

# 2022 SUSTAINABILITY REPORT

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# 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, principle and proactive Company, we do all we can to limit our impact and to contribute positively in respect of the environment, to society at large, in the

communities where our offices are based and where we undertake work.

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 over 30,000 discrete networks, serving over 1 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 Infrastructure'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

## Chief Executive Officer Statement

The purpose of our annual sustainability report 2022 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 caring for others requires us to care for the environment.**

» 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 and 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 our supply chain activities.









Clive Linsdell  
Executive Chairman



# Sustainability Development Goals

Whilst we support all the 17 sustainability goals, as a company we can make a positive difference in respect of 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
	Reduced 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 and 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 accessors 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, and will benchmark our sustainability performance globally and annually against other companies both within and outside our business sector.

# OUR VISION, MISSION, 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

Making lasting connections with our customers to improve their lives.



## BE BALANCED, BE FAIR

- ✓ We maintain a balance between work and personal life
- ✓ We care for and respect each other
- ✓ We advocate for equity, diversity, and inclusion in all we do
- ✓ We support each other to be consistent in how decisions are made



## BE BETTER, EVERY DAY

- ✓ We understand how our role contributes to the company's success
- ✓ We see the value in our career at BUUK
- ✓ We innovate to take opportunities and solve problems
- ✓ We learn and grow from our mistakes



## BE A CUSTOMER CHAMPION

- ✓ We care for all our customers (internal and external)
- ✓ We focus on the customer journey making each and every interaction as easy and enjoyable as possible



## 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 get home safe and well every day
- ✓ We own our decisions to always be safe
- ✓ We demonstrate care by looking after ourselves and those around us
- ✓ We voice any concerns



## BE TRUSTED

- ✓ We do the right thing, not just the easy thing
- ✓ We take responsibility
- ✓ We uphold honesty, integrity and fairness

**BE YOU** **BUUK**  
infrastructure

# ENVIRONMENTAL STRATEGY

BUUK’s High Level Roadmap Summary for the Journey to Net Zero Carbon/Carbon Neutral:

A – INITIATION PHASE

Step	Stage	Details	Status
ONE	Objective	Define the business objective for BUUK to be Carbon Neutral or Net Zero Carbon by 2040	Defined in the ESG Strategy and Delivery Policy
TWO	Commitment	Ensure that the objective has the full backing of the CEO and Board of BUUK	On behalf of the Board
THREE	Clarity	Ensure the objective is clear as to what Carbon Neutral or Net Zero Carbon actually means to the business	Defined in the Policy
FOUR	Scope	Greenhouse Gas Emissions Scopes 1 & 2 are mandatory. BUUK to decide what Emission sources within Scope 3 are within BUUK’s Operational Control and are therefore to be included within the initial scope and those which are not and will be excluded at this stage. See also Step 4X	Defined in the Policy
FIVE	Credibility	Select a reputable independent and proven organisation to advise, assist, challenge, audit and verify to ensure that emission reductions reported to Shareholders and Stakeholders are credible and have been achieved. They will also advise on appropriate and ethical carbon offsetting. This specialist organisation will also assist BUUK in terms of its SECR and ESOS reporting	Agreed to work with Carbon Footprint
SIX	Communicate	Communicate details of the objective and the planned delivery timescale to Shareholders and Stakeholders both internal and external	Commitment document on our websites

B – PLANNING PHASE

SEVEN	Inventory	Establish a baseline inventory of all emissions and convert to tonnes CO <sub>2</sub> e	Established for the 2021 SECR Report
EIGHT	Road Map	Working with Key Stakeholders develop an initial roadmap for the journey and ensure CEO and Directors ‘buy in’. This road map will be reviewed and if necessary revised at least once per annum	A detailed roadmap for each emission type will be completed by the end of Q2 2022
NINE	Data Capture	Establish a robust and accurate reporting regime to capture required emissions generating data in a timely manner and to convert it into tonnes of CO <sub>2</sub> e	Work ongoing to either identify or develop a suitable IT system

C – REDUCTION PHASE

TEN	Targets	Annually with Key Stakeholders groupwide set SMART targets for the reduction of emissions	From 2022 >
ELEVEN	Monitor	Half yearly review progress towards achieving the targets set with Key Stakeholders	From 2022 >
TWELVE	Performance	Review actual performance against targets at the end of each financial year	From 2022 >
THIRTEEN	Verify	All performance data is to be verified by the appointed Independent experts	From 2022 >
FOURTEEN	Report	Report and make available to Shareholders and Stakeholders year end emissions results, improvements made, challenges still to overcome etc	From 2022 >
FIFTEEN	Repeat	Repeat stages Ten to Fourteen year on year setting ever more challenging emission reduction targets	As required
SIXTEEN	Offsetting	When it is deemed that no further emissions reductions can be achieved by BUUK (target 90% of baseline) then offsetting options shall be evaluated as appropriate to BUUK and the residue of emissions which it has not been possible to eradicate shall be offset	When no further reductions can be made

D – EXTENSION PHASE

FOUR X	Extension	In parallel with steps seven to fifteen BUUK will work with its Supply Chain Partners, Suppliers, Manufacturers, etc, to seek to extend the range of Scope 3 emissions included within the objective. When any additional emissions source is added then this will be incorporated into the process at stage seven	Ongoing with Wolseley and others
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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 2022 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 including current transport legislation dates and the current plans for the decarbonisation of our existing Community Heat Hubs as explained overleaf.



**2037**

Target decarbonisation date for Colindale and Mount Pleasant Community Heat Hubs

**2038**

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

**2040**

All HGVs to be zero emissions

**2030**

No new petrol or diesel cars to be manufactured or sold

**2035**

- » No new hybrid cars to be manufactured or sold
- » No new diesel HGVs 26 tonnes or less to be manufactured or sold
- » Target decarbonisation date for Kings Cross, Wembley and Rich Estates Community Heat Hubs

**2023**

**2024**

Community Heat Hubs electricity sources to be changed to 100% renewable

SCOPE 1 – EMISSIONS & FUEL COMBUSTION

Element	Unit of Measure	Consumption:			Emissions:		
		2021	2022	Difference	2021	2022	Difference
GAS – HEAT	KWh	44,878,110	52,308,031	7,429,921	9108.91	9548.31	439.40
GAS – OFFICES AND DEPOTS	KWh	41,828	31,909	9,919.30	8.49	5.82	2.67
LPG CHILDREDITCH	Litre	2,427	2,000	427.00	3.78	3.12	0.66
HEATING OIL CHILDREDITCH	Litre	5,000	5,000	–	12.73	12.70	0.03
AIR CONDITIONING – FUGITIVE EMISSIONS	KG	14.56	–	14.56	29.33	–	29.33
SF6 LOSSES	KG	–	0.10	0.10	–	2.28	2.28
DIESEL – COMPANY CARS	Miles	5,027,299	5,579,323	552,024	1256.82	1533.87	277.04
PETROL – COMPANY CARS	Miles	243,072	264,924	21,852	58.46	72.68	14.22
HYBRID – COMPANY CARS	Miles	121,389	187,464	66,075	23.35	36.21	12.87
PLUG-IN – COMPANY CARS	Miles	55,072	971,230	916,158	6.29	106.90	100.61
DIESEL – COMMERCIALS	Miles	10,119,755	14,733,092	420,767	3255.80	5490.73	2,234.93
DIESEL – HGV'S	Miles	162,945	240,081	77,136	141.70	179.04	37.34

