

2025  
**SUSTAINABILITY  
REPORT**



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# OUR ESG COMMITMENT

As the UK's leading Multi-utility Networks Connections Provider, BUUK Infrastructure is committed to setting the standard for Environmental, Social and Governance responsibility. Our approach is grounded in proactive, positive leadership – driven by a responsibility to the environment, our people, and the communities we serve.

We are dedicated to environmental stewardship and to making meaningful contributions

both within our offices and across our field-based operations. As part of our long-term commitment, we've pledged to achieve Carbon Net Zero in all directly controlled operations by 2040.

We proudly support the UN Global Compact and Sustainable Development Goals aligning with those most relevant to our business and ensuring that our impact is both measurable and meaningful.



# OUR BUSINESS

BUUK Infrastructure is the UK's leading independent provider of last-mile multi-utility networks. We design, build, own, and operate essential multi-utility infrastructure – serving over 3 million homes across England, Wales, and Scotland.

Our work supports new residential, commercial, and mixed-use developments, delivering reliable, future-ready solutions in:

- **LOW-CARBON HEAT NETWORKS**
- **ELECTRICITY**
- **FIBRE**
- **WATER & WASTEWATER**
- **GAS**

We work closely with national and regional housebuilders, developers, landowners, and contractors. In addition, BUUK holds interests in several retail businesses that deliver telephony, broadband, water, wastewater, and low-carbon heat services to customers connected to our networks.



# OUR PROGRESS IN 2025

In 2025, BUUK made meaningful strides across environmental, social, and governance priorities:

- Carbon emissions: We are monitoring our scope 1 emissions against our 2040 projection and our 2025 actual emissions were approximately 2,000 tonnes below our estimate. Further work has been done to improve our Scope 3 data capture, with additional emission categories for commuting, use of public transport, working from home and waste from offices and depots now included.
- In May 2025, the Passiv Smart Thermostat won 'Technical Innovation of the Year – Products' at the Building Controls Industry Association Awards.
- Since the launch of our new employee benefits platform, we have been shortlisted for 'Best Flexible Benefits Plan' and 'Best Pensions Strategy' by consultants Titan.
- Two employees from Passiv were finalists in the Women in Utilities Awards 2025.
- Volunteering: Staff contributed over 5,308 volunteer hours – an increase of 15% on 2024, and BUUK was awarded Gold in Volunteering Excellence at the 2025 Impact awards.
- Sustainability: Print volume across the group reduced by an additional 15% from 2024's 12% decrease.
- Energy: All electricity suppliers within our offices and depots operate under 100% renewable energy contracts.
- Workplace Recognition: BUUK continues to be recognised as a Great Place to Work – for Wellbeing, Women, and Development
- Health & Safety: Our Work Safe Home Safe journey continues to be supported by culture change specialists, Tribe, who advise on our approach to maximise impact and embed meaningful and lasting behavioural change across the whole business. Our programme is delivered through a dedicated group of volunteer facilitators from all corners of the business, and since 2024 the number of volunteers has increased by 50%.
- GRESB Performance: We achieved an overall score of 95 out of 100 in the Global Real Estate Sustainability Benchmark, demonstrating lessons learnt from the previous year to improve the quality of our ESG management and performance, with additional work being undertaken on gap analysis.
- Charity Engagement: In 2025, we reached out to staff to nominate two charities to work closely with, allowing us to work with causes that were close to the hearts of colleagues. Our two chosen charities were Tiny Tickers and the Isobel Sheppard Legacy Fund, as part of Sarcoma UK.

# CONNECTING COMMUNITIES POWERING PROGRESS

2025 ESG Report: CEO Statement

I am proud to reflect on the meaningful progress we continue to make across our environmental, social, and governance commitments. Our approach to sustainability is grounded in proactive leadership and a responsibility to the environment, our people, and the communities we serve.

In 2025, we accelerated actions aligned with our long-term targets, including achieving Carbon Net Zero in directly controlled operations by 2040. Key areas of focus include advancing our decarbonisation strategy toward zero emissions, expanding biodiversity initiatives,

and strengthening climate resilience planning through updated risk assessments and adaptation measures. We also continue to reduce resource impacts, focusing on the removal of virgin single use plastic packaging and expanding recycling with supply chain partners.





We have also strengthened our operational capability by investing in smarter systems and digital tools that enhance how we plan, monitor, and manage our networks. These improvements allow us to operate more efficiently, reduce environmental impacts, and respond more effectively to the needs of our customers and partners. By enhancing long-term resilience and ensuring that sustainability is integrated into how we work.

Our people remain central to our success. This year we strengthened health and safety performance, continuing our aspiration for zero lost time injuries across our workforce and partners. We have increased community engagement through volunteering and STEM support and broadened our efforts to improve diversity, equity, and inclusion.

BUUK's ambition is clear; to build long term relationships by delivering amazing service every day for our clients. This can only be achieved with a focus on sustainability – investing in our people and delivering sustainable multi-utility networks. Together, we will continue working towards building resilient, low carbon infrastructure that supports a sustainable future.

#### **BUUK CEO**

# DRIVING IMPACT: SUSTAINABLE DEVELOPMENT GOALS

We support all 17 of the United Nations Sustainable Development Goals. However, we are especially focused on the areas where we can make the most significant and measurable impact.

SDG	Requirement	BUUK's contribution/support
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Ensure Healthy Lives and promote wellbeing for all at all ages.	Through BUUK's Work Safe Home Safe programme, we also provide physical and mental wellbeing support through volunteer advisors.
 <p>4 QUALITY EDUCATION</p>	Ensure inclusive and equitable education and promote lifelong 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.
 <p>5 GENDER EQUALITY</p>	Achieve Gender Equality and Empower all women.	Through the women's collective, we have provided a platform to ensure female members of staff are heard and we continue to aim for 50% female applicants for all advertised roles.
 <p>6 CLEAN WATER AND SANITATION</p>	Ensure availability and sustainable management of water and sanitation for all.	Through IWNL, particularly regarding leakage reduction, the utilisation of SuDS and future-proofing for climate change.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	Ensure access to affordable, reliable, sustainable and modern energy for all.	Through the development and innovation of smart technology to improve the efficiencies of low-carbon heat pumps and our community heating networks.
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Promote suitable, inclusive, and sustainable economic growth, full and productive employment and decent work for all.	Across the business, and through our partnership with Great Places to Work, to promote inclusivity and a safe place to work.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	Build resilient infrastructure, promote inclusive and sustainable industry and foster innovation.	Through research and development into making heating more efficient, affordable and leveraging new technology to drive innovation.

SDG	Requirement	BUUK's Compliance/Contribution/Support
	Reduce inequality, ensure equal opportunities and end discrimination.	Through group collectives, BUUK strives to give underrepresented staff a voice, advocating Equity, Diversity and Inclusion in all we do.
	Make cities and human settlements inclusive, safe, resilient and sustainable.	Working with developers and suppliers to provide additional Social Value to projects.
	Ensure sustainable consumption and production patterns.	Working with our suppliers to foster a circular economy.
	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 sustainable use of terrestrial ecosystems. 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 are also working on numerous Biodiversity projects, assisting developers with Biodiversity Net Gain.

