key to the success of our business and the achievement of our ESG objectives.

We will positively and proactively engage these groups by means of an open and ongoing dialogue to understand and act upon their concerns and priorities.

SUPPORTING OUR COMMUNITIES

Our offices are located, and our assets are constructed and maintained throughout the UK. Each play an integral role in the lives of our customers. We aim to enrich lives and strengthen communities through meeting the needs of all our customers and supporting and championing local causes.

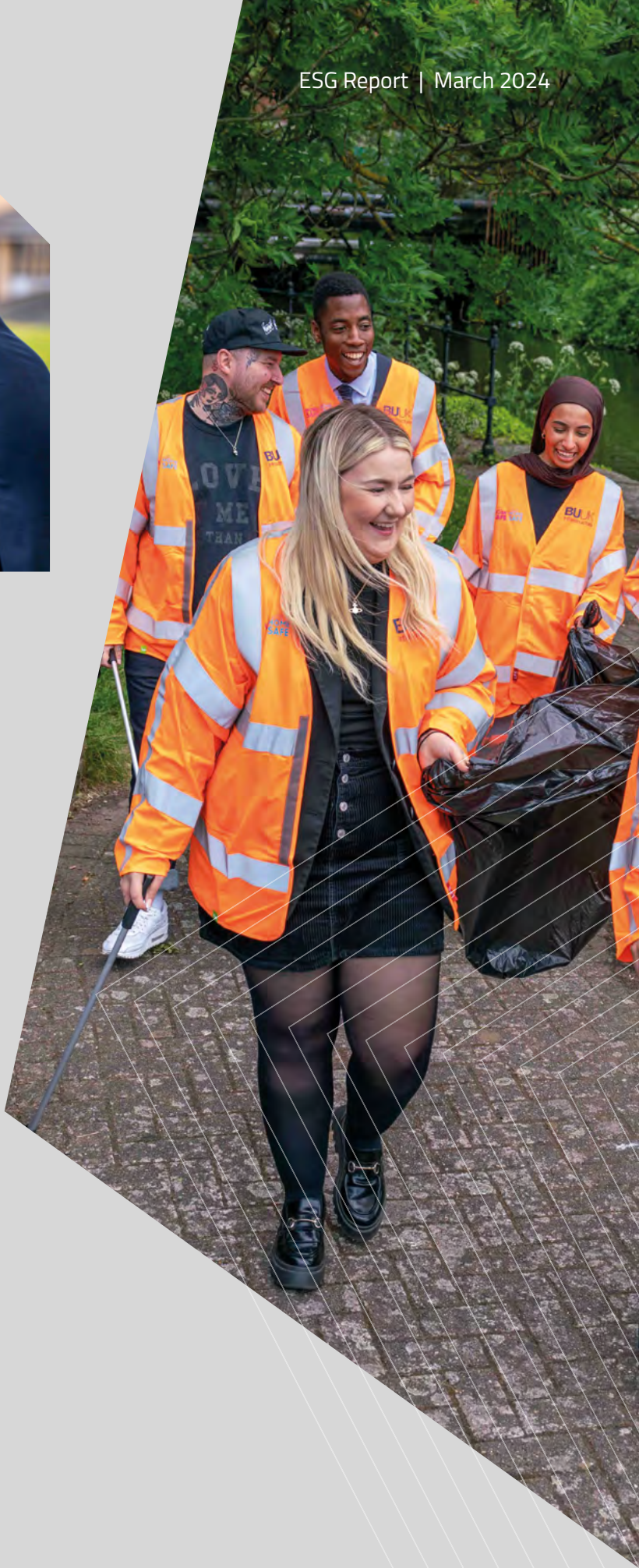


LEADING ON GOVERNANCE AND DISCLOSURE

High standards of corporate governance and disclosure are essential to the effective operation of our company and to instil confidence amongst our stakeholders. We will operate our business within the legal and regulatory framework, as a minimum requirement. The governance of our business will be measured and monitored both internally and by external independent assessors to ensure that we are operating within the parameters required.

OUR ESG SYSTEM, PROCESSES & PERFORMANCE

We will ensure that our systems and processes reflect proven best practice, as applicable to our business. We will benchmark our sustainability performance globally and annually against other companies, both within and outside our business sector.



OUR MISSION, VISION, AND VALUES

We take our role as a responsible corporate citizen extremely seriously and sustainability is core to BUUK. Our culture is demonstrated by our mission, vision and values statements below:



The Vision

Be the leading utility partner to accelerate the UK towards net zero for all our customers.



The Mission

To earn customer loyalty and drive business growth by providing consistently excellent service.



BE CUSTOMER FOCUSED

- ✓ We listen to our customers and act on what they tell us
- ✓ We innovate to take problems and effort away from our customers much better than our competitors
- ✓ Our decisions are based upon what is right for the customers in front of us



BE ENVIRONMENTALLY ACCOUNTABLE

- ✓ We respect the environment when making decisions
- ✓ We choose to be responsible
- ✓ We understand that caring for others requires us to care for the environment



BE SAFE, BE WELL

- ✓ We demonstrate care by looking after ourselves and those around us
- ✓ We keep ourselves safe and well every day
- ✓ We voice concerns, and apply learning



BE TRUSTED

- ✓ We keep our promises
- ✓ We do the right thing, not just the easy thing
- ✓ We are honest, decent, respectful and balanced

BE YOU **BUUK**
infrastructure

BUUK NET ZERO CARBON – WORK STREAMS

BUUK Carbon Net Zero Delivery Structure and Objectives

BUUK BOARD OF DIRECTORS				
ENVIRONMENTAL & SUSTAINABILITY STEERING COMMITTEE				
Group Objectives - Interim – To be Carbon Net Zero for our directly controlled operations by 2040 Group Objective – Ultimate – To be Carbon Net Zero for all Scope 1,2 & 3 Emissions by 2050				
CARBON NET ZERO STEERING GROUP				
Workstream Energy Centres	Workstream Transport	Workstream Scope 3 Direct Facilities and Staff Related	Workstream Scope 3 Indirect Supply Chain	Workstream Waste & End of Live Products
Interim 1: As from 2024 All Scope 2 Electricity supplies to be fully renewably sourced	Interim 1: Plot road map from 2024 to 2040	Interim 1: Finding solutions to the WFH and Commuting accounting challenges	Interim 1: To start collecting emissions data from our top 50 suppliers from 2024	Interim 1: To be able to accurately account for all contributory elements and resulting emissions in 2024
Interim 2: Plot roadmap from 2024 to 2040	Interim 2: Reducing tailpipe emissions year on year	Interim 2: To be able to accurately account for all direct control Scope 3 emissions (explained on page 19)	Interim 2: To have an indication of the likely total level of supply chain emissions by 2025 and an accurate/proven assessment by 2030	Interim 2: To develop an emissions reduction plan in 2025
Goal: To reduce emissions to the minimum possible by 2040	Goal: Zero Tailpipe emissions from our owned fleet by 2040	Goal: To implement measures to reduce such emissions to the lowest possible/practical level by 2040	Goal: To reduce all Scope 3 indirect emissions to the lowest possible/practical level by 2040	Goal: To reduce such emissions to the lowest level possible/practical by 2040

ENVIRONMENT

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ENERGY AND GREENHOUSE GAS EMISSIONS

BUUK appointed Carbon Footprint Ltd, a leading carbon and energy management company, to independently assess its Greenhouse Gas (GHG) emissions in accordance with the UK Government’s ‘Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting Guidance’.



The GHG emissions have been assessed following the *ISO 14064-1:2018* standard and has used the 2023 emission conversion factors published by Department for Environment, Food and Rural Affairs (DEFRA) and the Department for Business, Energy & Industrial Strategy (BEIS).