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

- Increase in emissions
- Decrease in emissions
- No change

Recommendations for improvements (Scope 1):

1.1 BUUK OBJECTIVE – COMMUNITY HEAT HUBS TO BE FUELLED FROM RENEWABLE ENERGY SOURCES

Recommended Actions:

- a) Fully understand and document the rollout of existing contracted networks and the period during which our Scope 1 and 2 emissions will continue to increase
- b) Consider the business case for anaerobic generated gas
- c) All new Community Heat Hubs to be electric powered
- d) New Community Heat Hubs to be electricity powered from renewable energy and Procurement to negotiate a Power Procurement Agreement (PPA) as soon as projected volumes are sufficient
- e) Confirm the plan for decarbonisation of all existing gas-powered Community Heat Hubs by 2038
- f) Offset any remaining emissions in 2039 to get to net zero

1.2 BUUK OBJECTIVE - NO OFFICES OR DEPOTS TO HAVE GHG SCOPE 1 GAS, GAS OIL OR LPG HEATING

Recommended Actions:

- a) Negotiate with the landlords at Childerditch and Harlow to try to replace heating systems using gas, oil, or LPG
- b) If this is not possible consider termination of the leases when they become due and find alternative locations
- c) If this is not an acceptable solution to the business offsetting the remaining emissions would be the only option to get to net zero





### 1.3 BUUK OBJECTIVE – NO COMPANY OWNED & OPERATED VEHICLES TO BE FOSSIL FUELLED

#### Recommended Actions:

- a)** Utilise specialist fleet survey and consultancy advice to ensure that we are aligned to appropriate proven best practice and fully understand new technology options. This may cover some of the below
- b)** Promote behavioural change and the use of communications technologies to prevent unnecessary traveling
- c)** Establish the case for the benefits of cost surrounding eco driving training
- d)** Establish the current environmental performance of vehicles by type and model and if possible, by driver
- e)** Check to ensure that the plug-in hybrids in use are being used effectively to reduce emissions
- f)** Seek to identify the percentage of private mileage incurred by BUUK due to fully expensed company cars
- g)** Seek an SECR acceptable method of excluding the private mileage element from BUUK carbon footprint following f) above
- h)** If g) is not possible seek changes to the company car policy to exclude private mileage
- i)** Seek to identify the current measures in place to reduce mileage during the operational work planning/scheduling process
- j)** Following i) if appropriate development of an effective automated process to reduce mileage within the construction process
- k)** Effectively promote/incentivise the selection of zero emissions and fuel-efficient cars and discourage the selection of fuel inefficient cars with emissions limits on the cars available for selection

**l)** Base vehicle selection on life costs as opposed to the purchase price

**m)** Set year on year mileage reduction targets for all company car drivers

### 1.4 BUUK OBJECTIVE – NO SCOPE 1 EMISSIONS FROM OUR OPERATIONAL PROCESSES

#### Recommended Actions:

- a)** Ensure that appropriate measures are in place to reduce the risk of SF6 leakage
- b)** Engage with manufacturers to promote alternative technologies and when suitable alternative equipment becomes available stop installing switchgear containing SF6
- c)** Evaluate the options and if possible/practical retrofit the new technology to replace SF6 in existing installations
- d)** Offset any resulting emissions if any switchgear containing SF6 gas is still in operation in 2040

### 1.5 BUUK OBJECTIVE – NO GHG SCOPE 1 FUGITIVE EMISSIONS FROM OUR AIR CONDITIONING SYSTEMS

#### Recommended Actions:

- a)** Ensure that appropriate measures are in place to reduce the risk of air conditioning refrigerant losses
- b)** Evaluate options for greener technologies
- c)** If possible/practical replace existing systems with new greener technology installations
- d)** Offset any emissions





SCOPE 2 EMISSIONS – PURCHASED ELECTRICITY, HEAT AND STEAM

Element	Unit of Measure	Consumption:			Emissions:		
		2021	2022	Difference	2021	2022	Difference
ELECTRICITY – HEAT	KWh	802,477	1,971,850	1,169,373	170.39	381.32	210.93
ELECTRICITY GENERATION – HEAT	KWh	14,959,370	17,436,010	2,476,640	3176.32	3371.78	195.45
ELECTRICITY – OFFICES AND DEPOTS	KWh	2,015,871	1,850,629	165,242	420.89	357.87	63.02
ELECTRICITY GENERATION – WOOLPIT	KWh	85,542	25,148	60,394	-18.16	-4.86	13.30
ELECTRICITY – FIBRE CABINETS	KWh	58,541	316,124	257,583	12.43	61.13	48.70
ELECTRICITY – WATER PUMPING STATIONS	KWh	21,429	17,190	4,238	4.55	3.32	1.23
ELECTRICITY – SERVICED OFFICERS	KWh	369,755	94,027	275,727	78.51	18.18	60.33

The table above summarises the Scope 2 GHG emissions for the reporting year: 1st January 2022 to 31st December 2022.

- ◆ Increase in emissions
- ◆ Decrease in emissions
- ◆ No change

Recommendations for improvements (Scope 2):

2.1 BUUK OBJECTIVE – ALL COMPANY OWNED ELECTRICITY CONTRACTS TO BE SUPPLIED FROM FULLY RENEWABLE SOURCES

Recommended Actions:

- a) Change the existing Community Heat Hubs contracts from 50% to 100% when contracts expire in 2024 to renewably sourced suppliers
- b) Consider additional solar generation to offset serviced offices emissions
- c) Procurement to negotiate a renewably sourced Power Purchasing Agreement for all electricity requirements
- d) Measure and report upon homeworking as a source of emissions for which BUUK are responsible

2.2 BUUK OBJECTIVE – ALL ELECTRICITY SUPPLIES TO SERVICED OFFICES TO BE FROM FULLY RENEWABLE SOURCES

Recommended Actions:

- a) Identify which current services from office suppliers are not from fully renewable sourced supply contracts
- b) Negotiate with the landlords at serviced offices to change those not already on fully renewable sourced contracts
- c) Terminate leases when they are due if the landlords will not change and find alternative locations
- d) Offset any resulting emissions



SCOPE 3 – EMISSIONS

Element	Unit of Measure	Consumption:			Emissions:		
		2021	2022	Difference	2021	2022	Difference
GREY FLEET FUEL – DIESEL	Miles	210,560	373,553	162,993	58.11	102.65	44.54
WELL-TO-TANK – GAS	KWh	44,919,938	52,339,940	7,420,001	1560.52	1803.63	243.12
WELL-TO-TANK – LPG	Litre	2,427	2,000	427.00	0.45	0.37	0.08
WELL-TO-TANK – HEATING OIL	Litre	5,000	5,000	–	2.64	2.64	–
WELL-TO-TANK – DIESEL	Litre	1,814,034	2,299,832	485,797	1106.31	1402.58	296.27
WELL-TO-TANK – PETROL	Litre	83,616	177,225	93,608	51.28	108.69	57.41
TRANSMISSION & DISTRIBUTION	KWh	3,268,073	4,249,821	981,748	61.41	75.18	13.77

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

- Increase in emissions
- Decrease in emissions
- No change

Recommendations for improvements (Scope 3):

3.1 BUUK OBJECTIVE – REDUCE WELL TO TANK EMISSIONS TO THE MINIMUM POSSIBLE

Recommended Actions:

a) Instigate a decrease in the consumption of fuels

3.2 BUUK OBJECTIVE – REDUCE TRANSMISSION AND DISTRIBUTION EMISSIONS TO THE MINIMUM POSSIBLE

Recommended Actions:

a) Implement electricity saving initiatives across all of BUUK.