We continuously set ambitious targets to innovate and improve our sustainability performance. Each year, we assess progress against our ESG objectives, ensuring transparent reporting and accountability. Our ESG commitments are embedded across the business and extend through to our supply chain. From initial selection and procurement through to ongoing collaboration, we work closely with our contractors and suppliers to ensure they share our commitment to sustainability.

# OUR SUSTAINABILITY TEAM



**DANIEL CAMM MIEMA, CENV**  
*Group Environmental & Sustainability Manager*

"As BUUK's Group Environmental & Sustainability Manager, I lead our sustainability strategy and support the business in tackling the environmental challenges and responsibilities we face. I have built my career around environmental management and sustainable development, and becoming a Chartered Environmentalist was an important milestone that reflects my commitment to this work.

Since joining BUUK in 2024, I have focused on strengthening our environmental performance, improving the quality of our data and reporting, and guiding the delivery of initiatives that support our progress toward Net Zero. My role involves working closely with teams across the business to integrate sustainability into everyday decisions in a practical and meaningful way.

For me, sustainability is about continuous improvement raising our standards, finding smarter ways of working, and ensuring the choices we make today contribute to long-term positive outcomes for our businesses, customers and the environment. I'm especially committed to helping build a culture where sustainability is understood and embraced by everyone, so that it becomes a shared responsibility across the organisation.

My aim is to ensure sustainability remains central to how BUUK operates, supporting responsible growth while preparing for a low-carbon future."



**SAM ELLIS-DAVIES PISEP**  
*Group Sustainability Officer*

"In my role as the Group Sustainability Officer, I have led the data collection and reporting of BUUK's sustainability progress, assisting in developing group-wide environmental objectives and leading projects to ensure that we have robust and meaningful data to provide to our stakeholders.

I joined BUUK in 2019, starting in GTC Construction as a scheduler before moving to Construction's Data Analysis Team where I worked on projects around reducing construction waste and helped during the set-up and operation of the engineer Safe Stores. I have been a member of the sustainability team since 2022 and through BUUK's commitment to staff development I achieved Practitioner status with The Institute of Sustainability and Environmental Professionals.

My hope is that through my efforts and the efforts of everyone in BUUK we can become a shining beacon for sustainability in the utilities industry, leading the way in sustainable innovation and providing exceptional value to the communities we work with."

# OUR ESG VISION & COMMITMENTS

BUUK Infrastructure is committed to Environmental, Social, and Governance (ESG) excellence through clearly defined objectives, transparent reporting, and continuous improvement.

## Minimising Environmental Impact:

Tackling climate change through reduced greenhouse gas emissions is one of our top priorities.

We aim to minimise our environmental footprint by:

- Continuously measuring and improving our environmental performance
- Embracing innovation and smarter ways of working
- Leveraging new technologies for greater sustainability

We maintain certification to BS/EN/ISO 14001 and are committed to the ongoing improvement of our Environmental Management System.

## Our Environmental Goals:

We are committed to achieving Carbon Neutral or Carbon Net Zero status for Scopes 1 and 2, and relevant Scope 3 emissions under our direct control, by 2040.

## Engaging Our Stakeholders:

Our people are at the heart of BUUK. Their wellbeing, engagement, and commitment are central to achieving our ESG goals.

We also work closely with our supply chain partners – suppliers, contractors, and other stakeholders – ensuring their values align with ours. Open, consistent communication with all parties helps us understand priorities and respond effectively.

## Supporting Our Communities:

BUUK operates across the UK, delivering vital infrastructure to homes and communities.

We are committed to strengthening those communities by:

- Supporting local charities and causes
- Encouraging staff volunteering
- Meeting the evolving needs of our customers

## Leading on Governance and Disclosure:

Strong governance underpins everything we do. We operate within a robust legal and regulatory framework and are committed to:

- Upholding the highest standards of corporate governance
- Regular internal and independent external assessments
- Transparent and accurate disclosures that build stakeholder trust

## Our ESG Systems, Processes & Performance:

We benchmark our sustainability performance globally and annually, comparing ourselves to peers both within and beyond our industry. Our systems and processes are designed to reflect best practice and support continuous progress.

# OUR MISSION, VISION & 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 multi-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

# ENVIRONMENT

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# ASSESSING OUR ENERGY USE & EMISSIONS

In line with the UK Government’s Environmental Reporting Guidelines, including Streamlined Energy and Carbon Reporting (SECR) guidance, BUUK Infrastructure engaged Carbon Footprint Ltd, a leading carbon and energy management consultancy, to conduct an independent verification and assessment of our greenhouse gas (GHG) emissions.

This assessment followed the ISO 14064-1:2018 standard and used the 2025 emissions conversion factors published by the Department for Environment, Food & Rural Affairs (DEFRA).

BUUK is targeting net-zero carbon emissions by 2040 for:

Scope 1 and Scope 2 emissions (those from directly owned or controlled sources)

Selected Scope 3 emissions that fall within our direct control.

Our emissions projections indicate that significant reductions are expected between 2030 and 2040, driven by:

- Emerging transport legislation
- Planned decarbonisation of Community Low-carbon Heat Hubs
- Broader shifts in infrastructure efficiency

A detailed emissions reduction roadmap can be found on our emissions projection. In 2025, BUUK’s carbon intensity was 47.82 tonnes of CO<sub>2</sub>e per £ million turnover, this increase from last year is a result of expanding our scope 3 emissions data capture.

Greenhouse gas emissions are grouped into three categories as outlined opposite. BUUK is focused on reducing emissions across all three scopes, with an emphasis on those where we have direct influence or operational control.



## Scope 1 Direct Emissions

Direct emissions that are owned or controlled by a company.

**Emissions from sources that an organisation owns or controls directly.**

**EXAMPLE:**

From burning fuel in the company's fleet or vehicles (if they're not electrically powered).



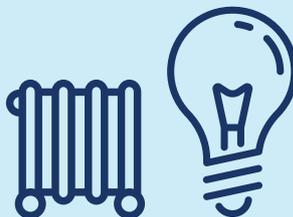
## Scope 2 Indirect Emissions

Indirect emissions that are a consequence of a company's activities but occur from sources not owned or controlled by it.

**Emissions a company causes indirectly that come from where the energy it purchases and is used is produced.**

**EXAMPLE:**

The emissions caused by the generation of electricity that's used in the company's buildings.



## Scope 3 Indirect Emissions

**All emissions not covered in Scope 1 or 2, created by the company's value chain.**

**EXAMPLE:**

When the company buys, uses and disposes of products from suppliers.