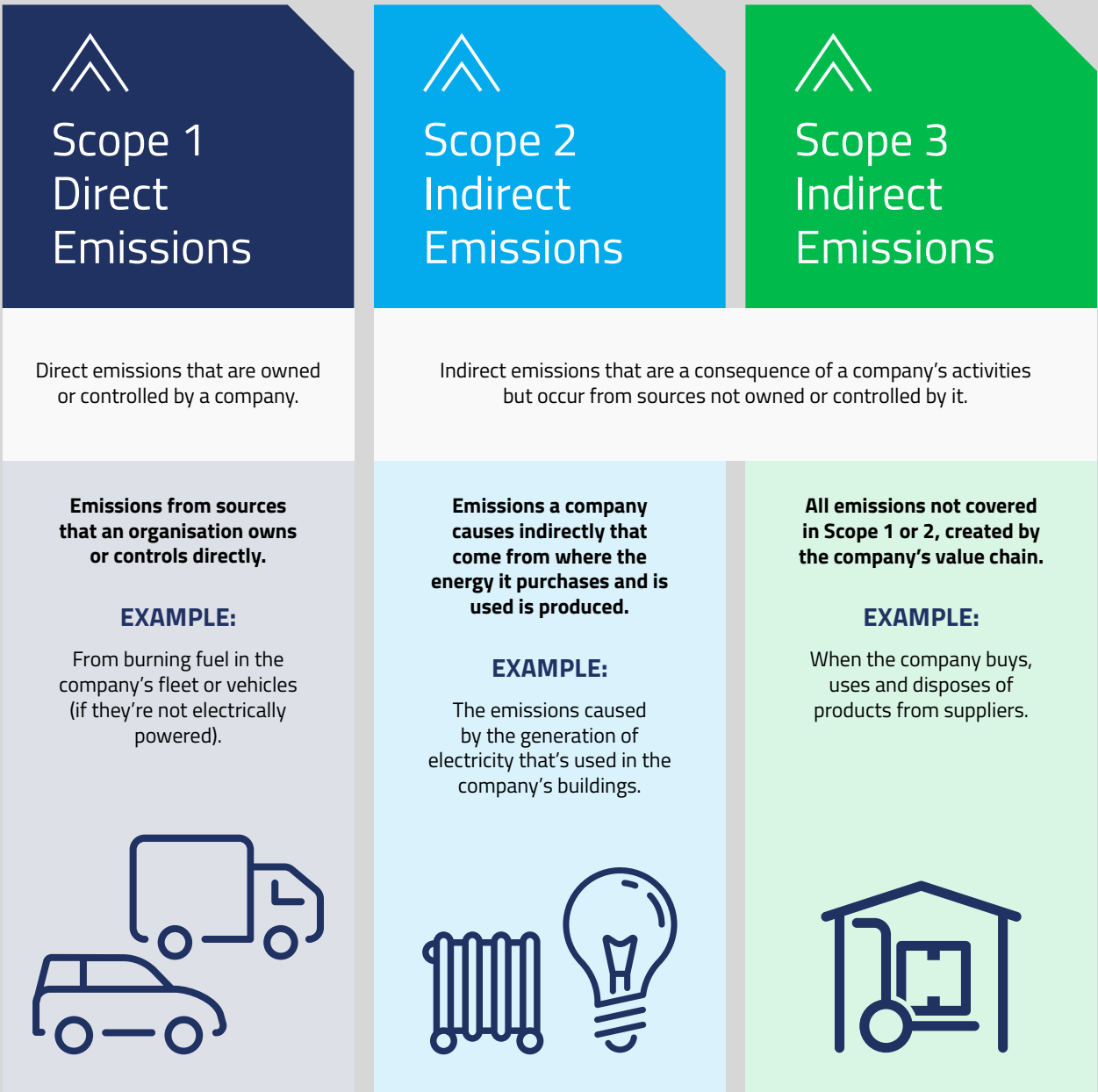
BUUK’s objective is to be carbon net zero for Greenhouse Gas Emissions scope 1 and 2 and for those elements of scope 3 under our direct control by 2040; and this document and the recommendations within it, are aimed at ensuring that we achieve this objective.

Due to factors detailed below our major reductions in emissions will not be seen until 2030 – 2040 when we would project that significant year on year reductions will be made.

Key emission reduction date projections are shown on the roadmap (*See Page 26*) including current transport legislation dates and the current plans for the decarbonisation of our existing Community Heat Hubs.

What are the scopes 1, 2 & 3 carbon emissions?

The three scopes are a way of categorising the different types of greenhouse gas emissions created by a company, its suppliers and its customers.



GHG SCOPE 1 EMISSIONS & EXPLANATION

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions:		
		2022	2023	Difference		2022	2023	Difference
GAS – HEAT	KWh	52,308,031	65,304,864.33	12,996,833.33	TCO ₂ e	9548.31	11,946.15	2,397.84
GAS – OFFICES AND DEPOTS	KWh	31,909	134,147	102,238	TCO ₂ e	5.82	24.54	18.72
LPG CHILDREDITCH	Litre	2,000	616	-1,384	TCO ₂ e	3.12	1.56	-1.56
HEATING OIL CHILDREDITCH	Litre	5,000	–	-5,000	TCO ₂ e	12.70	0.03	0.03
AIR CONDITIONING – FUGITIVE EMISSIONS	KG	–	26.55	26.55	TCO ₂ e	–	51.08	51.08
SF6 LOSSES	KG	0.10	–	-0.10	TCO ₂ e	2.28	–	-2.28
DIESEL – COMPANY CARS	Miles	5,579,323	4,046,423	-1,532,900.00	TCO ₂ e	1533.87	1,011.70	-522.17
PETROL – COMPANY CARS	Miles	264,924	176,196	-88,728.00	TCO ₂ e	72.68	43.26	-29.42
HYBRID – COMPANY CARS	Miles	187,464	2,678,514	2,491,050.00	TCO ₂ e	36.21	588.12	551.91
DIESEL – COMMERCIALS	Miles	14,733,092	14,662,007.97	-71,084.03	TCO ₂ e	5490.73	4,579.02	-911.71
DIESEL – HGV'S	Miles	240,081	18,061	-222,020	TCO ₂ e	179.04	51.08	-127.96

The table above summarises the scope 1 GHG emissions for the reporting year: 1st January 2023 to 31st December 2023.

KEY

LPG - Liquefied Petroleum Gas

SF6 - Sulfur Hexafluoride

e - Equivalent

Increase in emissions

Decrease in emissions

No change

Greenhouse Gas Scope 1 Emissions 2023 – Explanation

As anticipated Scope 1 emissions increased in 2023 predominately due to the buildout of contracted heat networks as the Energy Centres burn gas.

The increase in respect of Offices and Depots emissions.

Overall fleet emissions are down as Express no longer have HGVs on the fleet and with the increase in EV's and Hybrid Company cars.

The increase in Fugitive Emissions from Office Air Con Systems was mainly the result of one significant loss of refrigerant at Woolpit.

Planned actions to reduce these emissions are detailed on page 26.

The projection of Scope 1 and 2 emissions to 2028 is shown on page 27.



GHG SCOPE 2 EMISSIONS & EXPLANATION

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions:		
		2022	2023	Difference		2022	2023	Difference
ELECTRICITY – HEAT	KWh	1,971,850	541,931.87	-1,429,918.13	TCO ₂ e	381.32	112.22	-269.10
ELECTRICITY – OFFICES AND DEPOTS	KWh	1,850,629	1,303,633.24	-546,995.76	TCO ₂ e	357.87	269.95	-87.92
ELECTRICITY – FIBRE CABINETS	KWh	316,124	221,459.12	-94,664.88	TCO ₂ e	61.13	45.86	-15.27
ELECTRICITY – WATER PUMPING STATIONS	KWh	17,190	18,641.85	1,451.85	TCO ₂ e	3.32	3.86	0.54

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions:		
		2022	2023	Difference		2022	2023	Difference
ELECTRICITY GENERATION – WOOLPIT	KWh	17,436,010	14,187,691	-3,248,319	TCO ₂ e	3,371.78	2,937.90	-433.88
ELECTRICITY GENERATION – WOOLPIT	KWh	25,148	24,610	-538	TCO ₂ e	5.21	5.10	-0.11

The table above summarises the Scope 2 GHG emissions for the reporting year: 1st January 2023 to 31st December 2023.

- KEY
- e - Equivalent

Increase in emissions

Decrease in emissions

No change

Greenhouse Gas Scope 2 Emissions 2023 – Explanation

As anticipated Scope 2 emissions were limited in 2023 as all our controlled offices and depots are all on fully renewably sourced electricity contracts.

It is planned that we will be able to move our Energy Centres from 50% renewably sourced electricity contracts to 100% when the contracts are renewed in 2024.

Planned actions to reduce these emissions are detailed on page 26.

The projection of Scope 1 and 2 emissions to 2028 is shown on page 27.



GHG SCOPE 3 EMISSIONS & EXPLANATION

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions:		
		2022	2023	Difference		2022	2023	Difference
GREY FLEET FUEL – DIESEL	Miles	373,533	46,694	-326,839	TCO ₂ e	102.65	40.07	-62.58
WELL-TO-TANK – GAS	KWh	52,339,940	65,352,633.65	13,012,693.65	TCO ₂ e	1,803.63	2,187.35	383.72
WELL-TO-TANK – LPG	Litre	2,000	616	-1,384	TCO ₂ e	0.37	0.11	-0.26
WELL-TO-TANK – HEATING OIL	Litre	5,000	–	-5,000	TCO ₂ e	2.64	–	-2.64
WELL-TO-TANK – DIESEL	Litre	2,299,832	2,261,784.66	-38,047.34	TCO ₂ e	1,402.58	1,381.97	-20.61
WELL-TO-TANK – PETROL	Litre	177,225	301,017.63	123,792.63	TCO ₂ e	108.69	174.87	66.18
TRANSMISSION & DISTRIBUTION	KWh	4,249,821	2,085,666.08	-2,164,154.92	TCO ₂ e	75.18	35.65	-39.53

The table above summarises the scope 3 GHG emissions for the reporting year: 1st January 2022 to 31st December 2022.

- KEY**
- e - Equivalent
 - ◆ Increase in emissions
 - ◆ Decrease in emissions
 - ◆ No change

Greenhouse Gas Scope 3 Emissions 2023 – Explanation

Most of the Scope 3 emissions reported are associated with the provision of Scope 1 fuels in respect of upstream well to tank calculations.

Work is ongoing to be able to capture and report upon more of our directly controlled Scope 3 emissions.