3.3 BUUK OBJECTIVE – NO GREY FLEET (PRIVATE VEHICLES USED ON COMPANY BUSINESS) VEHICLES TO BE FOSSIL FUELLED

Recommended Actions:

- a) Establish who the grey fleet users are and the reasons for use
- b) Target the reduction of grey fleet mileage and encourage the use of pool cars
- c) Legislation changes as defined in 1.3 will eventually reduce grey fleet mileage and emissions

3.4 BUUK OBJECTIVE - PROMOTE AND ACTIVELY ENCOURAGE THE USE OF PUBLIC TRANSPORT FOR BUSINESS TRAVEL – EXCEPT FOR AIR TRAVEL

Recommended Actions:

a) Encourage the use of ICT virtual meeting technology to avoid unnecessary travelling

b) Limit the use of planes to an absolute minimum promoting train use as a more environmentally friendly alternative

c) Measure and report on public transport mileage against car mileage annually

d) Identify and report upon hotel usage as this is another environmental impact from business travel

e) Calculate and report upon emissions as the result of hotel accommodation

f) Ultimately, we will have to offset any emissions we cannot reduce

3.5 BUUK OBJECTIVE – MINIMISE THE MILEAGE AND EMISSIONS GENERATED BY EMPLOYEES COMMUTING

Recommended Actions:

- a) Instigate and promote a formalised car sharing programme
- b) Evaluate the cost/benefit business case for providing buses from locations such as Stowmarket where high percentages of staff live
- c) Consider subsidised public transport travel
- d) Promote bike for work schemes supporting the purchase of traditional and electric cycles
- e) Provide adequate suitable storage/parking facilities for cycles and motorcycles
- f) The legislation changes defined in 1.3 will ultimately have a positive impact in this area
- g) Offset any residual emissions



# GHG EMISSIONS OVERVIEW

The table below summarises the total of the GHG emissions for the reporting year: 1st January 2022 to 31st December 2022

Consumption	Unit of Measure	Combined Scope Emissions	
		2021	2022
TOTAL BEFORE OFFSETS	TCOe2	17433.14	21301.01
TOTAL AFTER OFFSETS	TCOe2	14238.65	17924.37



# WASTE DATA 2022

The table below summarises the waste total by type (where we have a direct waste contract) for the reporting year: 1st January 2022 to 31st December 2022

- Four contractors are used Biffa, Enva, Cardiff Council and Green Recycling
- Confidential waste is not included
- PE waste recycling
- We have compostable canteen supplies at Woolpit but no specialist waste stream
- Serviced office data is not available and is outside scope
- PE waste skips at GTC Depots are provided by Moulding Solutions

Location	Waste Contractor	General Waste Total	General Waste to Energy	General Landfill	Mixed Dry Recycled	Waste Contractor	Food Waste	PE Pipe Waste	Recycled % of Total Waste	Diverted from Landfill	Diverted from Landfill %
WOOLPIT ALL UNITS	Biffa	21.48	11.85	3.53	8.32	8.43	1.20	–	45%	13.16	61%
CHILDERDITCH	Biffa	13.99	10.70	6.29	4.41	1.48	–	1.80	23%	9.57	68%
LEEDS	Biffa	8.61	8.41	8.41	–	–	–	0.20	2%	8.61	100%
CHEPSTOW	Biffa	10.58	3.96	3.08	0.87	6.43	–	0.20	63%	9.71	92%
POTTERS MARSTON	Biffa	37.21	30.36	21.71	8.66	2.92	–	3.92	18%	28.55	77%
COVENTRY	Biffa	2.69	2.08	1.77	0.31	0.61	–	–	23%	2.38	89%
CARDIFF	Cardiff Council	16.80	7.70	7.70	–	5.20	3.90	–	54%	16.80	100%
SCOTLAND	Enva	7.72	1.00	–	1.00	6.72	–	–	87%	6.72	87%
ROYDON	Green Recycling	20.29	4.91	1.13	3.78	15.38	–	–	76%	16.51	81%
TOTALS		139.35	80.96	53.62	27.34	47.17	5.10	6.12	43%	112.01	84%

## 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 to landfill.

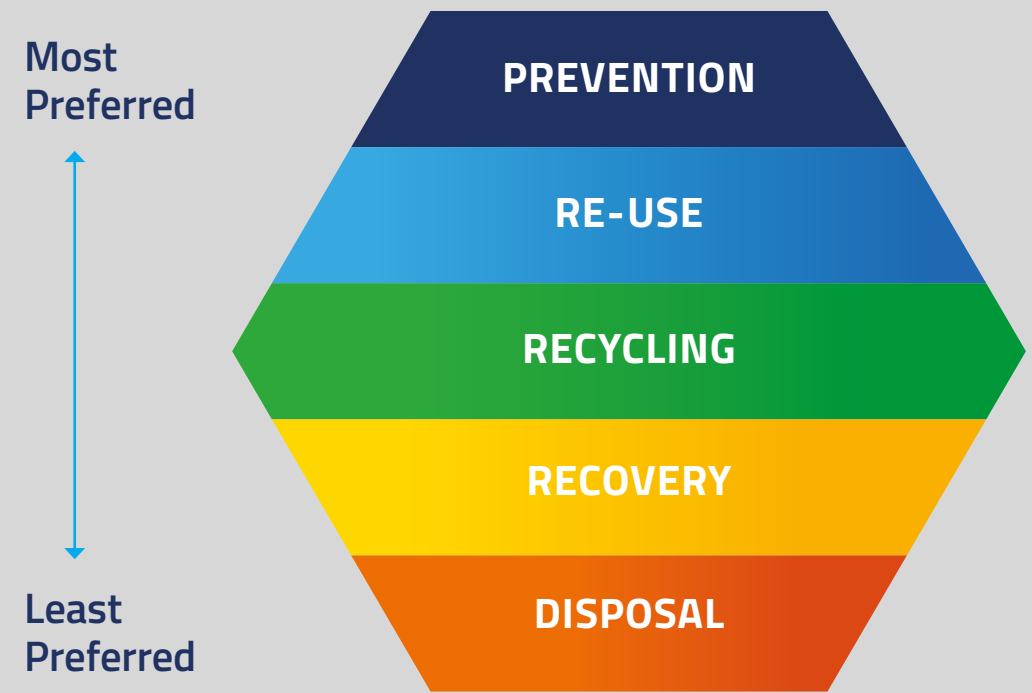
ZERO WASTE TO LANDFILL BY 2025

The total weight of waste generated in 2022 equates to the weight of

87 MINI COOPERS



PROVEN BEST PRACTICE: THE EFFECTIVE USE OF WASTE HIERARCHY



Current proposals for improvement (Scope 3):