# GHG SCOPE 1 EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2024	2025	Difference		2024	2025	Difference
NATURAL GAS	KWh	76,418,077.00	89,256,558.81	17%	TCO <sub>2</sub> e	14,000.28	16,330.38	17%
LPG	Litre	89.91	353.21	293%	TCO <sub>2</sub> e	0.14	0.55	293%
HEATING OIL	Litre	5,799.00	7,500.00	29%	TCO <sub>2</sub> e	14.73	19.00	29%
AIR CONDITIONING	Kg	-	-		TCO <sub>2</sub> e	-	-	
SF6	Kg	0.11	0.25	127%	TCO <sub>2</sub> e	2.59	5.88	127%
DIESEL – COMPANY FLEET	Litre	2,247,766.22	2,309,683.29	3%	TCO <sub>2</sub> e	5,648.16	5,937.78	5%
PETROL – COMPANY FLEET	Litre	494,309.53	810,952.27	64%	TCO <sub>2</sub> e	1,030.34	1,677.99	63%

TCO<sub>2</sub>e – Tonnes of Carbon Dioxide Equivalents

**KEY**

LPG - Liquefied Petroleum Gas

SF6 - Sulfur Hexafluoride

e - Equivalent

🔺 Increase in emissions

🔻 Decrease in emissions

## Greenhouse Gas Scope 1 Emissions 2025 – Explanation:

Scope 1 emissions have increased, as expected, due to the continued expansion of our Energy Centres. This trend is likely to continue until around 2028/2029.

Fleet emissions also continue to rise due to increasing numbers of fleet vehicles. However, the increased use of petrol over diesel has moderated the scale of this rise. Hybrid and EV vehicles make up 83% of cars within the BUUK fleet.

Plans to eliminate LPG and Heating Oil from our Scope 1 emissions by transitioning to electric heating systems are in development.

There were no fugitive emissions from office air-conditioning units, but a small amount of SF6 - Sulphur Hexafluoride - was released from a substation.



# GHG SCOPE 2 EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2024	2025	Difference		2024	2025	Difference
ELECTRICITY - HEAT	KWh	532,238.59	1,750,653.48	229%	TCO <sub>2</sub> e	110.20	376.43	242%
ELECTRICITY - OFFICE AND DEPOTS	KWh	1,675,730.50	1,627,864.72	-3%	TCO <sub>2</sub> e	346.96	350.02	1%
COMPANY VEHICLES (EV) CHARGING	KWh	-	25,367.23		TCO <sub>2</sub> e	-	4.49	

TCO<sub>2</sub>e – Tonnes of Carbon Dioxide Equivalents

**KEY** ◆ Increase in emissions  
◆ Decrease in emissions

## The figures shown reflect Location-Based emissions

Scope 2 emissions are reported in two ways: Location-Based, reflecting actual electricity use, and Market-Based, which accounts for procurement choices like renewable energy contracts.

During 2025, all offices and Energy Centres operated under 100% renewable energy contracts, so Market-Based emissions are zero.

We are now calculating the emissions associated with charging EV company cars. We expect these emissions to rise of the next couple of years as more EVs are introduced into the company fleet.

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2024	2025	Difference		2024	2025	Difference
ELECTRIC GENERATION - HEAT	KWh	17,383,016	19,959,274	15%	TCO <sub>2</sub> e	3,076.79	3,532.79	15%
ELECTRIC GENERATION - WOOLPIT SOLAR PANELS	MWh	26.36	23.97	-9%	TCO <sub>2</sub> e	5.46	4.24	-22%

BUUK also generates electricity, via solar panels at our Woolpit office and through our low-carbon heat centres generate electricity as a by-product of low-carbon heat production, which is used onsite to reduce grid demand and offset Location-Based emissions.

# GHG SCOPE 3 EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2024	2025	Difference		2024	2025	Difference
WELL-TO-TANK	KWh	190,604,373.98	219,069,567.94	15%	TCO <sub>2</sub> e	4,085.97	4,585.76	12%
TRANSMISSION & DISTRIBUTION	KWh	2,207,969.09	3,378,518.20	53%	TCO <sub>2</sub> e	49.17	92.35	88%
TRANSMISSION & DISTRIBUTION (UPSTREAM)	KWh	-	122,004.36	-	TCO <sub>2</sub> e	-	5.60	-
COMPANY EV VEHICLES TRANSMISSION & DISTRIBUTION	KWh	-	6,100.22	-	TCO <sub>2</sub> e	-	0.28	-
WASTE	Tonnes	-	133.61	-	TCO <sub>2</sub> e	-	31.04	-
GREY FLEET (FUEL)	Miles	144,143.00	124,558.00	-14%	TCO <sub>2</sub> e	48.19	42.44	-13%
HOTEL STAYS	Nights	10,138.00	2,533.00	-75%	TCO <sub>2</sub> e	105.63	26.68	-75%
PUBLIC TRANSPORT	Miles	-	4,365.37	-	TCO <sub>2</sub> e	-	0.50	-
COMMUTING	Miles	-	6,893,444.29	-	TCO <sub>2</sub> e	-	2,315.41	-
HOME-WORKING	Days	-	50,420.00	-	TCO <sub>2</sub> e	-	168.29	-
ELECTRICITY (UPSTREAM)	KWh	-	577,966.10	-	TCO <sub>2</sub> e	-	102.30	-
NATURAL GAS (UPSTREAM)	KWh	-	220,813.29	-	TCO <sub>2</sub> e	-	40.40	-

TCO<sub>2</sub>e – Tonnes of Carbon Dioxide Equivalents

**KEY**

LPG - Liquefied Petroleum Gas

SF6 - Sulfur Hexafluoride

e - Equivalent

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

## Greenhouse Gas Scope 3 Emissions 2025 – Explanation:

In 2025 we significantly expanded our Scope 3 emissions capture. Including emissions relating to the use of public transportation, commuting to the office, homeworking and office spaces that we rent.

# OUR NET ZERO ROAD MAP



**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 date all low-carbon heat centres and low-carbon heat hubs to utilise electric boilers

**2025**

Closure of Harlow office and improvements to Childerditch heat and energy efficiency.