CARBON NET ZERO 2040 ROADMAP



2040

No further hybrid cars/vans purchases permitted (TBC)

Target for zero tailpipe emissions

Target for Energy Centre emissions to be as low as practicable

2038

Target decarbonisation date for St Andrews, Hallsville and Coronation Square Community Heat Hubs

2025

Planned relocation of Harlow and Childerditch

2037

Target decarbonisation date for Colindale and Mount Pleasant Community Hubs

2023

Road map start date

2035

Target decarbonisation date for Kings Cross, Wembley and Rich Estates Community Hubs

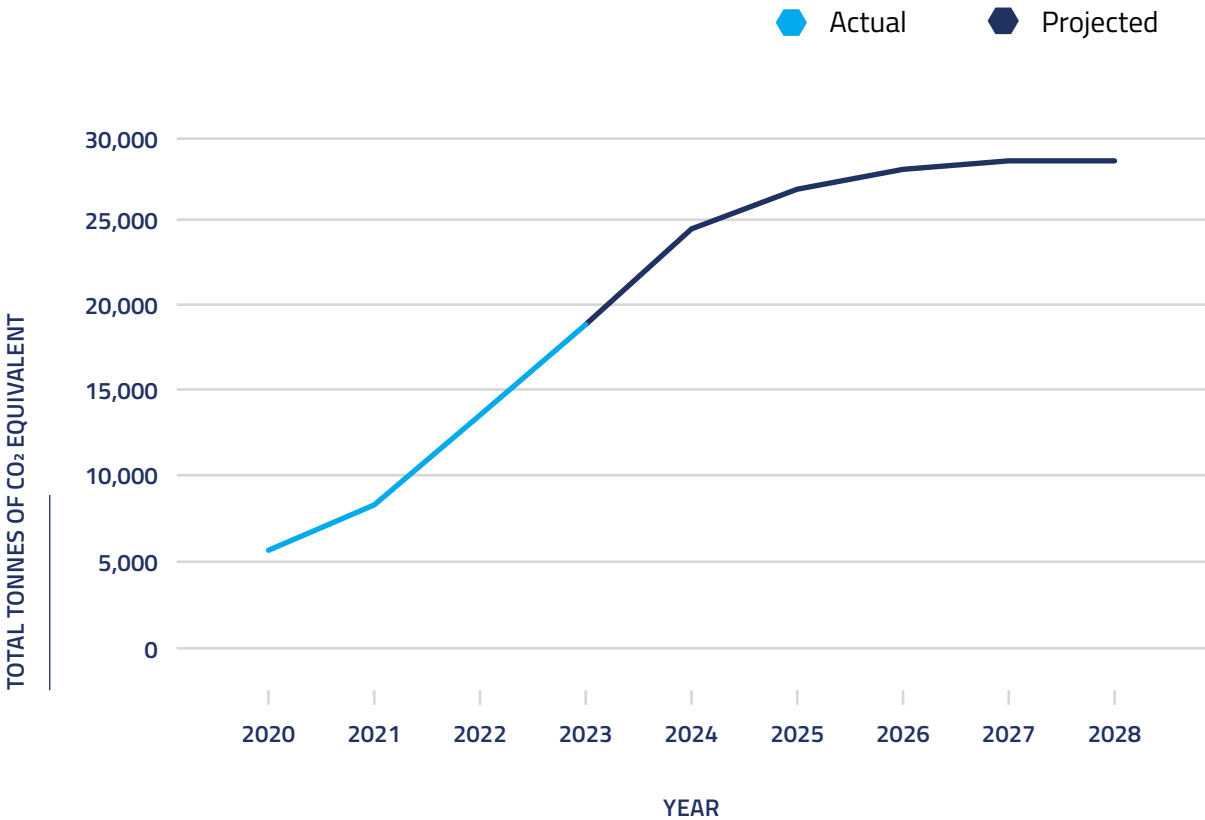
2024

Community Heat Hubs sources to be changed to 100% renewable

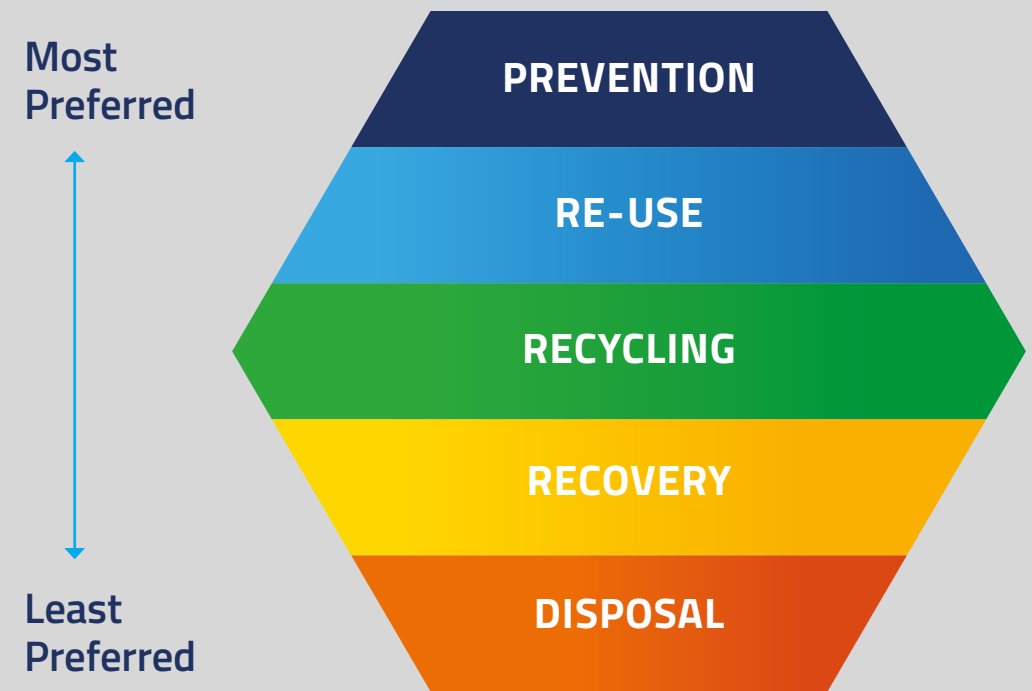
No purchases of new diesel and petrol cars or vans permitted
Boilers in new properties not permitted

EMISSIONS PROJECTIONS FROM 2023 TO 2028

Total Scope 1 and 2 Emissions (2020 - 2023) and Projected Total Emissions (2024 - 2028)



PROVEN BEST PRACTICE: THE EFFECTIVE
USE OF WASTE HIERARCHY



WASTE MANAGEMENT OBJECTIVES

Our waste management objectives are set by, and performance is reviewed by the Environmental and Sustainability Steering Group. The objectives will be revised over time as performance improves.

WASTE MANAGEMENT DATA CAPTURE

To capture and report upon all waste channels identified. Significant improvement has been made in this area in 2023. It should be noted that product disposed of in Developers skips is excluded as it cannot be quantified. See also the 2024 objectives on page 88 as to improvements planned.

SINGLE USE PLASTIC (SUP) PACKAGING
ERADICATION BY 2025

An objective was defined in 2019 to eradicate SUP by 2025. We have made significant progress helped in no small part by taxation on the use of virgin plastic packaging materials and we now have very little SUP in our supply chain. We are now changing our focus to reduce last use plastic packaging. See also the 2024 objectives on page 88 as to improvements planned.

LANDFILL AVOIDANCE

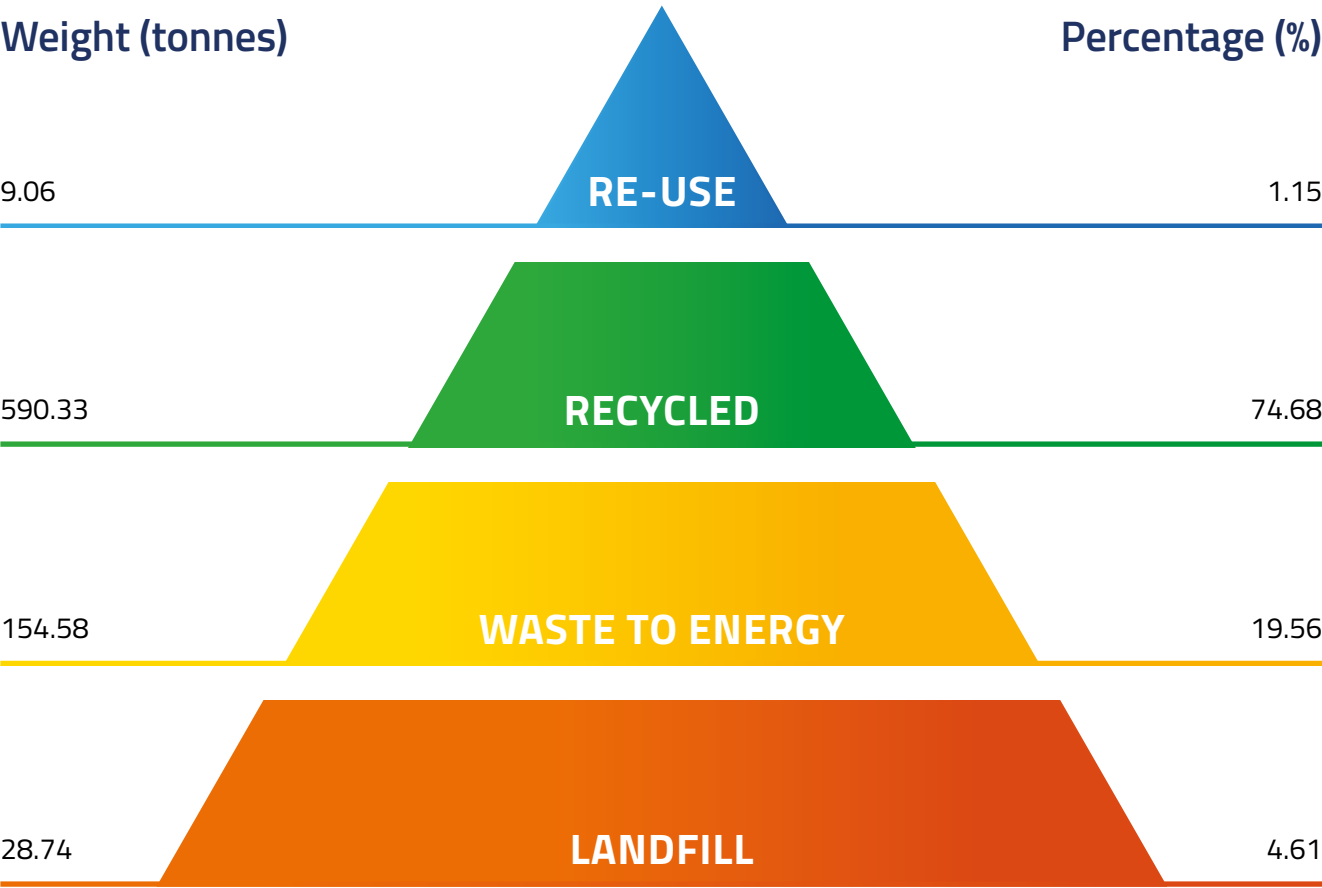
- Our target in this area must be 100%.
- Extending the scope of our waste management data capture and reporting has resulted in significant improvements as for 2023 our performance was 95.39%.
- The 100% may be difficult to achieve as all Waste to Energy incineration plants require two weeks downtime per annum for maintenance purposes.