4.1 BUUK OBJECTIVE – REDUCE THE ENVIRONMENTAL IMPACT OF WASTE FROM ALL SOURCES AND RELATED EMISSIONS TO AN ABSOLUTE MINIMUM – GROUP-WIDE

Recommended Actions:

- a) Working with Construction identify the reasons for and correct the problem of usable products being scrapped. No usable materials should be scrapped
- b) Set challenging targets for GTC and Power On to reduce the environmental impact of lost cable drums with a target of at most 5% per annum and monitor ongoing performance
- c) Eradicate problematic and unnecessary plastic packaging by the end of 2024
- d) Implement an effective circular economy to keep remaining plastic in the economy and out of the environment by the end of 2024
- e) Undertake a survey to establish and document current waste management practices, challenges, and opportunities for improvement at all 'controlled' offices and depots
- f) Ensure that BUUK's waste management contractors can provide the services and management information required and if not re contract
- g) Improve recycling performance to ensure that the maximum percentage of the total waste by weight is recycled effectively by 2024
- h) Put arrangements in place for zero waste to landfill by 2024 and ensure that they are validated
- i) Offset any emissions remaining

Phase One:

- In respect of all existing waste generating/collection locations:
- » Understand what the waste is, where it comes from and where it goes to
  - » Establish what waste facilities we have and what is needed and ensure signage is clear and understandable
  - » Understand the issues/challenges
  - » Identify good and bad practices

Phase Two:

- » When we fully understand the problem we can then then develop a comprehensive plan to improve Group waste performance and meet our Group objectives

Phase Three:

- » Measure and monitor





# CURRENT GOOD PRACTICES

## IMPROVING BY: REUSING MORE

### WASTE FROM ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

Dell asset collections resulted in 435 items being resold to be used again, including 286 desktops, 120 laptops and 26 tablets.



## IMPROVING BY: RECYCLING MORE

### WASTE FROM ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

Dell asset collections resulted in 869 items being recycled, including 81 laptops, 56 desktops and 30 tablets.

As of summer 2021, two entire WEEElie bins have been filled and taken away for recycling.



### GAS AND WATER METERS – END OF LIFE PRODUCT RECYCLING

- BUUK has let a contract for the sortation, triage and ultimate disposal of end-of-life gas and water meters with sustainability and environmental impact reduction as key award criteria
- Recycle rates of components are as follows:

**Gas Meter: 97.5% recycled**

**Gas Regulator: 99% recycled**

**Water: 98% recycled**

Since the start of the working relationship with Meter Provida, they have recycled 400 tonnes of meters.

## IMPROVING BY: REDUCING WASTE

Reducing the use of single use plastics by:

- No longer using non-recyclable & non-biodegradable plastic wrap for IT equipment deliveries
- Using paper tape as an alternative to plastic tape



# SOCIAL

» Community Development	38
» Charity	39
» Apprenticeships	40
» Graduate Intake	40
» STEM	40



# COMMUNITY DEVELOPMENT

## On Hand

### ON HAND/VOLUNTEERING

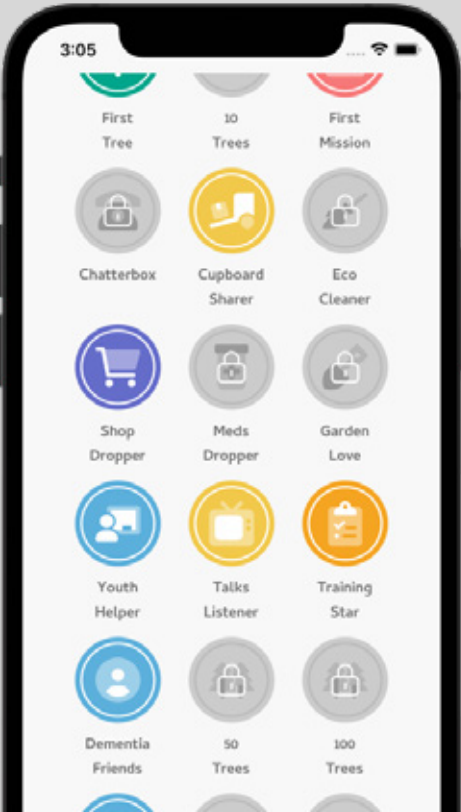
onHand is a volunteering app where users can complete pledges, gain points and help their community. Since launching the scheme with onHand in December 2021, over 200 volunteers have signed up, throughout 2022, and are actively taking part in tasks to help make a difference in our communities and the environment around us.

The impact pledges are those on the app that 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 that count as a normal pledge.

Type of missions (2022)	Number of missions
Impact Pledges	592
Pledge	209
Donations	133
Community Connector	49
Eco Clean-up	46
Phone Call	45
Bitesize Talk	30
TOTAL	1,104



## CHARITY

Every year BUUK collects gifts for the Benjamin Appeal. In 2022 all offices and business units took part and as well as collecting for the Benjamin Appeal, we collected for the Salvation Army too.

Each year BUUK graduates take part in a charity event. In 2022 the graduates completed the Edinburgh Seven Summits in aid of Mind, a charity which focuses on mental health and provides support to thousands of people all over the country. The challenge took over 7.5hrs and covered over 32km with a lot of elevation change along the way. The graduates raised a total of £1,563 for Mind and are already thinking about their next charity event. Throughout 2022 we also raised money for other worthwhile causes such as Red Nose Day, Macmillan Coffee Morning.



£1,563  
RAISED  
FOR  
MIND





## APPRENTICESHIPS

BUUK employed five apprentices in 2022. Two within Customer Services studying for a Level 3 Business Administration qualification, and three within IT working towards a degree in Digital & Technology Solutions. In 2023 BUUK will be taking on more apprenticeships within the commercial department.



## GRADUATE INTAKE

BUUK have an Engineering Graduate Scheme with an intake of graduates every two years. In 2021 BUUK took on 11 Engineering graduates, who are now based in different areas of the company. All graduates rotate around the business learning about different utilities and departments as well as improving and developing skills such as project management, communication, and confidence.

In 2023 BUUK will be taking on nine graduates; five in Engineering and the others in Commercial and Finance.

"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"

## STEM

BUUK has several STEM Ambassadors who assist at school and university events, promoting opportunities within the company. BUUK also hosted work experience for six students in 2022 from four local schools. Placements were in IT (Woolpit) and Design (Woolpit and Childerditch) and were between one to two weeks. Following good feedback, BUUK will be hosting further placements in 2023.