**2023**

Road map start date

**2030**

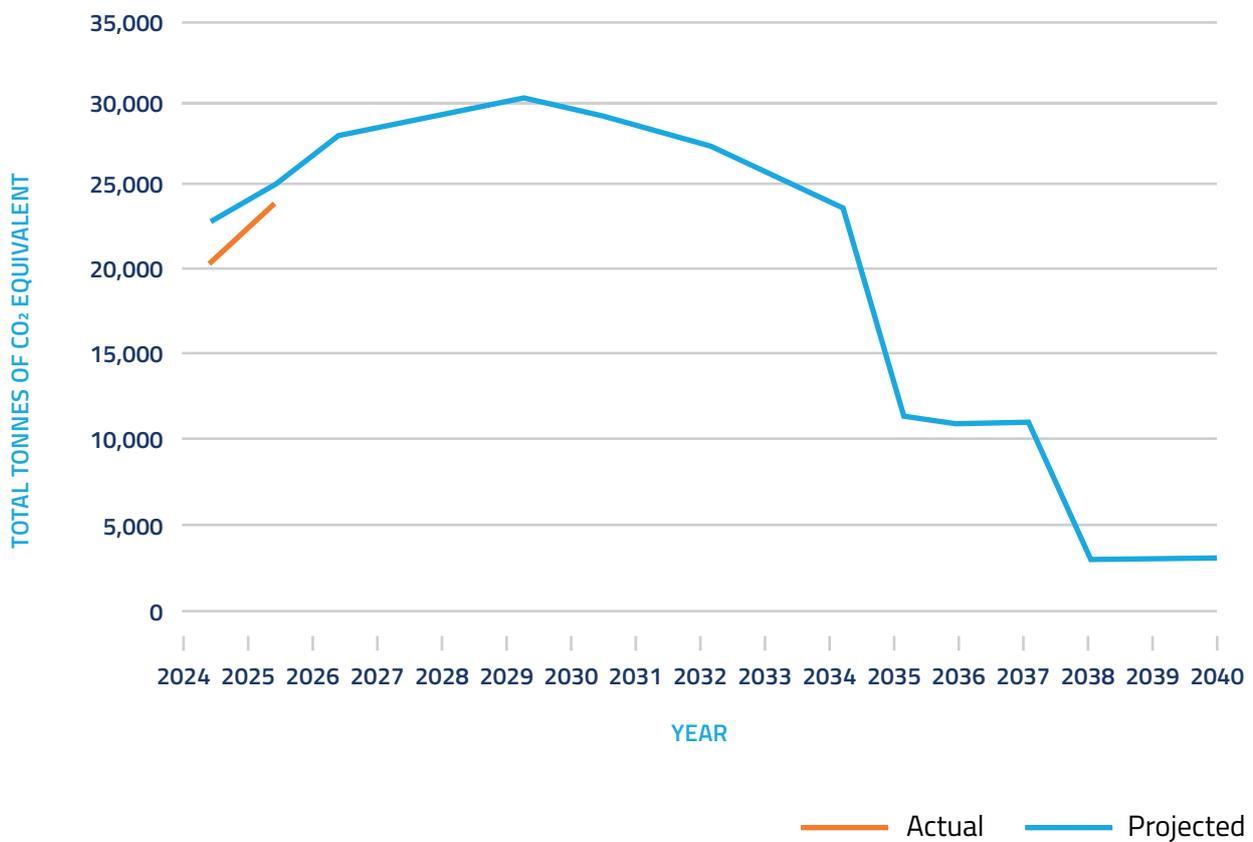
No purchases of new diesel and petrol cars permitted

**2024**

Community Low-Carbon Heat Hubs sources to be changed to 100% renewable

# EMISSIONS PROJECTIONS TO 2040

## Projected vs Actual Scope 1 Emissions to 2040



### Scope 1 Emissions – Future Outlook:

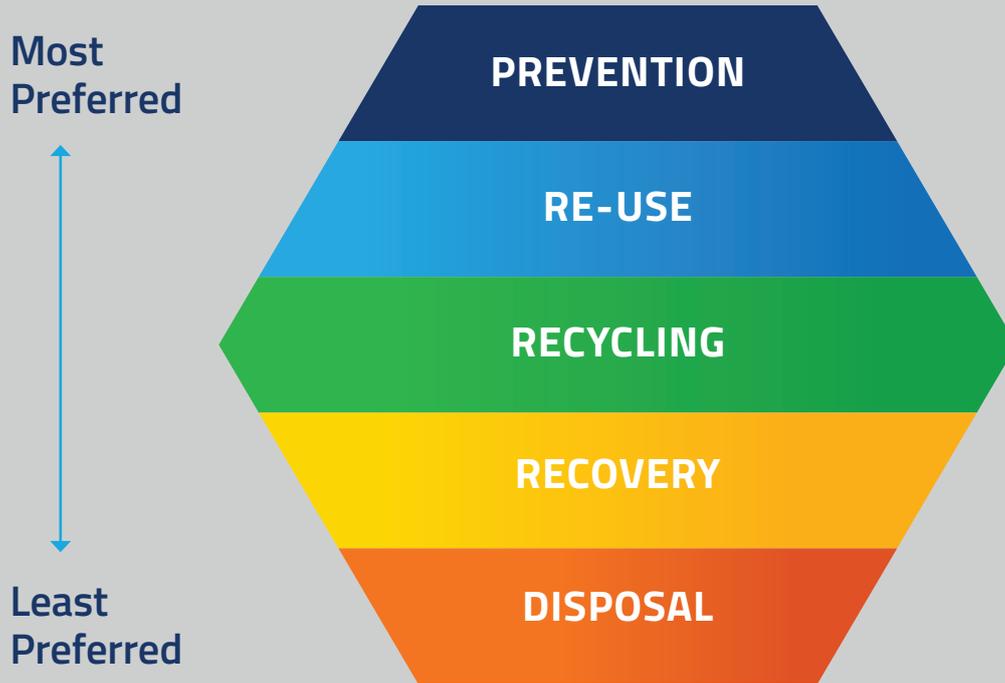
Low-carbon Heat Centre emissions are expected to rise sharply until 2026, then grow gradually until 2030, before declining with decarbonisation starting in 2035.

Fleet fuel use is projected to fall as more hybrid and electric vehicles are introduced, with major reductions once a viable alternative to diesel vans becomes available.

By 2040, remaining Scope 1 emissions will mainly come from natural gas reserves at low-carbon heat centres, used for backup supply.

In 2025, we produced approximately 2,000 fewer emissions within our Scope 1 sources than originally projected.

# WASTE MANAGEMENT





## Our Waste Management Objectives:

Our objectives are set and reviewed by the Environmental and Sustainability Steering Group and will be updated as performance improves.

## Waste Data Capture:

We aim to report on all identified waste streams and continue to streamline data collection by working with dedicated waste handlers. Developer skip waste is excluded, as it cannot be reliably quantified.