RECYCLING

Our initial target was to recycle at least 70% of all waste generated and in 2023 with our extended data capture we achieved 74.68%. An increase in this target will be recommended for 2024. Improvements in office recycling performance will also be targeted going forwards.

WASTE MANAGEMENT PERFORMANCE

Total waste recorded in 2023: **790.43** TONNES



Landfill avoidance:
753.97 TONNES | **95.39** PERCENT

Waste reduction objectives:

To maximise the percentage of our total waste which is recycled by 2025 – good practice would suggest a target of 70% and 100% landfill avoidance.

ZERO WASTE TO LANDFILL BY 2025

The total weight of waste generated in 2023 equated to the weight of

617
MINI COOPERS



GOOD REUSE AND RECYCLING EXAMPLES

PREVENTION

We have an ongoing project that was initiated in 2022, with the aim to remove all unnecessary printing that occurs at BUUK.

Measures implemented in 2023 reduced the amount of printer paper used annually to 288,288, a reduction of 19% or 67,393 sheets of paper. **Further action** is ongoing.

REUSE

The arrangement we have with Dell helped us to reduce WEEE (Waste Electrical and Electronic Equipment) by 900Kg with equipment 370 laptops and 17 tables being sold for reuse.



RECYCLING

ICT equipment which could not be reused is recycled and this reduced our WEEE waste by a further 232.77KG.

The facility for ICT equipment being securely reused or recycled has now been extended to all BUUK staff to provide end of life coverage for their personal devices and equipment.



PLASTIC PACKAGING REDUCTION

As very little of our packaging in our Supply Chain is now single use virgin plastic, we are now changing the emphasis of our initiative to last use plastic packaging and a number of further improvements are planned.

A notable achievement this year is the development and roll out of electrical service kits, complete with resin packaged in kerbside recyclable cardboard boxes. This is opposed to plastic resin buckets and this will significantly reduce this major source of plastic into BUUK.

END OF LIFE GAS AND WATER METERS

A proposal is being developed to reuse a significant number of gas meters which have been removed as specialist recycling rates remain very high at:

Gas Meters: 97.5% recycled

Gas Regulators: 99% recycled

Water Meters: 98% recycled



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COMMUNITY DEVELOPMENT

On Hand

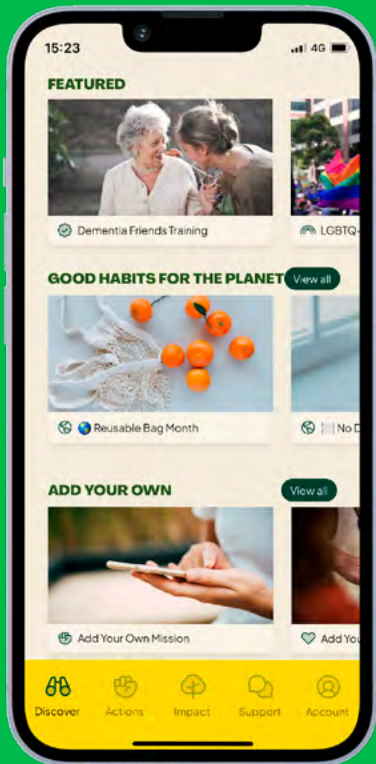
ON HAND/VOLUNTEERING

OnHand is a volunteering app where users can complete pledges, gain points and help their community. Since launching the scheme with OnHand in December 2021, over 200 volunteers have signed up, throughout 2023, and are actively taking part in tasks to help make a difference in our communities and the environment around us.

The impact pledges featured on the app help you choose more environmentally friendly tasks that help the planet, including:

- Sustainability pledge
- CO₂e reduction pledge
- Eco pledge
- Planet-friendly pledges

Alongside the impact pledges there are also the wellbeing pledges which count as a normal pledge.



Type of missions (2023)	Number of missions
Actions completed	771
Environment	435
Donations	77
Community support	38
Add your own mission	29
Eco Clean-up	29
Specific task	27
TOTAL	1,406

CHARITY

In 2023 all the offices and business units took part as collecting for both the Benjamin Appeal and the Salvation Army.

- » We raised £1328, based on the number of responses to the GPTW (Great Place To Work) survey. This was split equally between Crisis and The Samaritans.
- » We raised £504 through the attached Coffee Morning (cuppa & catch up), split between Carers UK, Samaritans and Crisis.



**£504
RAISED
at our coffee
morning**



APPRENTICESHIPS

2023 saw two apprentices complete their studies and move into permanent roles within the business. We employed two new apprentices, one in Customer Services studying for a Level 3 Business Administration qualification, and another joined our existing IT Apprentices working towards a degree in Digital & Technology Solutions. In 2024 we have started the recruitment for two apprentices within Regulations, working towards a degree in Business Management, and another two for Power On, working towards a higher apprenticeship in Electrical Power Networks.



GRADUATE INTAKE

BUUK have an Engineering Graduate Scheme with an intake of graduates every two years. 2023 saw this successfully expand to include Commercial and Finance, and we welcomed five graduates into Engineering disciplines, two into Finance, and two in Commercial. Graduates from previous intakes have taken up various positions throughout the business, some of which have already achieved their IEng within a couple of years of joining us.

STEM

BUUK ambassadors promoted STEM subjects and opportunities at 10 school and university events in 2023, with almost 6000 students attending between the ages of 14-24 years old.

We gave work experience opportunities to six students over three offices (Woolpit, Childerditch and London) across Design, IT and Commercial. We also welcomed students through the Women in Engineering Society, who completed some work shadowing within Metropolitan. We will continue to partner with local schools and offer further work experience in 2024.

"People are key to all we do within BUUK. We strive to provide a supportive environment that is committed to enabling people to be the best – making them proud to be themselves and to be part of BUUK"



CUSTOMER SATISFACTION

» Customer Survey and Results	42
» Customer Complaints	44
» Off Supply Payments	45

CS SURVEYS AND RESULTS

The number of surveys undertaken, and the overall results are detailed below.

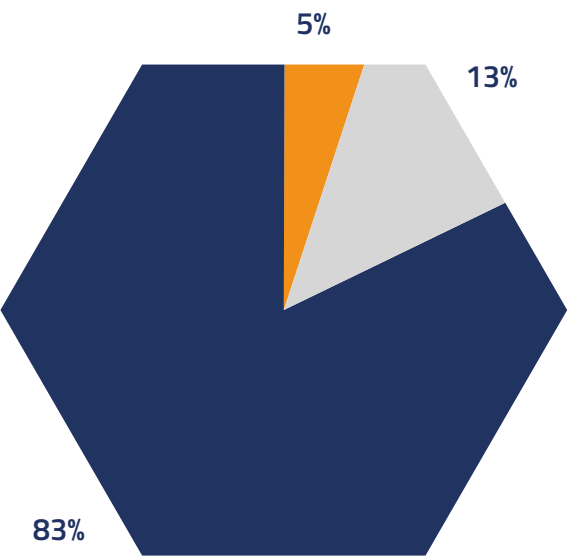
NPS				CES												Surveys
Q1	Q2	Q3	Q4	J	F	M	A	M	J	J	A	S	O	N	D	
63	61	59	65	2.10	1.80	2.00	2.40	2.30	2.10	2.10	2.10	1.90	2.20	2.00	2.50	1,486
42	55	54	76	2.60	2.20	2.00	2.40	2.10	1.70	2.30	1.90	2.10	2.30	2.10	2.40	249
55	60	50	42	2.80	1.80	1.70	1.10	1.60	1.70	1.60	2.80	2.30	2.90	2.40	2.40	548
32	33	31	31	2.40	1.80	2.30	1.70	2.90	1.90	1.80	3.90	2.60	3.20	3.40	3.00	1005
28	53	-4	44	2.80	2.90	1.00	1.50	2.50	2.40	3.10	2.00	6.50	3.90	1.90	4.10	126
N/A	N/A	100	11	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.30	1.00	3.40	4.30	3.80	573
N/A	N/A	70	39	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.80	1.60	2.90	3.40	4.40	40

- GTC
- POWER ON
- IWNL
- SEETHELIGHT
- METROPOLITAN
- ELECTRIC END USER
- GAS END USER

For NPS (Net Promoter Score), the best possible score is 100 and the worst possible score is -100 (with '0' being a possible score if the number of Promoters and Detractors are the same).