# CUSTOMER SATISFACTION

» CS Surveys and Results	44
» Customer Complaints	46
» Off Supply Payments	47

# 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	
67	68	61	50	2.27	2.39	2.16	2.10	2.00	2.30	2.00	2.40	1.90	2.30	2.51	2.40	1,644
81	90	89	57	2.50	2.80	1.60	1.60	2.00	2.00	2.30	1.80	1.40	2.40	2.72	3.50	110
61	81	46	69	1.57	2.20	2.30	2.70	1.90	1.90	1.80	1.90	2.80	2.20	2.52	1.00	212
33	54	60	37	2.80	1.84	1.60	1.60	2.00	1.60	1.50	2.00	3.30	1.50	1.24	1.96	234
28	39	26	43	2.80	2.70	2.80	3.00	1.30	1.30	2.10	2.30	2.30	2.20	1.86	3.00	113

● GTC
 ● POWER ON
 ● IWNL
 ● SEETHELIGHT
 ● METROPOLITAN

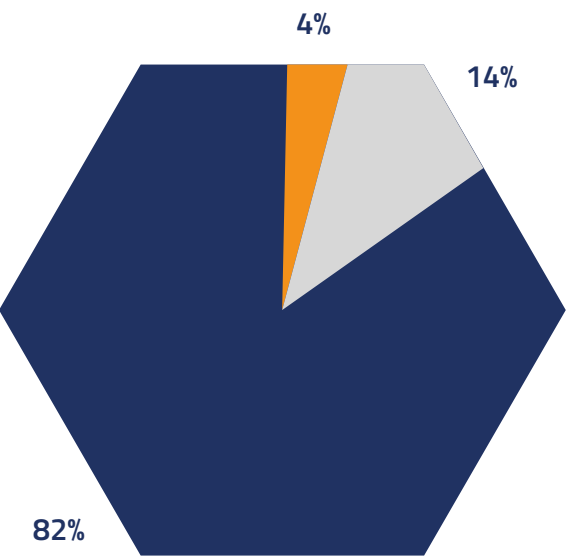
For NPS (Net Promoter Score), the best possible score is 100 and the worst possible score is -100 (with '0' being a possible score if the number of Promoters and Detractors are the same).

For CES (Customer Effort Score), the 'best' possible score is 1.00 (the lower the score the better). BUUK has a target of 2.00.





# CUSTOMER COMPLAINTS



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

Customer Complaints	Number
GTC – in 2022	300
Developer	42
Regulated (end user)	245
Member of the public	13

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 amount owed
17	1,439	£126,265

### ELECTRIC

	Incidents	Customers affected	Total GSOS amount owed
ETCL	73	3,535	£188,170 (plus additional £5,400 ex-gratia for customers off supply 24 hours during Storm Eunice)
IPNL	7	650	£43,250

612 additional customers were affected during Storm Eunice. Though they were not owed GSOS (Guaranteed Standards of Service) as, they were not off supply long enough, we made the decision to make an ex-gratia payment to anyone off supply for less than 24 hours. These additional payments totaled £30,600.

# EMPLOYEE ENGAGEMENT

» Development Training	50
» Aspiring Managers Programme	50



# EMPLOYEE ENGAGEMENT

## Materiality – ESG Priorities

### DEVELOPMENT TRAINING

Total number of training days recorded in 2022 was 2,858.5 – with 68.25 of these being ED&I / Unconscious Bias training.

### ASPIRING MANAGERS PROGRAMME

The Aspiring Managers Programme offers a development pathway for individuals who are considering moving into their first supervisory/people management role. The sessions will give colleagues the chance to develop a range of knowledge, skills and experience, expected of people managers.

On completion, colleagues should feel better prepared to apply for roles with people management responsibilities and will also receive a certificate of achievement.

### The course consists of six modules in total:

- » Leadership for Non-Managers
- » Communication and Team Building
- » Challenging Conversations and Feedback
- » Managing People Through Change
- » Winning Behaviours
- » Motivating and Engaging Your Team

These are delivered virtually via Teams by our Learning & Development Trainer and through eLearning modules. There are also offline activities to complete. The end of the course sees delegates deliver a short presentation on what they have learned and a personal action plan of how they will apply the learning in their roles.



Leadership for  
Non-Managers



Communication  
and Team  
Building



Challenging  
Conversations  
and Feedback



Managing  
People Through  
Change



Winning  
Behaviours



Motivating  
and Engaging  
Your Team

# HEALTH AND SAFETY

» Employee Statistics	55
» Work Safe Home Safe	56



# HEALTH & SAFETY STATISTICS

Metrics – Employees	2021	2022
Fatalities	–	–
Lost Time Injuries	10	17
Total Recordable Injuries	23	34
Near Miss Incidents	72	54
Hazards	600	1868
Hours Worked	2,920,478	3,550,483
Lost Time Injury Frequency Rate (LTIFR)	3.424097	4.78808
Total Recordable Injury Frequency Rate (TRIFR)	7.875423	9.576161

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

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



# WORK SAFE HOME SAFE

**BUUK are on a journey to look at what we do, and how we do it across our operations through Work Safe Home Safe. It represents an opportunity for people across our organisation to reflect on their own relationship to staying safe and well, at work and at home.**

In 2022 we began hosting introductory orientation workshops, looking at our own relationships to safety and exploring the contradiction of not wanting to get hurt but doing things that could lead to us being harmed. These were facilitated conversations rather than traditional training sessions.

So far, we've engaged 2,387 of our people in these workshops, representing 90.18% of our higher risk, operational staff and 84.15% of our office staff. Meaning that 85.87% of our total current workforce have been engaged in these sessions and 100% of our business have received targeted communications on key areas that impact them.



From these sessions and our Director Roadshows, we have collated feedback from people across the organisation who have told us the biggest risks for them are **driving** and **mental wellbeing**.

We have used this feedback to determine the key focus areas for our 2023 communications plan and our engagement initiatives and workshops. Providing our people with the tools to manage their own approach to being safe and well in the areas which mean most to them.

Through Work Safe Home Safe we are looking to raise awareness and engage in conversations, closing the gap between a policy management approach and the human behaviour element. Encouraging our people to take ownership of their own wellbeing as well as their colleagues.