## Landfill Avoidance Target:

**Target:**  
100% landfill avoidance

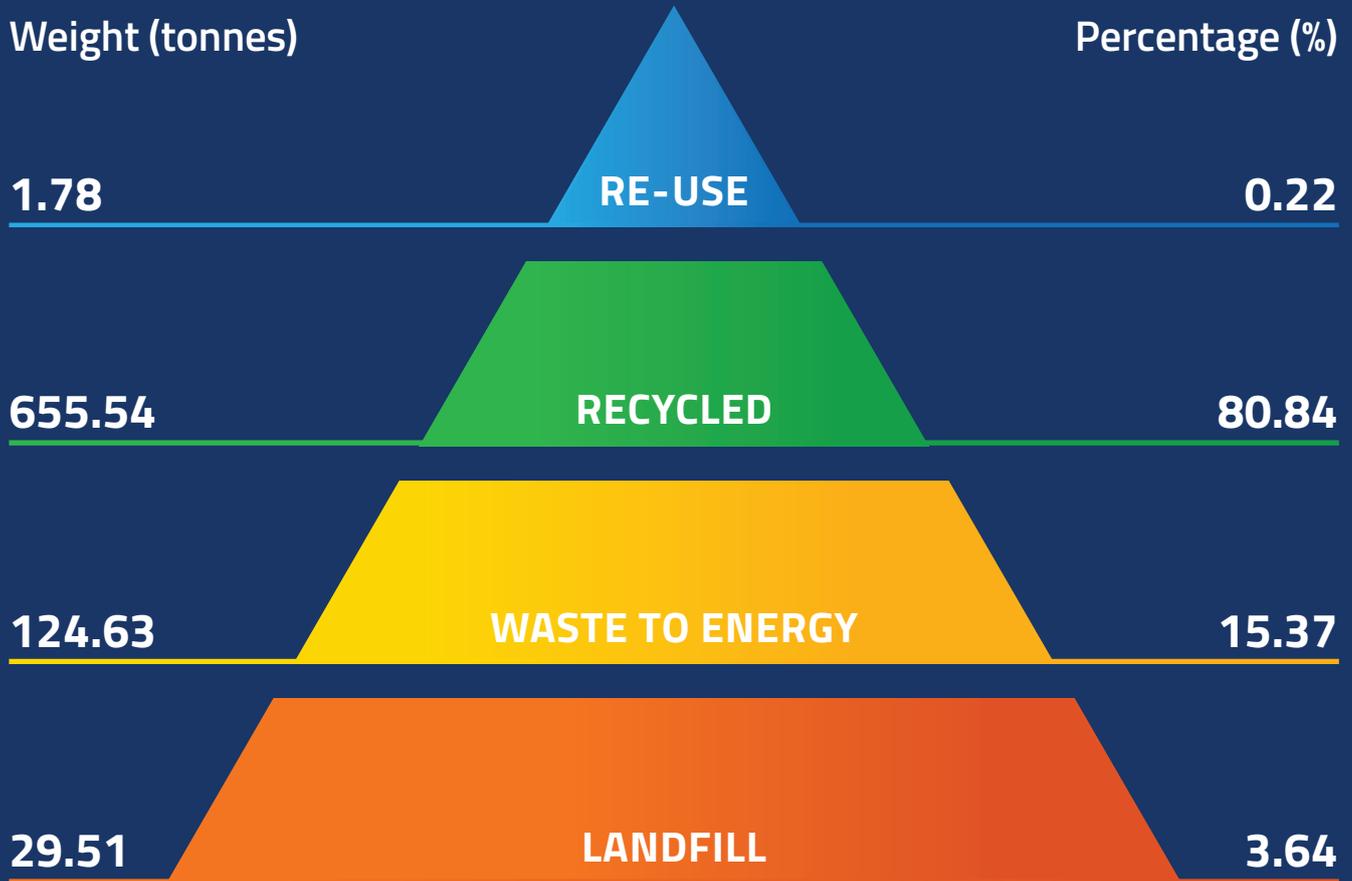
**2025 performance:**  
96.36%

## Recycling:

Our target was to recycle at least 70% of all waste. We exceeded this target and achieved over 80% due to improved data capture in 2025. Continuous improvements in office and depot recycling remains a key focus.

# WASTE MANAGEMENT PERFORMANCE

Total waste 2025: **811.46** TONNES



Landfill avoidance:

**781.95**  
TONNES

**96.36**  
PERCENT

The total weight of waste diverted from landfill in 2025 was equivalent to approximately:

# 89

**TYRANNOSAURUS REXS**

The notable Tyrannosaurus specimen housed at the Field Museum of Natural History in Chicago, Illinois, "Sue," is estimated to have weighed about 8.8 tonnes while alive. In total, in 2025 we generated 811.46 tonnes of waste – about the same weight as 92 T-Rexs.



# RE-USE & RECYCLING SUCCESSES

## Prevention:

Since launching our print reduction project in 2022, we've continued to promote mindful printing across BUUK. In 2025, this effort led to a 15% drop in printer paper use - saving 37,580 sheets and bringing annual usage down to 211,951 compared to 2024.

## Reuse and Recycling:

In 2025, BUUK expanded secure ICT reuse and recycling to all staff, enabling personal devices to be recycled alongside business assets.

- 1,085 laptops
- 429 tablets
- 94 desktops
- 549 mobile phones
- 5 servers

## End-of-Life Gas & Water Meters

We returned 265 tonnes of end-of-life gas and water meters for recycling in 2025, with component recovery rates of:

- Gas meters: 98%
- Gas regulators: 99%
- Water meters: 98%

Since starting the programme, over 950 tonnes of meters have been recycled.





# COMMUNITY SUPPORT IN ACTION

## OnHand

### Volunteering with OnHand:

Since launching our partnership with OnHand in December 2021, over 580 BUUK employees have used the app to complete community and environmental initiatives.

Users can complete pledges, earn points, and select from a range of eco and wellbeing tasks, including sustainability, CO<sub>2</sub>e reduction, eco and planet-friendly pledges, and wellbeing pledges (counted as standard pledges).

Total volunteering time reached 5,308 hours in 2025 – an additional 13% increase on last year's 45% increase.

This year, BUUK was awarded Gold in Volunteering Excellence in the 2025 Impact Awards for the volunteering efforts in support of Dream Care Farm, a local community project.

### Charity Highlights

This year we engaged with staff to nominate two major charities for the business to support. The chosen charities were the Isobel Sheppard Foundation and Tiny Tickers.

Through various fund-raising activities – including raffles, bake sales and walks/hikes – we raised a total of £6,600 for these charities.

Additional charities were supported through events held by collectives and smaller groups. These included:

- Coffee mornings in aid of Macmillan Cancer Support, raising £1,237, alongside this staff hosted a personal experience webinar, sharing the impact cancer has had on their lives.
- A clothes swap at Woolpit office, where 125kg of clothes were donated by staff for the event. Alongside a bake sale, a total of £3,600 was raised for the Albert Kennedy Trust. Remaining clothes were then provided to a local charity, WeCan – Achieving Aspirations CIC, to be worn for their Halloween Prom or sold to help fund the event.

## Education & Development

### Work Experience and Apprenticeships:

- In 2025, we provided work experience in IT, Finance, Electric Design (GTC & Power On), Customer Service and Construction. We plan to increase work experience in 2026 to six new departments.
- We have Apprentices in IT, Regulations, Design (GTC & Power On), Retail and Customer. We plan to expand this further in 2026 to Water, Fibre and Low-carbon heat.

### Our Graduate Programme:

- We have Graduate Schemes in Engineering, Sales, Finance, Commercial, Retail, IT and Energy Transformation. We have employed additional graduates in 2025.
- We offer a 12-month soft-skill development programme for all early careers. This includes key modules such as: Effective communication, being an effective follower and team member, time management & organisational skills, public speaking and presentation skills.

### Support for STEM:

BUUK has STEM Ambassadors and Early Careers Supporters who help promote opportunities.

BUUK have engaged with 11 schools and colleges at various events, delivering talks about BUUK's Early Career pathways.

We are members of The 5% Club. Members strive to achieve 5% of their workforce in 'earn and learn' positions (including apprentices, sponsored students and graduates on formalised training schemes) within five years of joining.



# EMPLOYEE ENGAGEMENT

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**SUSTAINABILITY CHAMPIONS & THE GREEN TEAM**

34

**BECOME A SUSTAINABILITY CHAMPION**

35





# SUSTAINABILITY CHAMPIONS & THE GREEN TEAM

In 2023, BUUK invited staff across the Group to volunteer as Sustainability Champions and join the Green Team – a network of staff representatives supporting our sustainability efforts. We currently have 26 champions.

## 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.
- Act as sustainability ambassadors for the group, promoting and encouraging good sustainability stewardship and practice.
- Represent the wider views of staff throughout the Group in terms of sustainability matters.
- Highlight and publicise good sustainability performance and practices.
- Identify and highlight issues and area where sustainability performance can be improved.
- Recommend changes to policy and practices to the Sustainability and Environmental Steering Group including where the creation of a focus group would help to improve performance in a defined business area.
- Recommend the best ways to engage the staff in environmental matters and assist with the implementation of process improvements.
- Encourage the staff throughout the business to get involved in sustainability initiatives.
- Help cascade performance and other relevant information to other members of staff.
- Assist with selecting appropriate sustainability training material and media.
- Work alongside the rest of the business to celebrate sustainability successes.