For CES (Customer Effort Score), the 'best' possible score is 1.00 (the lower the score the better). With the UK Utility Average being 5.0, BUUK has set the target of achieving 2.0

CUSTOMER COMPLAINTS



- Developer complaints
- Regulated complaints (end user)
- Member of the public complaints

Customer Complaints	Number
GTC – in 2023	246
Developer	31
Regulated (end user)	203
Member of the public	12

The majority of complaints raised are from electricity end user customers and typically relate to losses of electricity supply. There has been a large piece of work completed this past year (customer journey mapping) that has highlighted where things could be easier for customers on their respective journeys. For end user customers who are experiencing a loss of electricity supply, it has highlighted the need for good communication and timely responses – something we have struggled with in the past, and where we are looking to improve our service. We have also revamped the Customer Journey Focus Group, with the reinstatement of new streamlined meetings in 2023.

Due to the size of the Customer Journey Focus Group a decision was made to sub-divide into smaller teams to give improved focus to individual audience areas (i.e. regulated end user), which should ensure the right service is given to customers, and reduce/minimise complaints being raised, and where there are areas of concern about an aspect of our service it will allow the sufficient attention and support to be provided to drive the required change.



Off Supply Payments

GAS

Incidents	Customers affected	Total GSOS - Guaranteed Standards of Service - amount owed
18	1,965	£385,320

ELECTRIC

	Incidents	Customers affected	Total GSOS - Guaranteed Standards of Service - amount owed
ETCL	61	3,320	£221,100
IPNL	14	344	£35,540

EMPLOYEE ENGAGEMENT

» Employee Numbers	49
» Employee Engagement	50
» Sustainability Champions & The Green Team	52
» Development Training	54
» ILM Managers Training	55

EMPLOYEE NUMBERS

Employee figures as at 31/12/2023

Company	Employee ID count
GTC	1,174
GUC	414
Power On	310
Express	136
Passiv	48
Levelise	18
TOTAL	2,100

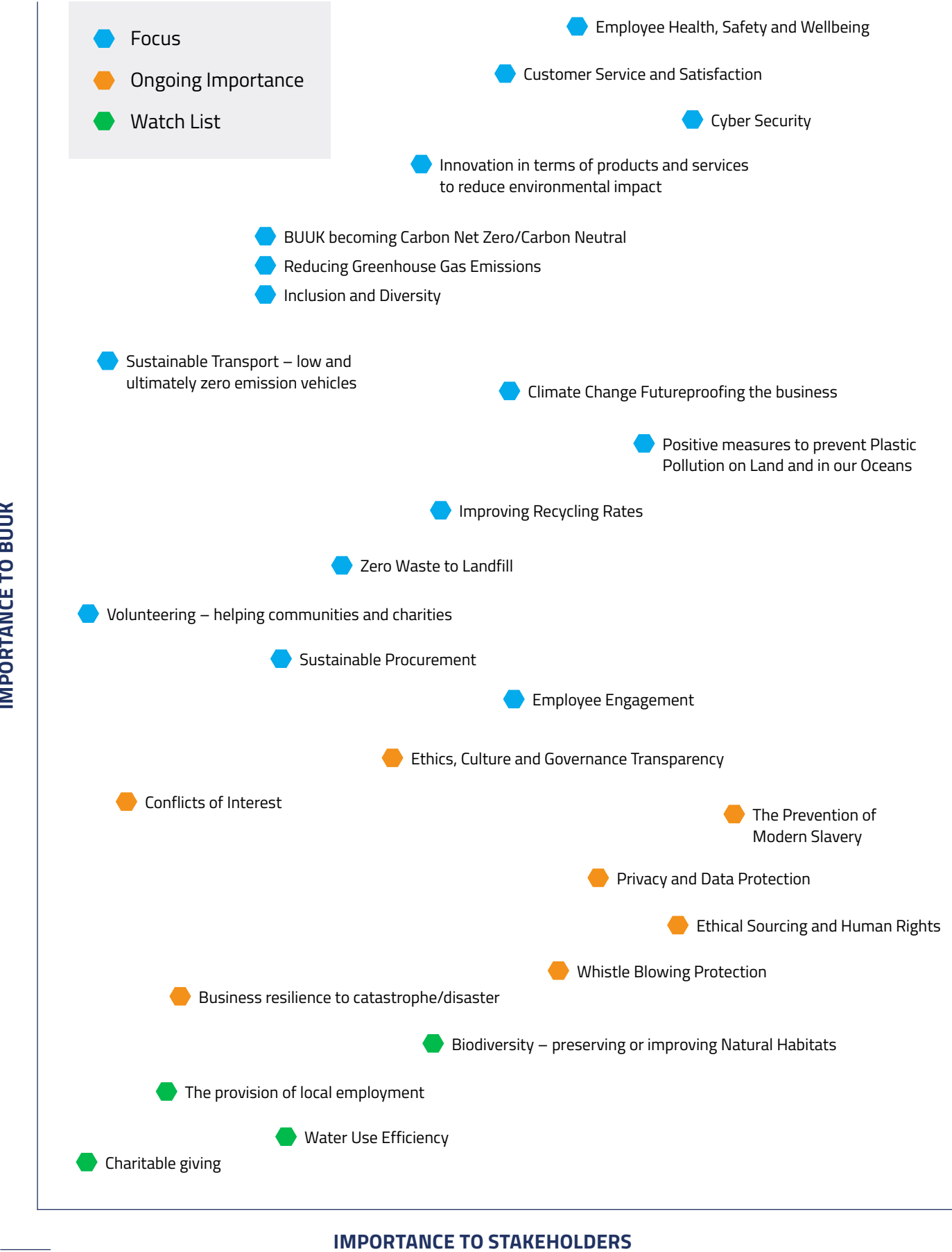
 



Materiality Matrix



EMPLOYEE ENGAGEMENT

Materiality Process, Timing and Planned Actions

Leading practitioners and benchmarking systems, such as GRESB, promote a materiality process and consulting Stakeholders to help businesses to define their ESG priorities.

The materiality process specifies the range of ESG elements and seeks the views of Stakeholders as to what is important to them. This is coupled with an impact rating on the

business on a matrix to give a 360 view as to what is material to the business and how to define its priorities.

At BUUK, materiality assessments are to be undertaken bi-annually and the Environmental and Sustainability Steering Group will decide the ESG elements and which Stakeholder Groups are to be included and then the exercises that are to be undertaken.





SUSTAINABILITY CHAMPIONS AND THE GREEN TEAM

In 2023 BUUK sought volunteers throughout the Group to become Sustainability Champions and members of a staff representative Green Team. To date we have twenty six and we are now seeking to bridge the gaps where Departments do not have a champion.

THE ROLE OF THE SUSTAINABILITY CHAMPIONS AND THE GREEN TEAM IS:

- » To be honest allies to the Sustainability Team and the Group's Sustainability management.
- » To act as Sustainability Ambassadors for the Group promoting and encouraging good Sustainability Stewardship and practice.
- » To represent the wider views of staff throughout the Group in terms of Sustainability matters.
- » To highlight and publicise good Sustainability performance and practices.
- » To identify and highlight issues and areas where Sustainability performance can be improved.
- » To recommend to the Sustainability and Environmental Steering Group changes to policy and practices and where the creation of a Focus Group would help to improve performance in a defined business area.
- » To recommend the best ways to engage the staff in environmental matters and assist with the implementation of process improvements.
- » To encourage the staff throughout the business to get involved in Sustainability initiatives.
- » To assist in cascading performance and other relevant information to other members of staff.
- » To assist with the selection of Sustainability training material and media.
- » To help the business to celebrate its sustainability successes.

BECOME A SUSTAINABILITY CHAMPION



DEVELOPMENT TRAINING

The number of surveys undertaken, and the overall results are detailed below.

ESG TRAINING DATA

Subject	Hours
ED&I (Internal nano Training)	231.75
Unconscious Bias	912
Resilience and Emotional Intelligence	558
Aspiring Managers Programme	2,107.5
Mental Health Webinars	228.75
Menopause Webinars	75
TOTAL HOURS	4,113

ILM TRAINING 2023

In total 463 people have enrolled on ILM Level 3 since we started the programme in 2014

ILM Level 3 in Leadership and Management is a nationally recognised qualification. The course content has been created with our training providers to be relevant to our business and consists of nine modules delivered over approximately nine months covering topics such as Innovation and Change, Coaching, Developing Yourself and Others and Managing Conflict. The programme aims to give team leaders and first line managers tools that they can put into practice immediately to support effective and consistent management practices across all areas of BUUK. Since we started the ILM programme ten years ago, over 450 managers have been enrolled.

Cohorts are made up of delegates from different areas of the business, giving them an opportunity to make connections and share experiences with colleagues they may never have otherwise had an opportunity to meet. At the end of the course, all delegates complete a short presentation to an audience of managers and directors to discuss how the course has benefitted them and, consequently, their teams. Delegates frequently report improved communication, motivation, and better work/ life balance, as well as reduced stress levels and life changing skills that they can use both in and outside of work.