## 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."

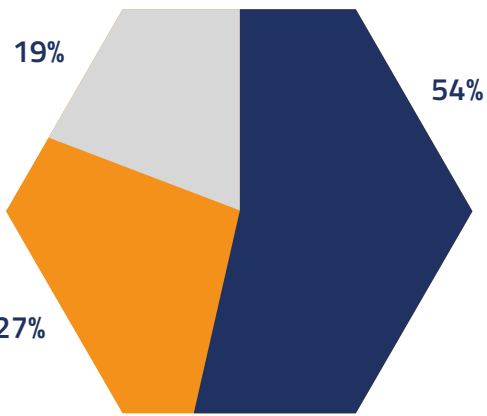


# INCLUSION AND DIVERSITY

» Gender Pay Statistics	60
» Labour Standards and Working Conditions	61

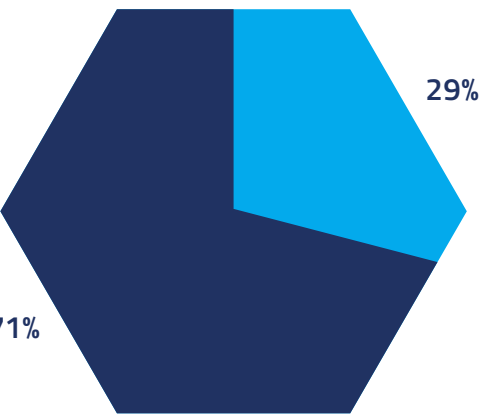
# GENDER PAY STATISTICS

PERCENTAGE OF EMPLOYEE AGES:



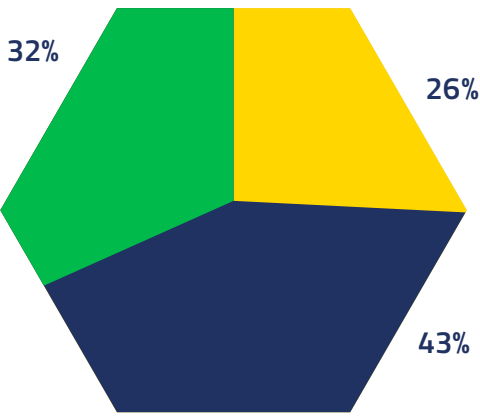
- Under 30 yrs old
- Between 30 & 50 yrs old
- Over 50 yrs old

EMPLOYEES THAT IDENTIFY AS:



- Men
- Women

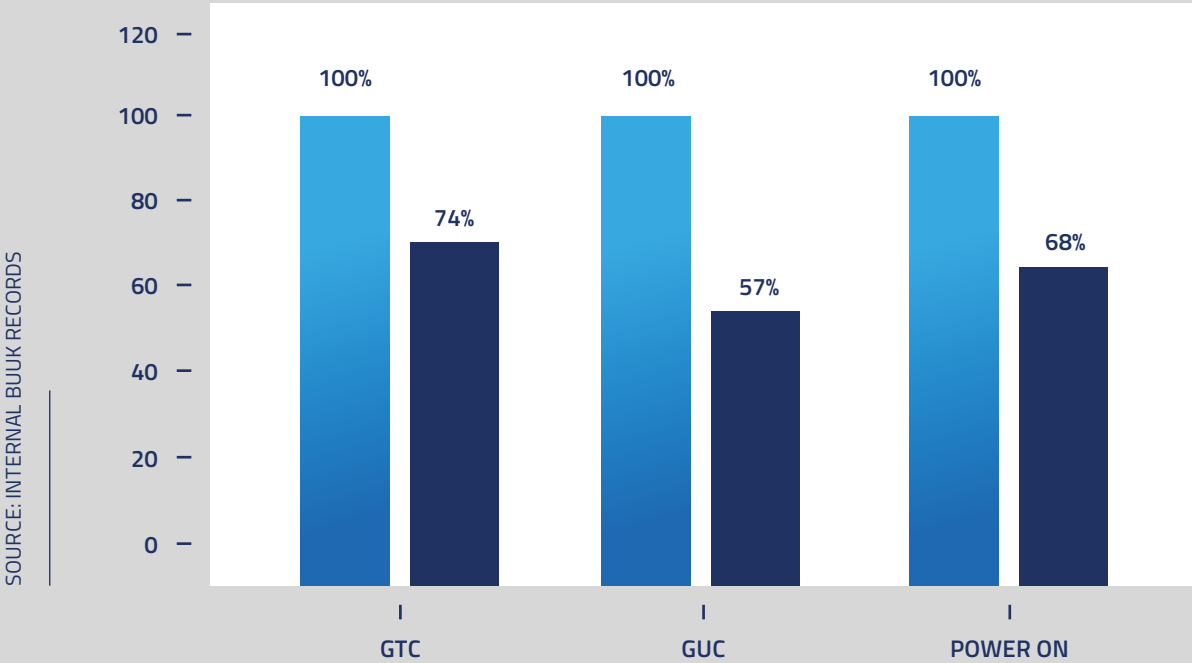
GENDER PAY GAP:



- GUC
- Power On
- GTC

Gender Pay Gap

- Male
- Female



LABOUR STANDARDS AND WORKING CONDITIONS

Number of Days WFH	Number of Employees	Whole Company (1,933 Employees)	Office Staff (1,118 Employees)
0	61	3%	5%
1	368	17%	33%
2	579	27%	52%
3	110	5%	10%



# EMPLOYMENT

» Total Number of Employees	64
» Great Place to Work	65

# TOTAL NUMBER OF EMPLOYEES

Company	Employee Count
GTC	1,094
GUC	431
Power On	307
Express Utilities	179
Passiv	57
Grand total	2,068



## Local Employment – Office Workers

Home Location to Office Journey	Min	Max	Number	%
5 miles or less	0	5	229	12%
10 miles or less	5	10	200	11%
15 miles or less	10	15	349	19%
20 miles or less	15	20	170	9%
25 miles or less	20	25	151	8%
30 miles or less	25	30	146	8%
40 miles or less	30	40	207	11%
45 miles or less	40	45	76	4%
50 miles or less	45	50	49	3%
75 miles or less	50	75	131	7%
100 miles or less	75	100	147	8%
Total of office based employees			1,855	100%

59% WITHIN 25 MILES AND 85% WITHIN 50 MILES IS GOOD EVIDENCE OF LOCAL EMPLOYMENT.

GREAT PLACE TO WORK SCHEME

We are delighted that BUUK has ranked 18th in the UK’s Best Super Large Workplace category at the Great Place to Work awards. It is an outstanding achievement, that reflects the hard work across BUUK to build a culture that employees are proud of.

In 2022 BUUK also got recognition for ranking for the past five years which reflects the team effort in BUUK.





# GOVERNANCE

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» Cyber Security	68
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» Good Practice Examples 2022	71

# BRIBERY AND CORRUPTION

Conducting business with honesty and integrity is a key value of our business. To assist our employees in recognising key areas of bribery risk and to comply with our policies, we have established mandatory anti-bribery and corruption training.