# BECOME A SUSTAINABILITY CHAMPION



**BUUK**  
infrastructure



# HEALTH & SAFETY

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**WORK SAFE HOME SAFE (WSHS)**

38

**THE BIG 5**

40



# WORK SAFE HOME SAFE (WSHS)



In 2025, we advanced our Work Safe Home Safe programme by focusing on building stronger a culture of ownership across the business. By equipping people managers with the right toolset to promote and maintain a psychologically safe workplace, we aim to strengthen open communication, trust, and accountability at every level. This will ensure safety and wellbeing remain at the heart of our culture and daily operations.

Our Work Safe Home Safe journey continues to be supported by culture change specialists, Tribe, who advise on our approach to maximise impact and embed meaningful and lasting behavioural change across the whole business.

The program is still delivered through a dedicated group of volunteer facilitators from a variety of roles across the organisation. Since 2024, the number of volunteers has increased by 50%.

## Workshop Feedback:



"Overall, a very positive experience."



"Engaged with us well, proving good examples to get the conversation flowing."



"Great course to be part of."



"The facilitators were engaging with the whole group to get us thinking about safety in our day-to-day role."



"Lovely people who care about the role."



This year, we are continuing to strengthen our commitment to Safety, Health and Wellbeing through our Work Safe Home Safe culture journey and our renewed focus on our Big 5 Risks. The campaign focuses on the five most significant risk areas across our operations.

**01**   
Electricity

Electrical incidents remain one of the most severe hazards in our industry. Over the past year, we delivered targeted awareness sessions, refreshed guidance, and widened access to practical training that supports safe isolation and energisation practices. Our efforts have helped reinforce the message that no electrical task is routine, and every activity must be planned with diligence and reviewed with care.

**02**   
Multi-utility  
Avoidance

Striking underground services poses serious safety risks and potential environmental disruption. Through our campaign, we strengthened our processes around planning, design, and multi-utility surveys. We also reviewed competency training on service avoidance techniques so teams can better anticipate, locate, and protect third party assets. These improvements are contributing to a reduction in strike events and increased confidence among operational teams.

**03**   
Driving

Driving and plant interactions account for a significant proportion of high potential incidents across the wider sector. We also introduced refreshed driver declarations, enhanced plant operator assessments, and Work Safe Home Safe sessions aimed at reinforcing safe decision making and ownership. These actions continue to help us reduce risk and promote responsible use of vehicles and equipment.

The Big 5 Risks campaign has played a pivotal role in raising awareness, improving capability, and reducing the likelihood of high-risk events across our business. By focusing on the risks that matter most and equipping our people with clear, practical mitigations, we continue to protect our workforce and uphold our commitment to sustainable, responsible operations.

04



## Occupational Health & Wellbeing

Protecting our people extends beyond physical safety. Our Health & Wellbeing initiatives have grown in both scale and visibility, with a continued emphasis on mental health support, occupational health surveillance, and promoting healthy working practices. We expanded access to mental health first aiders and Work Safe Home Safe Ambassadors in 2025 with improved signposting to support resources, and delivered campaigns focused on fatigue, stress management, and work–life balance. This holistic approach supports a healthier, more resilient workforce.

05



## Hazards

A core theme running through all five risk areas is the ability to recognise hazards early and respond appropriately. This year, we are launching a series of engagement tools including scenario based briefings, hazard spotting workshops, and site safety tours to improve situational awareness across all teams. By empowering our people to speak up, challenge unsafe conditions, and take ownership of risk, we are strengthening a culture where safety is viewed as everyone's responsibility.

# INCLUSION & DIVERSITY

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GREAT PLACE TO WORK®

44



# A GREAT PLACE TO WORK®

BUUK has been officially recognised as a Great Place to Work® for the Eighth consecutive year.

- **20th** Best Workplace in the UK
- **40th** Best Workplace for Development
- **30th** Best Workplace for Wellbeing
- **49th** Best Workplace for Women
- Best Workplace in Construction, Engineering & Property





# GOVERNANCE

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<b>ANTI-BRIBERY AND CORRUPTION</b>	48
<b>CYBERSECURITY</b>	49
<b>MODERN SLAVERY &amp; HUMAN TRAFFICKING</b>	50
<b>DATA PROTECTION</b>	51



# ANTI-BRIBERY AND CORRUPTION

IN 2025

**420**

HOURS OF TRAINING ON ANTI-BRIBERY AND CORRUPTION **WAS COMPLETED.**



BUUK has a comprehensive Anti-Bribery and Compliance (ABC) programme. All staff must follow the ABC Policy and the Code of Business Conduct and Ethics, with annual re-affirmation of compliance. The policy is reviewed annually by the Group’s Board and published on our website, with quarterly updates provided to the Board.

All third-party contracts include ABC provisions, and we carry out thorough vendor risk assessments.

A confidential ABC reporting hotline is available for external parties to report concerns.

# CYBER SECURITY

All staff complete cybersecurity training at induction and every six months, supported by regular real-world alert updates. External assessments, including Cyber Maturity Assessments, are carried out regularly.

In 2025, BUUK underwent an independent review by the National Computing Centre Group (NCC). NCC recommendations are tailored to our risk profile and support ongoing improvement. All members of staff are provided Cybersecurity and phishing awareness training.