In 2023 approximately

11,600

learning hours or

1,450

Learning Days attributed to ILM



HEALTH AND SAFETY

» Health and Safety Performance	58
» Work Safe Home Safe	60

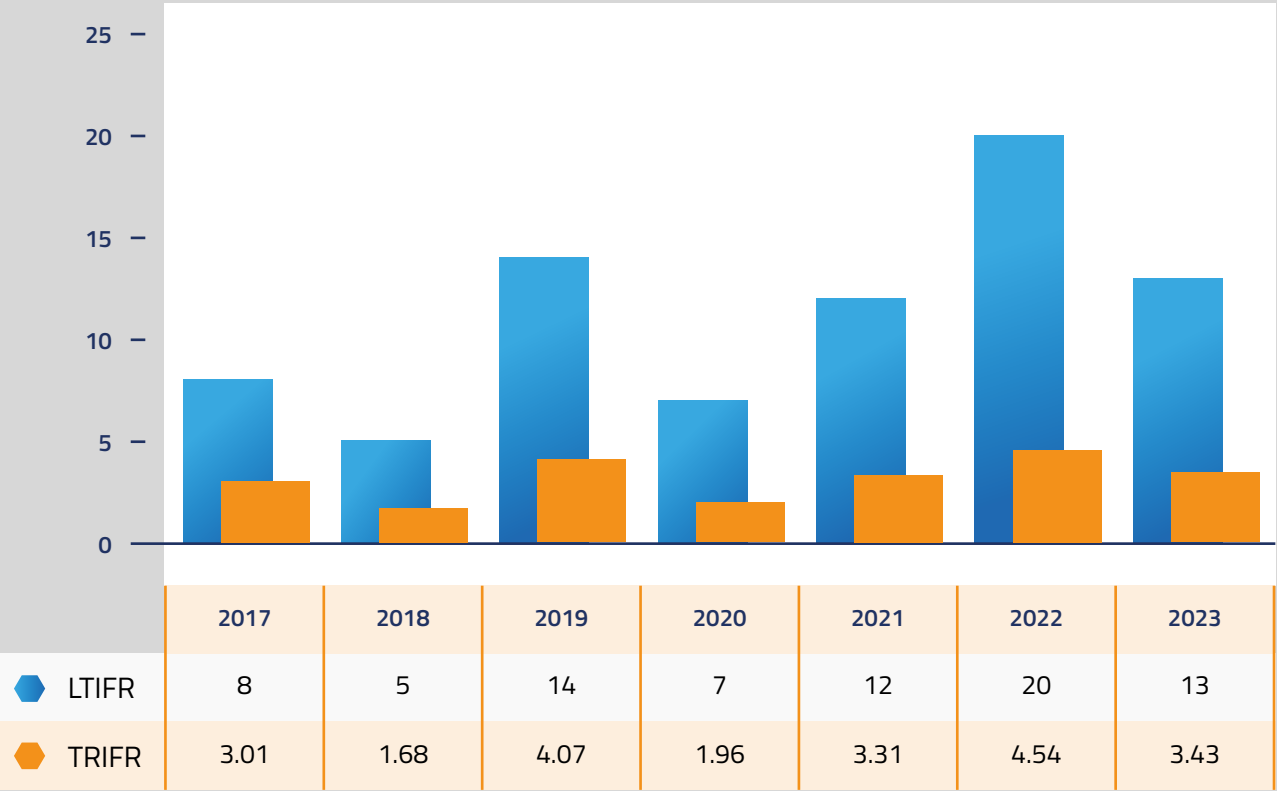
HEALTH & SAFETY PERFORMANCE

Metrics – Employees	2021	2022	2023
Fatalities	–	–	–
Lost Time Injuries	10	17	13
Total Recordable Injuries	23	34	29
Near Miss Incidents	72	54	76
Hazards	600	1,868	2,392
Hours Worked	2,920,478	3,550,483	3,757,866
Lost Time Injury Frequency Rate (LTIFR)	3.424097	4.78808	3.459410
Total Recordable Injury Frequency Rate (TRIFR)	7.875423	9.576161	7.717145

Metrics – Contractors	2021	2022	2023
Fatalities	–	–	–
Lost Time Injuries	2	3	1
Total Recordable Injuries	3	7	5
Near Miss Incidents	1	–	–
Hazards	–	–	–
Hours Worked	708,894	857,504	886,653
Lost Time Injury Frequency Rate (LTIFR)	2.821296	3.498525	1.127836
Total Recordable Injury Frequency Rate (TRIFR)	4.231944	8.163227	5.639184

LTIFR = Number/hrs * million TRIFR = Number/hrs * million

Lost Time Injuries



TRAINING HOURS
FOR 2023

37,890

WSHS TRAINING
HOURS FOR 2023

470

WSHS = Work Safe Home Safe

WORK SAFE HOME SAFE (WSHS)

BUUK, has a “Work Safe Home Safe” program for employees to reflect on staying safe at work and at home.

In 2023, BUUK expanded the initiative to roll out employee workshops on wellbeing support networks, which were delivered by a dedicated group of volunteer facilitators across the organization.

Two types of workshops were facilitated with participation numbers of 1,910 and 1,157 employees retrospectively.

To maintain the momentum gained from the workshops, BUUK engaged the culture change specialist Tribe and is now reviewing its work culture to identify opportunities to make it more learning-centric.



FEEDBACK FROM OUR WORKSHOPS

“I very much enjoyed today’s workshop. It was very informative and the two people who presented were very passionate about health and safety.”

“The presenters were good and got everyone involved.”

“Eye opening.”

“Both presenters were really good and passionate. Explained things really well and calmly.”

INCLUSION AND DIVERSITY

» Great Place to Work	64
» Gender Pay Gap	66
» Hybrid Working	67

A GREAT PLACE TO WORK



BUUK, has earned the 'Great Place to Work' accreditation for the past six years, and in 2023 was ranked as the 18th Best Workplaces™ for Super Large Organisations, 24th for Best Workplaces™ for Women and 9th for Best Workplaces™ for Wellbeing.

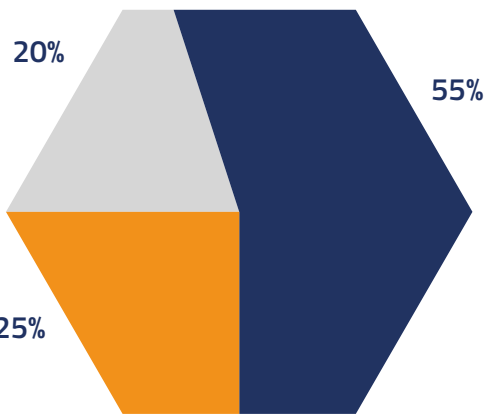
BUUK EMPLOYS:

- 28% of employees who identify as female in its workforce compared to the U.K. utilities sector average of 12%.
- 13% minorities compared to the U.K. utilities sector average of 5%.
- Part of the Great Place to Work assessment focuses on Equality, Diversity, and Inclusion, and the company continues to target 50% female applicants for all advertised roles.



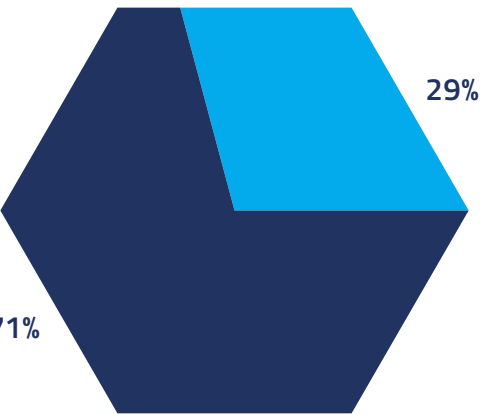
GENDER PAY STATISTICS

PERCENTAGE OF EMPLOYEE AGES:



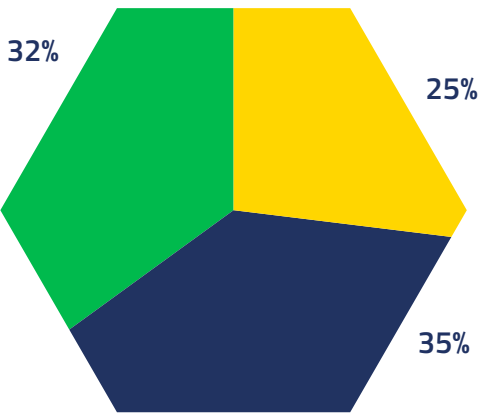
- Under 30 yrs old
- Between 30 & 50 yrs old
- Over 50 yrs old

EMPLOYEES THAT IDENTIFY AS:



- Male
- Female

GENDER PAY GAP:



- GUC
- Power On
- GTC

HYBRID WORKING

And the ESG Benefits

BUUK has a hybrid working policy in place for all its office-based staff and this takes into account the suitability of the employees role for home working and evidence that the employee has a suitable home working environment proven by means of a Home Working DSE assessment.

Subject to line management and Department Head agreement the following guidelines apply to any/all such approvals:

1. Full time employees are required to be in the office 3 days a week.
2. Employees whose contract is 3-4 days a week are required to be in the office 2 days a week.
3. Employees whose contract is 1-2 days a week employee are required to be in the office 1 day a week.

HYBRID WORKING HAS SEVERAL TANGIBLE SUSTAINABILITY ESG BENEFITS:

- It improves the work life balance and staff wellbeing.
- It helps to maintain staff health – Fewer chances of passing on illness.
- Reduced greenhouse gas emissions from commuting.
- It is an aid to staff recruitment and retention.
- It has the potential to reduce operating costs and office generated GHG emissions with smaller offices being required with reduced heating and cooling costs and less emissions generated.



GOVERNANCE

» Bribery and Corruption	70
» Cyber Security	71
» Modern Slavery	72
» Data Protection	73

BRIBERY AND CORRUPTION



IN 2023
884
HOURS OF TRAINING
ON ANTI BRIBERY AND
CORRUPTION WAS
COMPLETED.

We have implemented a full Anti-Bribery and Compliance programme throughout the business. All colleagues are required to follow our Anti-Bribery and Corruption policy and our Code of Business Conduct and Ethics policy. Our ABC Policy is reviewed annually by the Groups Board of Directors and published on our website, with quarterly reporting provided to the Board.