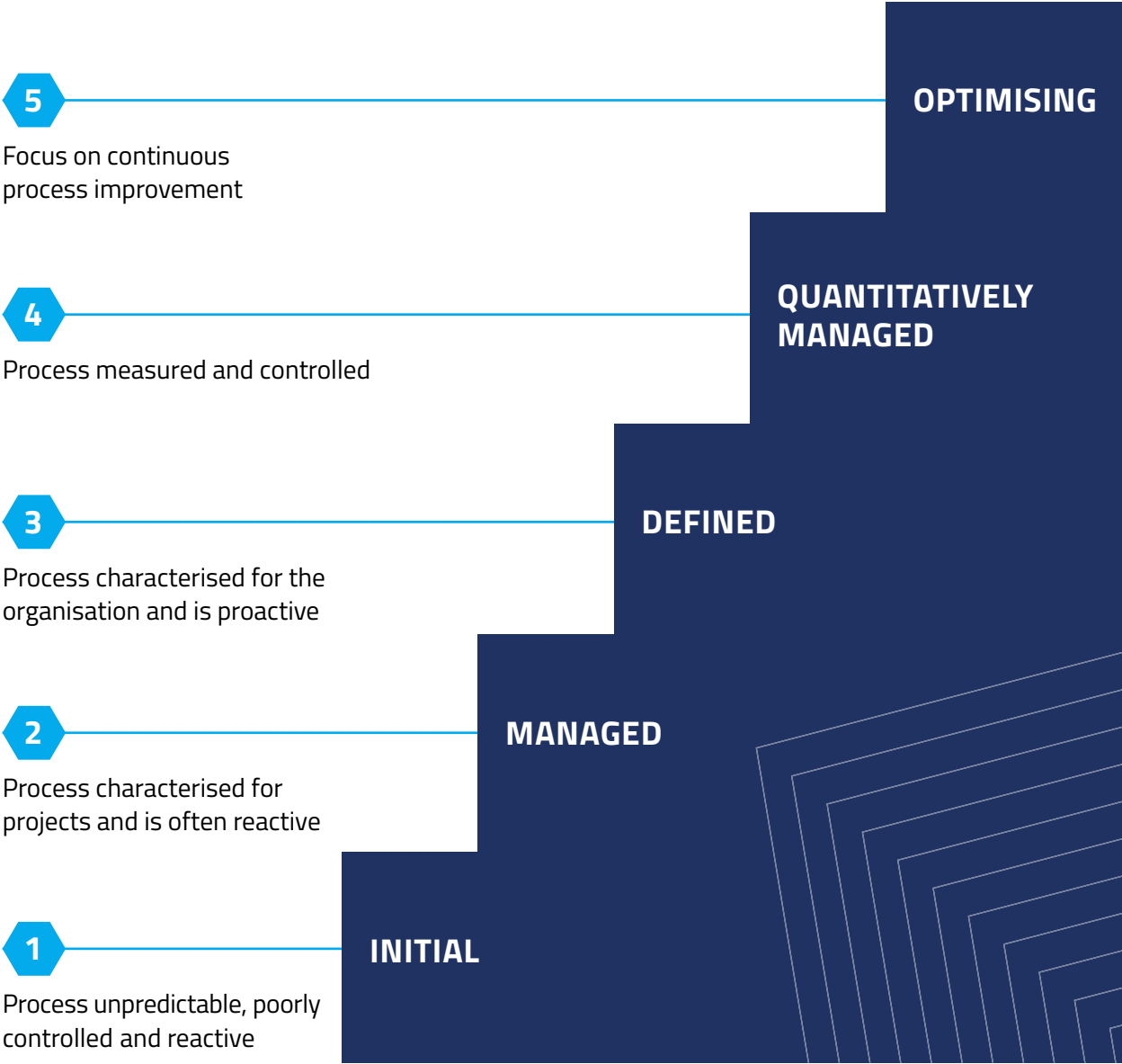


## CYBER SECURITY

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.

NCC Group 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”.

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.



BUUK maintain a 3.2 out of 5 rating on the NIST (National Institute of Standards & Technology) Cyber Security Framework. UK industry average is 2.8.



# 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 Examples 2022

### BUUK ENVIRONMENT ACHIEVEMENTS TO DATE

- » Commitment to be net zero carbon for our directly controlled operations by 2040 agreed and publicised on our websites
- » High level plan in place to get us to carbon net zero
- » Global Real Estate Sustainability Benchmarking (GRESB) score improved from 90% to 95%. Sector leader and performance awarded five stars
- » Environmental Management System accredited to ISO 14001 standard
- » Solar panels installed at Woolpit offices
- » Project to get all offices, pumping stations and fibre cabinets onto renewable energy contracts nearing completion
- » Our industry leading Single Use Plastic Eradication Project has to date achieved a 50% reduction target against the 2019 baseline
- » Landfill avoidance improved to 67% - Target Zero to Landfill
- » Major initiative driven improvements in ICT; reuse and recycling rates and a reduction in WEEE waste. Project now being trialled at Woolpit to extend this initiative to include staff owned equipment
- » Climate adaption plan under development
- » Fleet policy changes to make no or lower fossil fuel consumption company cars available for selection
- » All Greenhouse Gas Scopes 1 and 2 Direct – measured and monitored and work ongoing in respect of Scope 3 – Indirect and Supply Chain

# CASE STUDIES

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» Kiwa Energy	76
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» FREEDOM Project	78
» FLATLINE Project	79



# PASSIV UK AND SAMSUNG UNLOCK HEAT PUMP FLEXIBILITY



Passiv UK and Samsung to unlock heat pump flexibility as part of Interoperable Demand Side Response Programme.

- » The department of BEIS (Department for Business Energy and Industrial Strategy) has selected a collaborative project which will see Passiv and Samsung design a smart controls system for Samsung heat pumps for energy smart appliances and the provision of demand side response
- » The Passiv heat pump controls can lower annual heating bills by up to 35% by improving the performance of a heat pump, increasing efficiency while optimising against time of use tariffs and on-site renewable generation
- » The Platform increases the Seasonal Coefficient of Performance of a heat pump by 17%, as independently verified by the Energy Savings Trust (EST)
- » Using heat pumps to provide demand side response will help to decarbonise the UK's electricity grid while reducing the cost of owning and operating a heat pump, supporting the Government's ambitious target of installing 600,000 heat pumps a year by 2028

# CHILTON WOODS HEAT CENTRE

- » At Chilton Woods, BUUK's electric heat pump led heat network solution for new build housing will supply low carbon heat to over 900 homes and a new primary school
- » Our solution will meet the proposed Future Homes Standard where all new homes must meet a 75-80% emissions reduction and be zero carbon ready, with no gas in new-build homes from 2025
- » The delivery of the project will enable the development to be delivered using heat that will become fully decarbonised over time. Our contribution in this area will be further enhanced through:
  - Removal of fossil fuel gas boilers from the design
  - Inclusion of additional thermal storage to enable change of time of use to avoid consumption during high cost/high carbon operating periods



Concept image for the Chilton Woods Community Heat Hub.



# KIWA ENERGY 100% HYDROGEN PIPELINE



Image From Commissioning the Kiwa Pipeline.

- » Last September, GTC commissioned the UK's 1st public 100% hydrogen pipeline connecting Kiwa Energy's Steam Methane Reforming (SMR) production site with their hydrogen testing laboratories
- » This is a first of its kind project bringing groundbreaking technical and regulatory hydrogen knowledge to the BUUK group
- » This site will now allow for hydrogen appliance testing to take place in the UK
- » GTC are producing three similar feasibility studies for other hydrogen pipelines

# SMART HYDROGEN HEATING

- » The Milford Haven: Energy Kingdom Project explored the role hydrogen could play in a decarbonised energy future
- » The project trialled the world's first smart hydrogen hybrid heat pump, a heating system combining a hydrogen boiler with an air source heat pump and smart controls from Passiv
- » The project showed that a hybrid heat pump system can provide up to a 90% reduction in carbon emissions when operated with smart controls



Smart hydrogen heating system at Milford Haven.