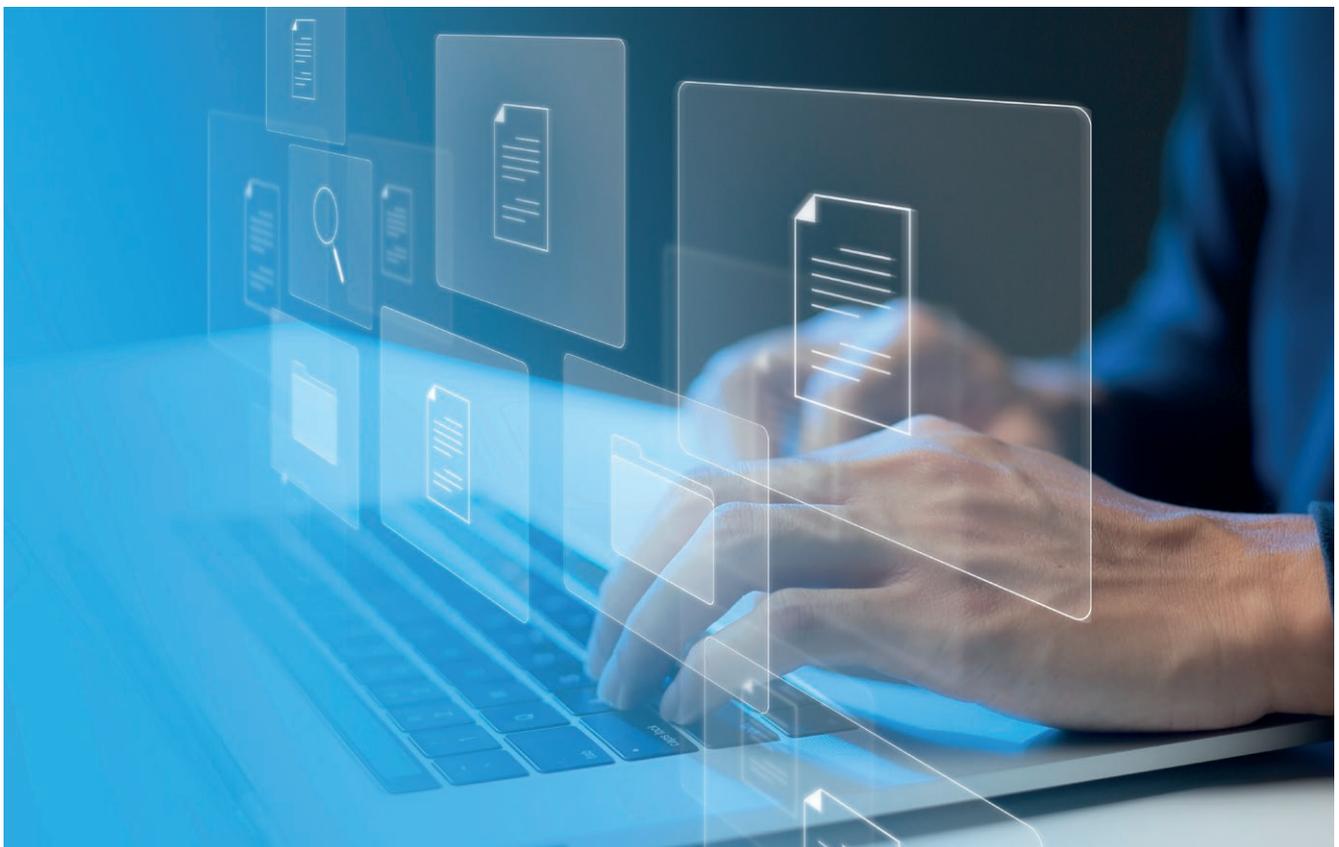
- GDPR training delivered to employees

# MODERN DAY SLAVERY AND **HUMAN TRAFFICKING**

BUUK maintains a robust anti-modern slavery programme, aligned with our Anti-Slavery and Human Trafficking Policy. The policy is reviewed annually by the Group’s Board, with quarterly updates and a published statement on our website.

All staff receive training and annually reaffirm compliance. Anti-modern slavery clauses are included in all third-party contracts, supported by thorough vendor risk assessments.

Suppliers are encouraged to develop their own Modern-Slavery Policy, but where necessary are requested to sign up to ours as part of the onboarding process and maintain compliance.



# DATA PROTECTION

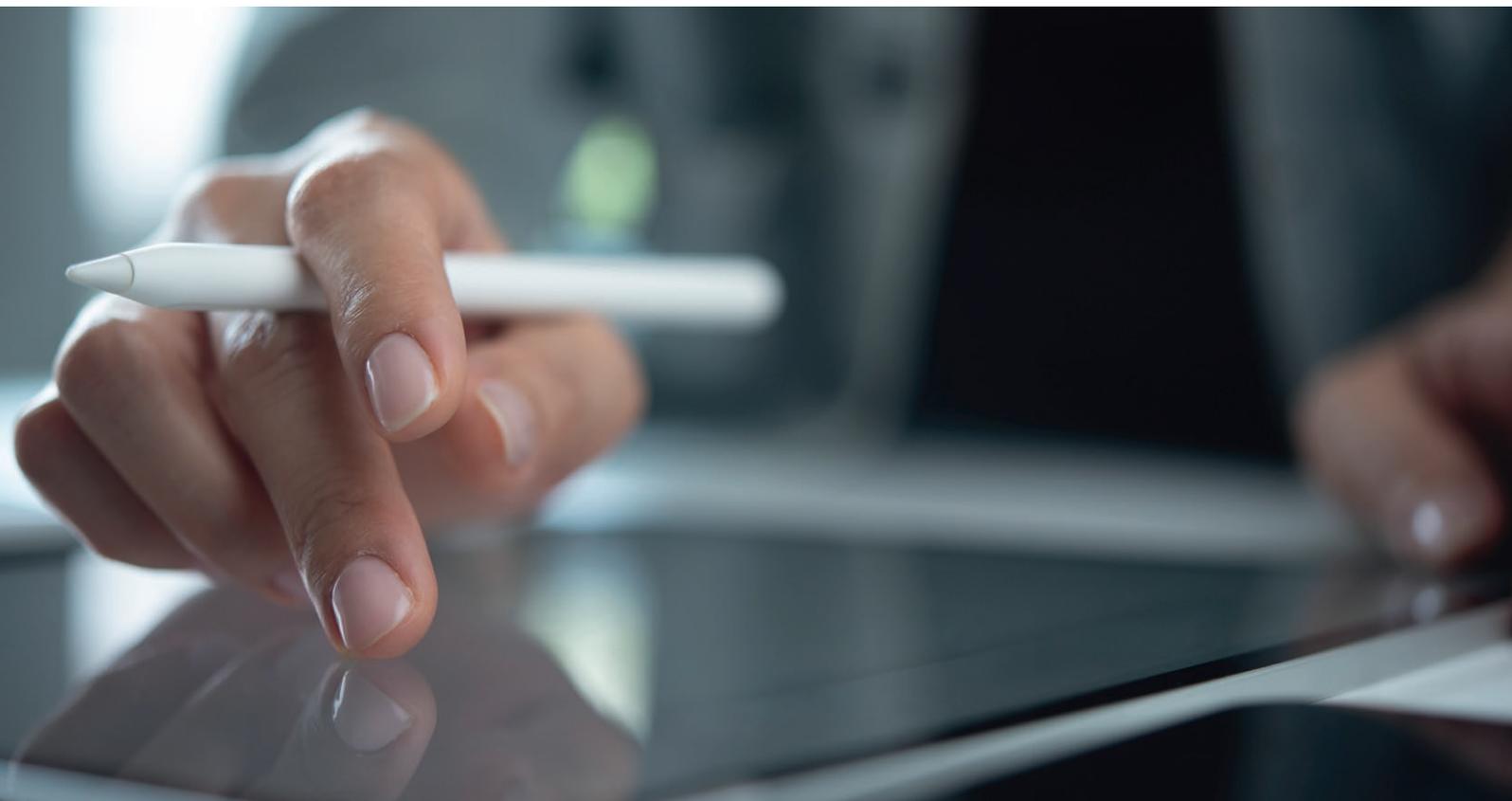
BUUK's ICT department uses secure hardware, networks, and software to safeguard data and monitor system activity. Any security incident is taken seriously, with full investigation, resolution, and accountability measures.

We enforce limited network access using authorised, up-to-date devices. USB storage and file-sharing services are prohibited. Cyber risks associated with suppliers are reviewed quarterly by senior management.

Each key system undergoes individual disaster recovery exercises annually. A full-scale recovery

test simulates complete ransomware failure using separate hardware.

Document control is managed by the SHEQ department's Quality team to ensure secure internal and external handling of sensitive data.