We provide comprehensive training to our staff to ensure they understand what to look out for and all staff re-affirm compliance with our policies annually. ABC provisions are included in all our third party contracts and we undertake comprehensive vendor risk management analysis. An ABC reporting hotline is provided to any third party site to enable confidential reporting of any suspected or alleged ABC issues.

CYBER SECURITY

We train our staff on Cyber Security at the start of their employment, and bi-annually thereafter, whilst also issuing regular awareness messages based on real life scenarios. We carry out regular external security assessments including Cyber Maturity Assessments every 24 months.

The NCC Group (National Computing Centre) has conducted a comprehensive assessment of BUUK’s information and cyber security maturity and risk. As part of this assessment, NCC Group considered core business processes and their importance to BUUK, evaluating BUUK’s security maturity against over 100 control areas. The result across all control areas and all business areas was an average of 3.2, which equates to an average rating of “Defined”.

The NCC Group has provided a benchmark maturity for the Energy and Utilities sector, using the NCC Groups Calibrate platform, which achieves an average of 2.8. BUUK is performing more effectively than its peers based on our benchmarking data. NCC Group has therefore only recommended improvements that offer an increase in control maturity that are both proportionate and that provide value in mitigating risks faced by BUUK.

CYBER TRAINING UNDERTAKEN IN 2023

- **88% COMPLETION RATE** for field staff, which equates to approximately 97 hours of training in total (10 minutes per course).
- **98% COMPLETION RATE** for office staff, which equates to approximately 360 hours of training in total (15 minutes per course).

PHISHING TESTING / TRAINING UNDERTAKEN IN 2023.

- **39,650 EMAILS SENT**, during the period, which equates to approximately 330 hours of training (30 seconds per email – the consequence, if the user does click, prompts them to complete additional training.).
- **5% CLICK RATE FOR PHISHING TESTS** – this equates to an additional 99 hours of training (3 minutes per course).

TOTAL TRAINING
886
HOURS IN TOTAL OR
24 MINUTES PER
EMPLOYEE – BASED ON
2,200 EMPLOYEES.

MODERN SLAVERY AND HUMAN TRAFFICKING

We have implemented a full modern slavery compliance program throughout the business and all colleagues are required to follow our Anti-Slavery and Human Trafficking policy. Our Policy is reviewed annually by the Groups Board of Directors and a policy statement is published on our website. In addition, quarterly reporting is provided to the Board.

We provide comprehensive training to our staff to ensure they understand what to look out for, all staff re-affirm compliance with our policies annually. Anti-modern slavery provisions are included in all our third-party contracts and we undertake comprehensive vendor risk management analysis.

DATA PROTECTION

BUUK's ICT department employs a range of hardware, network and software systems to protect the security of data and to monitor activity on its systems. BUUK takes data security incidents extremely seriously and where security is compromised will take all measures necessary to address breaches, trace the cause and seek redress.

We aim to maintain a reduced security footprint, for example we do not allow access to USB storage devices or file sharing services and we only allow authorised, clean and up to date devices to connect to

our network. Supplier approval practices are in place and cyber risk is assigned to suppliers and reported to the senior team on a quarterly basis.

Disaster Recovery is practiced annually for all key systems individually. A large-scale Disaster Recovery test is also practiced annually where all key systems are recovered to separate hardware to simulate an unrecoverable ransomware incident.



GOOD PRACTICE CASE STUDIES

» Enabling Water Efficiency at Home	76
» Decarbonising Heat Networks	77
» Pre-Cast Plinth	78
» Enabling Residential Decarbonisation	79
» Reducing Plastic Packaging	80
» Enabling Supplier Relationships	81
» Improving the Customer Journey	82
» STEM Program Plus	83

ENABLING WATER EFFICIENCY AT HOME



We're testing this in the Houghton Regis Bidwell West development, using a campaign called 'Bidwell Water Savers'

- » IWNL, a subsidiary of BUUK, is working with Affinity Water to demonstrate water neutrality for a development in Bidwell, England. The project is funded by Ofwat's Innovation Fund known as the Water Breakthrough Challenge.
- » A behavioural change campaign, to test the best way to create a water neutral housing development consisting of 908 homes, was delivered between April and August 2023. The project scope consisted of a community behavioural change campaign and an offsetting exercise. This was delivered by reducing leakage and installing water saving devices in businesses, schools and hospitals local to the Bidwell development catchment area.
- » Results showed an average saving per household post-campaign of 25 litres per day. The post-campaign Per Capita Consumption is 105 litres per day.
- » The offsetting performance was over 230,000 litres of water saved per day, via 46 retrofits and 2 significant customer side leaks fixed. This is equivalent to 880 homes in the Bidwell development.

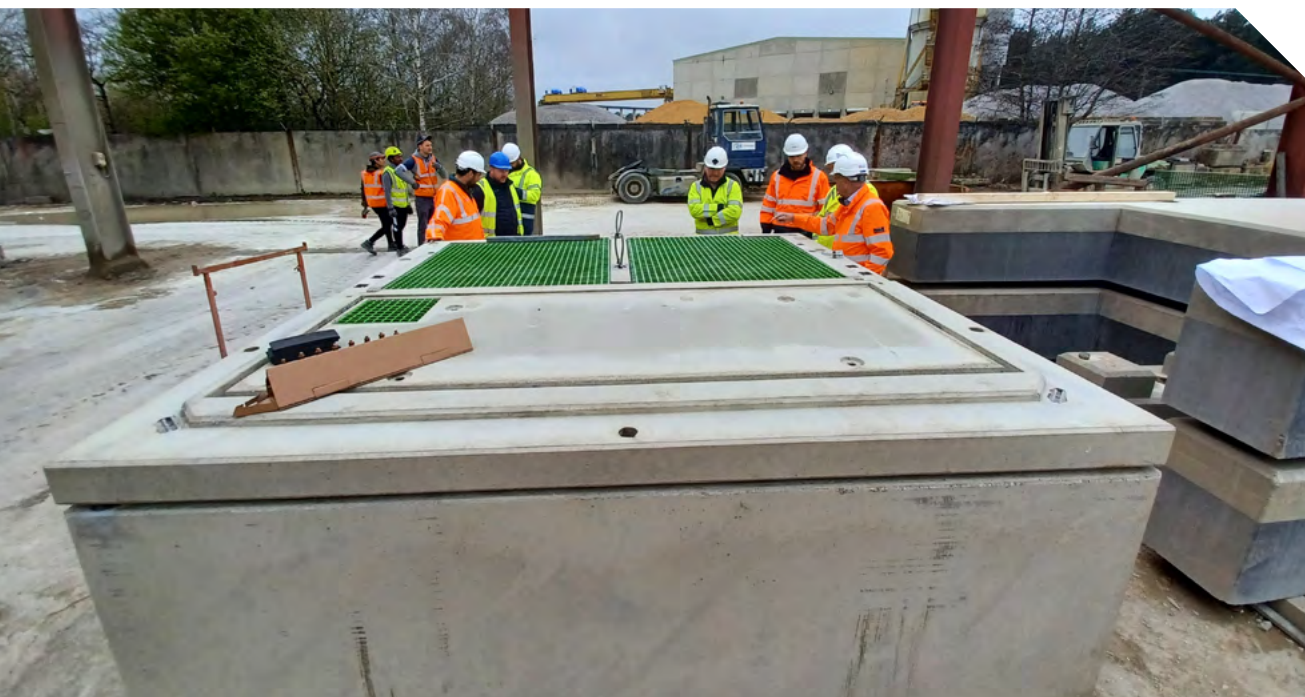
DECARBONISING HEAT NETWORKS

- » Passiv, a subsidiary of BUUK, is a collaborator on the Heatropolis project, which aims to develop a blueprint for delivering net zero district heating at King's Cross, which could be scaled to millions of buildings across the U.K.
- » As a collaborator, Passiv is examining how its Smart Energy Platform can be used to improve operational efficiencies and work alongside other technologies like thermal stores to reduce the overall energy demand on the grid.
- » The first phase of the project was a feasibility study to evaluate ways to improve the flexibility of heat networks and to reduce overall decarbonization costs for end users.
- » In its next phase, the project will explore which commercial methods will be needed to help unlock this value and test the feasibility of new technologies.



The Kings Cross heat network supports one of the most sustainable urban developments in the world.

PRECAST PLINTH



Operatives installing a precast plinth for the substation

BUUK, has achieved emissions reductions and operational efficiencies through its precast plinth installations.

- » A plinth is a heavy base used as a support; BUUK's are used for its substations, which house electrical equipment.
- » Precast plinths result in a minimum 50% carbon savings per substation when compared to the concrete bases usually built by BUUK's developer customers.

- » Precast plinths achieve significant time savings, during the construction process, whilst also being reusable.
- » Following the installation of a precast plinth at Teesside in early 2023, another precast plinth has successfully been installed in central London.

ENABLING RESIDENTIAL DECARBONISATION

Passiv, a subsidiary of BUUK, offers a service that automatically registers domestic rooftop solar generation for green energy certificates, increasing returns for solar portfolio owners by up to 10%.

Historically, the process of applying for Renewable Energy Guarantees of Origin (REGOs) has been complex and time consuming, making it impractical for smaller sites to claim certificates.

- » Passiv's 'Go-REGO' service automates the entire process, making it possible for domestic and small renewable installations to register for these certificates. To-date 34,322 have been generated.
- » Passiv is currently contracted for over 90,000 REGO sites.
- » Passiv's service allows carbon reduction at these sites to be appropriately accounted for and rewarded, facilitating a more inclusive transition to net zero.