# FREEDOM PROJECT



FREEDOM – decarbonised heating with hybrid heat pumps.

- » The FREEDOM Project examined whether hybrid heating systems could be installed in UK homes to decarbonise domestic heating
- » Passiv used its Smart Energy Platform and hybrid heat pump controls to optimise the performance of the heating systems, dynamically switching between the heat pump and gas boiler
- » The project showed that hybrid heat pumps can reduce consumption of fossil fuels for heating by 80%

# FLATLINE PROJECT

- » **FLATLINE** explored how smart, coordinated optimisation of low-carbon technologies could reduce energy bills and provide flexibility to the National Grid
- » Heat pumps, battery storage and solar panels were installed in 20 homes in two specially built developments, with Passiv providing smart control and optimisation
- » The project showed that by optimising to time of use tariffs, energy bills and household carbon emissions could be reduced by 25%



FLATLINE – smart optimisation of low-carbon technologies.

# IMPROVEMENTS FOR OUR 2023 SUSTAINABILITY PERFORMANCE

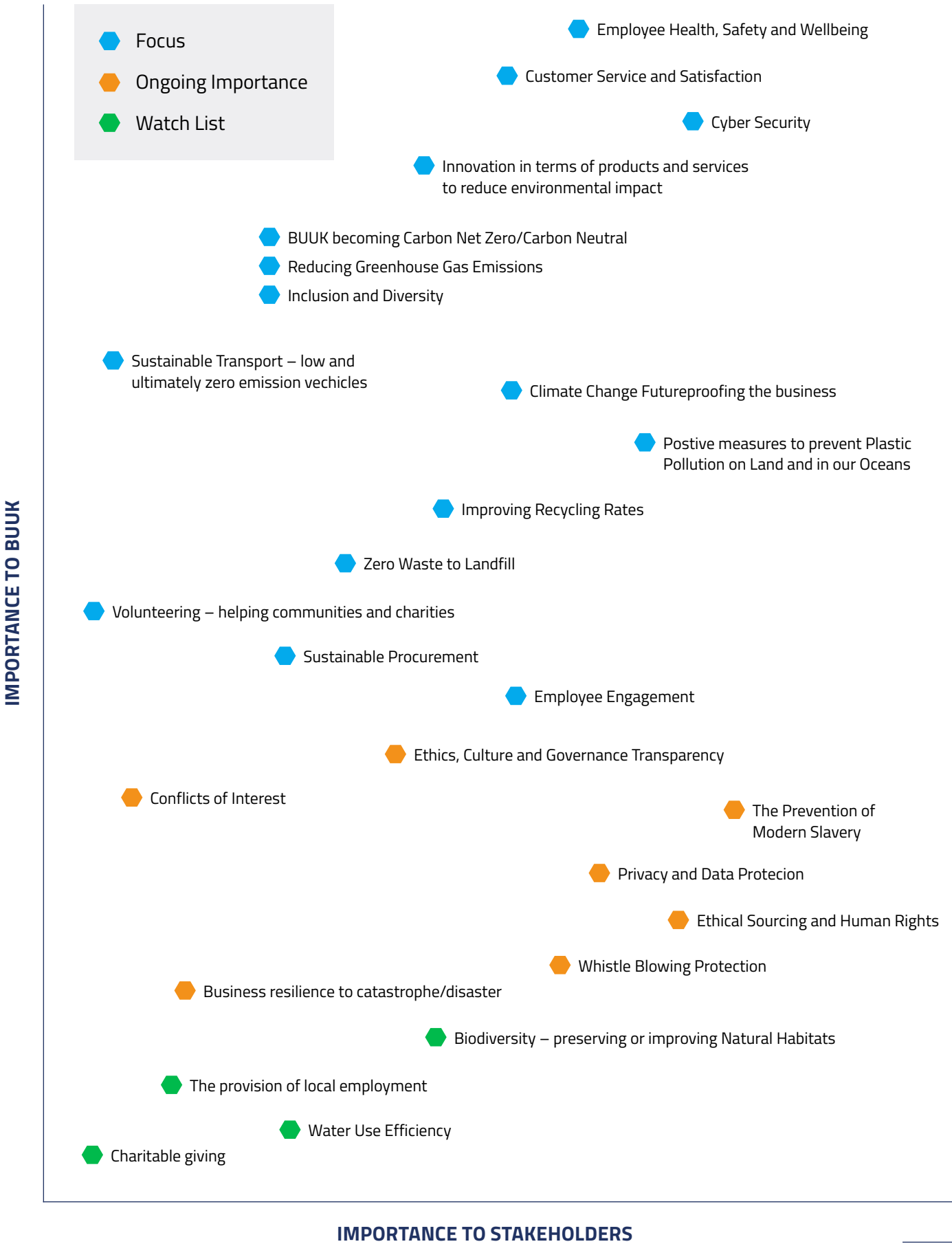
Whilst our Global Real Estate Benchmarking Survey (GRESB) score in 2022 of 95% and five stars demonstrated that we have the measures in place to meet our Sustainability target to be Net-Zero Carbon for our directly controlled operations by 2040 we know that we have a long way to go and much to do.

In December we asked BUUK employees to help us to define our sustainability objectives and focus areas for 2023 and thanks to the 160 members of staff who contributed the following materiality matrix has been produced.



We intend to extend this materiality exercise in 2023 to include our shareholders, major customers, and principal supply chain partners as well as our staff so that going forwards we have a 360° view of our sustainability and know what we need to focus on and achieve.

## Materiality Matrix





## WHAT ELSE ARE WE FOCUSING ON IN 2023 – WE HAVE LOTS ON THE AGENDA

- » Our fleet is a major source of emissions and we have engaged specialist consultants to help us look at the options for decarbonisation
- » We now have a system called Sustrax and for the first-time we can capture, record, and calculate the emissions generated by BUUK ourselves, without having to rely on consultants
- » Our plastics packaging project is sector leading and we anticipate further significant improvements this year
- » We now have a Cross Process Focus Group looking at waste to improve recycling rates and to drive zero waste to landfill
- » We are looking at the recycled content within all the products we buy so that we can set improvement targets to reduce the use of precious resources
- » We will be extending our emissions capture and reporting to include business travel (planes, trains etc), commuting, home working, and the treatment of end-of-life products such as gas meters
- » A joint Electricity Innovation and Sustainability Project will be seeking to establish the embedded carbon in all the products and equipment within an electricity substation
- » We have a focus group seeking to reduce paper and therefore toner and waste
- » We are in the process of appointing Sustainability Champions throughout the business to identify opportunities for improvement and to implement best practice
- » Group Procurement are implementing best practice sustainable procurement policies and practices and are enhancing Comply our supplier system to ensure that our suppliers meet our sustainability requirements





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