# GRESB - GLOBAL REAL ESTATE SUSTAINABILITY BENCHMARK

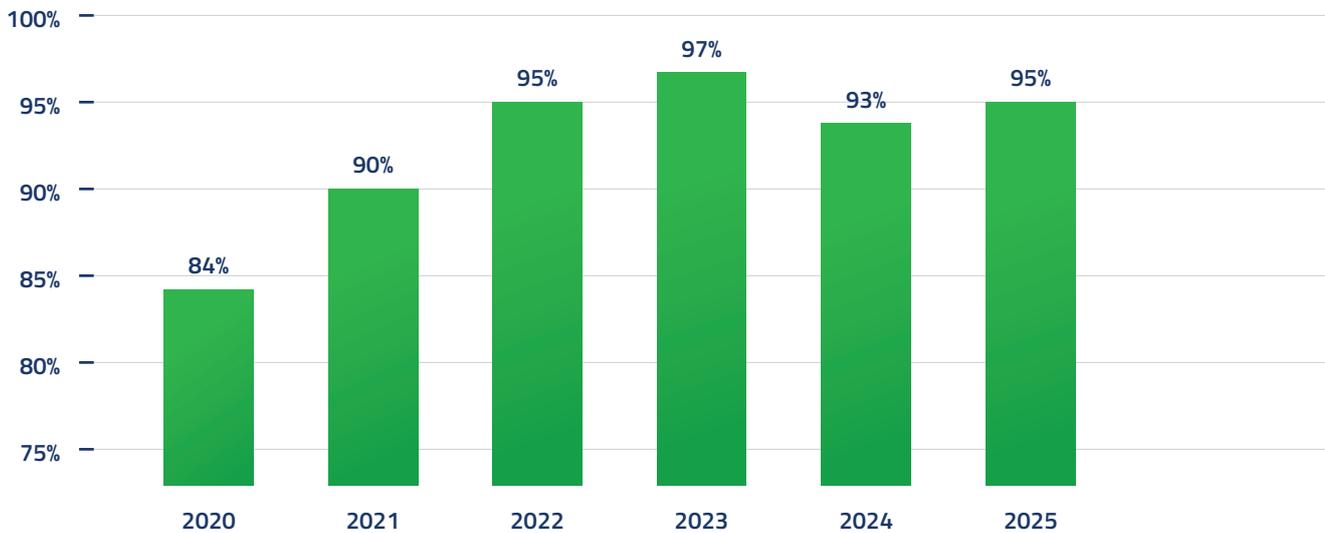
GRESB (Global Real Estate Sustainability Benchmark) offers a consistent and rigorous framework to evaluate ESG performance based on self-reported data. Its methodology aligns with material industry issues, the UN Sustainable Development Goals, the Paris Agreement, and other global reporting standards.

GRESB scoring is divided into two categories:

- **MANAGEMENT - WHICH EVALUATES COMPANY POLICIES, RISK MANAGEMENT, AND REPORTING PRACTICES**
- **PERFORMANCE - WHICH ASSESSES DATA ACCURACY ACROSS KEY INDICATORS LIKE ENERGY USE, EMISSIONS, AND HEALTH AND SAFETY**

The assessment is refined annually, with adjustments to questions and scoring to improve data quality and reporting strength.

## GRESB score by year





**Final GRESB Score**

GRESB AVERAGE 90  
PEER AVERAGE 91



**Management Score**

GRESB AVERAGE 34  
PEER AVERAGE 35



**Performance Score**

GRESB AVERAGE 55  
PEER AVERAGE 56

# OUR GOALS FOR 2026

Element	Objective
<b>ESG Data</b>	Ensure that all relevant ESG performance data is adequately captured, measured and reported on a timely basis.
<b>Performance</b>	No breaches of environmental legislation, environment incidents or major non-conformances in ISO 14001.
<b>Energy Centres</b>	Ensure all energy centres are decarbonised and using renewably sourced energy as their primary fuel source by 2040.
<b>Company Vehicles</b>	Develop and implement a fleet decarbonisation strategy with a target of zero tailpipe emissions by 2040.
<b>GHG Emissions</b>	Achieve carbon net-zero by 2040 in Scope 1 and Scope 2, and elements of Scope 3 for directly controlled operations.
<b>Waste</b>	Maintain waste to landfill at below 5% from all waste generated on sites we control.
<b>Biodiversity</b>	Increase biodiversity on directly controlled land and work with suppliers and customers on improvements.
<b>Plastic Packaging</b>	Maintain 0% virgin single use plastic packaging in our supply chain.
<b>Climate Change</b>	Review climate change risk assessments annually and revise them if required. Ensure mitigation plans are in place for any risks classified as very high.
<b>Material Sourcing and Resource Efficiency</b>	Maximise supply chain circularity by increasing the use of recycled materials in product and packaging manufacture, and by maximising the reuse or recycling of surplus/waste materials. Nominal target: 75%.
<b>Community</b>	Create a positive impact on local communities work through our volunteer programme and continue to improve our annual volunteer hours.
<b>Modern Slavery &amp; Human Trafficking</b>	No breaches of Modern Slavery by BUUK or any of its Supply Chain Partners.

Element	Objective
<b>Health &amp; Safety - Staff</b>	Aspiration to achieve zero lost time injuries to our people (stretch target), with a working target of >30% improvement from previous year. No High Risk Incidents or Serious Safety Incidents. No breaches of H&S legislation and no management system Major Non-conformances.
<b>Health &amp; Safety – Contractors</b>	Aspiration to achieve zero lost time injuries across our contracting community (stretch target). No High Risk Incidents or Serious Safety Incidents.
<b>Health &amp; Safety – Supply Chain</b>	Aspiration to achieve zero lost time injuries across our supply chain (stretch target). No High Risk Incidents or Serious Safety Incidents.
<b>Health &amp; Safety – Network Users</b>	Ensure that we cause zero injuries to our customers through our operations.
<b>Equality, Diversity &amp; Inclusion</b>	Reduce our gender pay gaps, become a neuro-inclusive employer and improve our people data.
<b>Stakeholder Relations – Staff</b>	Undertake annual independently assessed cultural surveys/audits with our staff and be assessed as a Great Place to Work, a Great Place to Work for Wellbeing and a Great Place to work for Women. Response target: 60% of the workforce.
<b>Local Employment</b>	50% of office-based employees to live within 25 miles of their primary working location.
<b>Anti-Bribery &amp; Corruption</b>	No breaches of Anti Bribery & Corruption legislation.
<b>Cyber Security</b>	Implementation of data loss prevention programme to ensure that data is well protected. Annual pen testing and annual DR testing carried out.
<b>Conflicts of Interest</b>	No conflicts of interest identified by BUUK which have not pro-actively been formally reported in advance by the staff member concerned.
<b>Corporate Facilitation</b>	No breaches of the Criminal Finances Act 2017 in respect of the facilitation of tax evasion.
<b>Code of Conduct &amp; Ethics</b>	Annual reaffirmation of understanding and acceptance of policy by all staff.
<b>Regulation</b>	Ensure that BUUK remains compliant to economic regulations, its regulatory licenced and subsidiary operating codes.
<b>Financial Reporting</b>	Comply with required climate - related financial disclosures in BUUK Group financial statements.



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