Passiv completed the sale of over 30,000 REGO certificates for Fiera Infrastructure.

REDUCING PLASTIC PACKAGING



As per our values, BUUK is choosing to be responsible by reducing single-use plastics in the supply chain.

BUUK, demonstrates leadership in its sector by actively engaging with its key suppliers through its single-use plastics (SUP) group.

SUPs have broadly been eliminated from packaging in the supply chain, with the remaining plastic coming from recycled sources as far as regulation allows.

BUUK’s close relationship with it’s strategic supply chain partners, (Sicame and Wolseley), allows it to tackle the remaining plastic through:

- » Elimination: replacing plastic with cardboard for packaging as appropriate.
- » Reducing: challenging regulations to increase the proportion of recycled content in packaging where plastic is still necessary.
- » Recycling: leveraging our engineer stores program to return plastic through our supply chain for processing.

In 2023, BUUK began implementing service box kits to replace resin tubs and plastic wrapping of joint shells where possible, which is expected to reduce plastic use by ~20 tons annually once fully implemented.

ENHANCING SUPPLIER RELATIONSHIPS

BUUK, is leveraging its strong relationship with its key supply chain partner, Wolseley, to form Project ENSO in order to identify opportunities to reduce waste and emissions throughout the supply chain.

Through Project ENSO, BUUK has successfully trialed the recovery of pipe scraps from sites to waste processors, so that the scraps are turned to viable product for use by BUUK rather than sent to landfill.

IN 2024, ENSO WILL SEEK TO:

- » Launch its first joint volunteering projects to engage both the BUUK and Wolseley workforces.
- » Develop a common approach to assessing suppliers.



IMPROVING THE CUSTOMER JOURNEY



BUUK, is improving its customer journey by releasing animated videos on its website to support its customers.

BUUK’s first animated video describes the steps required to independently reset a consumer unit from home, enabling customers to restore power in their homes after it has tripped.

The resource creates a “self-serve” option for customers and allows BUUK engineers more time to focus on network outage issues that may arise.

Further animated videos are planned to be uploaded to the “GTC website to support its customers.

STEM PROGRAM PLUS

BUUK, wants to attract the next generation of employees with an interest in STEM (science, technology, engineering, and mathematics).

BUUK has employees serve as STEM Ambassadors to assist at events and promote opportunities within the company.

In 2023, BUUK STEM Ambassadors reached over 6,000 students, explaining BUUK’s work to students using a LEGO model of a housing development.

OTHER HIGHLIGHTS FROM 2023 INCLUDE:

- » Hosting work experiences for six students in its IT and Design departments.
- » Employing four apprentices in its Customer Services and IT departments.
- » Rehiring two apprentices into permanent roles within the business.



The graduates receive experience from across the business.

SUSTAINABILITY ACHIEVEMENTS & IMPROVEMENTS 2023

In the 2023 Global Real Estate Sustainability Benchmarking (GRESB) we scored 97% our highest score to date and were awarded 5 stars for our performance as well as being sector leaders.

With the active involvement of three Graduates, we produced and published our first ever Sustainability Report for our financial year 2022.

We made significant improvements this year in terms of waste and end of life product processing management with a recycling performance rate of 75% compared with 43% in 2022 and a landfill avoidance rate of 95% compared with 61% in 2022.



We made good progress in the year in terms of single use plastic eradication and now virtually none of the packaging in our supply chain could be classed as single use. The service joint kit is a positive innovation story and a waterproof cardboard box we helped to design and develop to replace plastic resin tubs won a packaging Innovation award in 2023.

We became partners of the Supply Chain Sustainability School and are now working to utilise their carbon capture system to monitor our suppliers and contractors' emissions performance. We will also be using their online training resources now available to us to upskill our staff on core sustainability subjects.

We have now established high level Steering Groups with focused workstreams to drive our Carbon Net Zero and Climate Change work. In respect of the latter, we now have three cross process Graduate volunteers to work with Senior Stakeholders to develop a Climate Change Adaptation Plan in line with the DEFRA guidelines.

We have now established a network of Sustainability Champions throughout the Group and they also form a staff representative Green Team to help us to identify opportunities for improvement and implement process improvements.

We launched a project aimed at reducing the amount of printing done within the Group and the percentage colour printing each by 50%. In 2023 284,700 sheets of paper were used for printing compared with 356,000 in 2022 a reduction of 71,300 sheets or 20.02%.

Further progress has been made with the development and sign off decarbonisation plans for the Energy Centres we operate.

A major fleet decarbonisation project has been completed and 2023 has seen significant growth in the numbers of EV and Hybrid cars in our fleet.

We have maintained our *BS/EN/ISO 14001* registration with BSI only identifying minor corrective action requirements during the year.

We have developed our first ever consolidated ESG strategic objectives document which will be made publicly available on our websites.

We have continued the roll out and implementation of our major Work Safe Home Safe cultural change initiative with a 2023 focus on wellbeing.

BUUK now has a place on the Energy Networks Association (ENA) Environmental Committee.

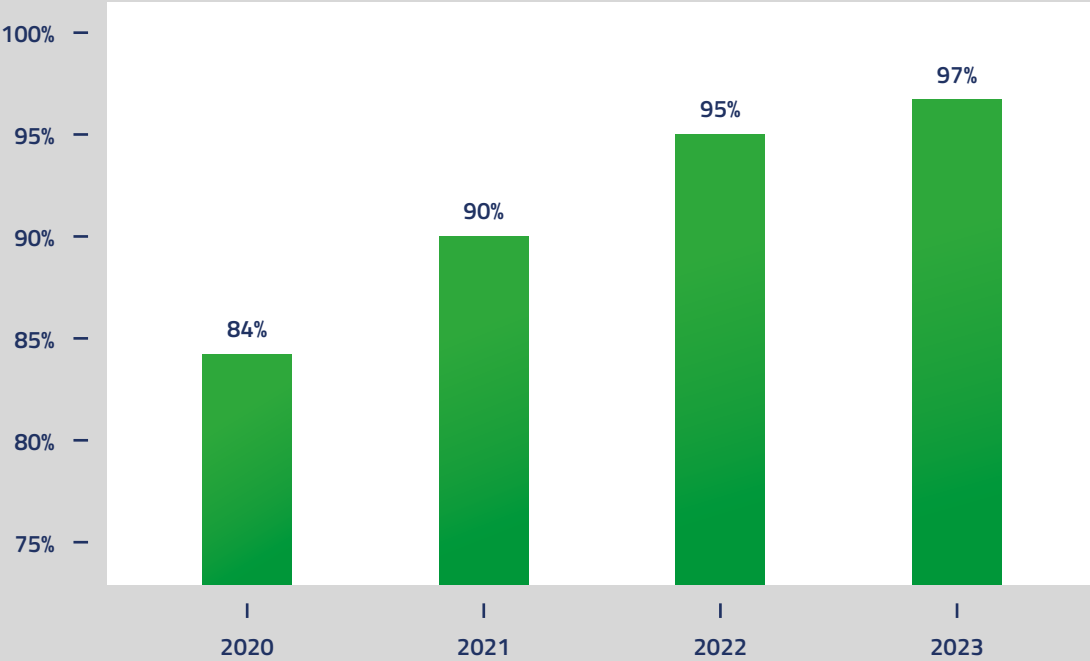
BUUK has now joined the Brookfield Global ESG Committee with the opportunity to learn from the best performers across the total ESG portfolio.

Other ESG achievements and improvements in the year are detailed within this Sustainability Report including within the ESG Good Practice Case Study section on [pages 62 to 69](#).



GRESB ESG BENCHMARKING

GRESB score by year



GRESB Rating: ★ ★ ★ ★ ★



SUSTAINABILITY OBJECTIVES FOR 2024

ESG Element/Area	2024 Objective	Dependency
GRESB	Maintenance of BUUK's five star rating	–
Sustainability 23 Report	Complete by the end of Q1 2024	Stakeholders & Marketing
Direct Control Scope 3 Emissions	With other Senior Stakeholders devise a methodology for calculating WFH and Commuting emissions	Business Intelligence
Reporting	Implement a system/process to capture and report all Scope 1 and 2 and Scope 3 emissions under our direct control in line with Board reporting requirements by the end of Q1	ICT
Waste	Landfill diversion to 95+% of all identified waste sources in 2024	–
Printing	Obtain Board approval to implement effective measures to reduce printing and the percentage of colour copies by 50% against the 2022 baseline	Board Approval
Carbon Net Zero	Lead the Steering Group to keep BUUK on track for being carbon Net Zero for its controlled operation by 2040	–
	Agree a date by the year end with the Steering Group for a second target for all emissions including scope 3	–
Climate Change	Lead the Steering Group to develop BUUK's climate change process to mitigate all identified high risks by the end of Q2	–
	Work with three nominated graduates and produce a comprehensive fit for purpose Adaptation Plan by the end of 2024	–
Plastic Packaging Reduction	Recycle a minimum of 66% end of life soft plastic packaging from the Wolseley supply chain against the 2023 baseline	Procurement & Wolseley
Carbon Calculator	Capture basic supplier Scope 1 & 2 emissions data covering at least 50% of our spend value in 2024 using the Supply Chain Sustainability Schools Carbon Calculator	Procurement
Sustainability Training	Make appropriate Sustainability training modules available via the Supply Chain Sustainability School Resources	–
Recycled Content in Purchased Product	Identify the recycled content in at least 75% of the product spend with Wolseley by the year end	Procurement & Wolseley

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