

# 2024 SUSTAINABILITY REPORT





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OUR ESG COMMITMENT

As the UK’s leading independent last-mile utility networks connections provider, BUUK Infrastructure is committed to setting the standard for Environmental, Social, and Governance (ESG) 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 making meaningful contributions both in 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 utility networks. We design, build, own, and operate essential utility infrastructure - serving over 3 million homes and nearly 50,000 networks across England, Wales, and Scotland.

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

- 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 heat services to customers connected to our networks.



# OUR PROGRESS IN 2024

In 2024, BUUK made meaningful strides across environmental, social, and governance priorities:

- Carbon Emissions: We’ve extended our emissions projection through to our Net Zero target year of 2040 and working on improving our data capture for scope 3 emissions. This year we have included hotel stays and are currently developing tools to assess emissions from commuting and remote work.
- Awards: BUUK’s electric heat pump network solution received three industry awards.
- Volunteering: Staff contributed over 4,600 volunteer hours - a significant increase of 45% on 2023.
- Sustainability: Print volume across the group was reduced by 12% with further reductions expected in 2025.
- Energy: All electricity suppliers within our offices and depots operate under 100% renewable energy contracts.
- Workplace Recognition: BUUK was recognised as a Great Place to Work- for Wellbeing, Women, and Development - and joined the Fortune 100 Best Companies to Work for in Europe.
- Health & Safety: 1,000 team members took part in phase three of our “Work Safe, Home Safe” workplace safety and cultural change programme, titled “We Care”.
- GRESB Performance: We achieved an overall score of 93 out of 100 in the Global Real Estate Sustainability Benchmark, and in the performance section we scored 59 out of 60. Reinforcing our leadership within our peer group.
- Charity Engagement: IWNL and Metropolitan have partnered with Scope, a charity who campaign to transform attitudes to disability, tackle injustice and inspire action. With Scope’s assistance, IWNL and Metropolitan have changed their recruitment process to be more inclusive to candidates considered disabled.

See further 2024 ESG achievements and improvements in the Progress in Practice section on pages 68 to 75.



# CONNECTING COMMUNITIES POWERING PROGRESS

2024 ESG Report: CEO Statement

BUUK’s 2024 ESG achievements reflect our ambition to lead with integrity, create lasting social value, and achieve Net Zero by 2040.

At BUUK Infrastructure, we believe sustainability is not just a commitment - it is our responsibility. As the UK’s leading independent utility networks provider, we are uniquely positioned to shape a more sustainable, inclusive, and resilient future. Our work connects over 3 million homes and businesses, and we embrace the opportunity this scale brings to lead positive environmental and social change.

Guided by the principles of Environmental, Social, and Governance (ESG) excellence, 2024 marked a year of meaningful progress across all areas of our business. From expanding renewable energy use to reducing greenhouse gas emissions for our customers through the launching of our award-winning low-carbon heat networks, our teams have demonstrated innovation, integrity, and impact. I’m especially proud of our record volunteering hours, advancements in waste recycling, and the growing network of Sustainability Champions



driving grassroots change across the Group. We remain committed to achieving Net Zero across our directly controlled operations by 2040. Our Net Zero Roadmap outlines the bold steps we are taking - underpinned by rigorous data, smart technologies, and strong governance. We continue to benchmark ourselves against global ESG standards and proudly support all 17 UN Sustainable Development Goals, with a focus on those most aligned to our operations and values.

This report shares the achievements of the past year and sets the stage for the journey ahead. It reflects the passion and dedication of our people and partners, and our collective belief that a sustainable future is built not just with infrastructure - but with purpose.








**Sam Hockman, Chief Executive Officer**  
**BUUK Infrastructure**











# 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
	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.	Through our decarbonisation plans to provide affordable and sustainable heating.
	Promote suitable, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Throughout the business and our partnership with Great Places to Work to promote inclusivity and a safe place to work.
	Build resilient infrastructure, promote inclusive and sustainable industry and foster innovation.	Through our development of community heating hubs.

SDG	Requirement	BUUK's Compliance/Contribution/Support
	Reduce inequality, ensure equal opportunities and end discrimination.	BUUK's value to be Balanced and Fair. We advocate Equality, Diversity and Inclusion in all we do.
	Make cities and human settlements inclusive, safe, resilient and sustainable.	Through our company's group values and the development of our Social Value plan.
	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 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 place relating to the Woolpit office. We own and ensure compliance with requirements on sites where we work.

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*

“I have been with BUUK since August 2024. During my career I have always been committed to sustainability and I’m proud to recently have become a Chartered Environmentalist.

At BUUK, my passion for driving positive change and improving sustainability is at the forefront of everything I do. My goal is to create innovative solutions that not only meet environmental standards but exceed them, helping to enhance a culture of sustainability across the business.



**SAM ELLIS-DAVIES** PIEMA  
*Sustainability Officer*

“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.

Since joining the Sustainability team in 2022, I have worked with the business to produce our annual sustainability reports and collate emissions information to provide to stakeholders.

# 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 well-being, 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 help 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 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 assessment of our greenhouse gas (GHG) emissions.

This assessment followed the ISO 14064-1:2018 standard and used the 2024 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 (see page 23) indicate that significant reductions are expected between 2030 and 2040, driven by:

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

A detailed emissions reduction roadmap can be found on our emissions projection. In 2024, BUUK’s carbon intensity was 43.11 tonnes of CO<sub>2</sub>e per £ million turnover, a reduction of 1.05 tonnes compared to 2023.

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.





GHG SCOPE 1  
EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2023	2024	Difference		2023	2024	Difference
NATURAL GAS – HEAT CENTRE	KWh	65,304,864.33	76,418,077.00	17.0%	TCO <sub>2</sub> e	11,946.15	14,000.28	17.2%
NATURAL GAS – OFFICE	KWh	134,147	121,577.30	-9.4%	TCO <sub>2</sub> e	24.54	22.23704	-9.4%
LPG	Litre	616	89.91	-85.4%	TCO <sub>2</sub> e	1.56	0.14	-91.0%
HEATING OIL	Litre	0	5,799		TCO <sub>2</sub> e	-	14.73	
AIR CONDITIONING	Kg	26.55	0	-100%	TCO <sub>2</sub> e	51.08	0	-100%
SF6 LOSSES	Kg	0	0.11		TCO <sub>2</sub> e	0	2.59	
DIESEL – COMPANY FLEET	Litre	2,276,968.50	2,247,766.22	-1.3%	TCO <sub>2</sub> e	5,641.8	5,648.16	0.1%
PETROL – COMPANY FLEET	Litre	285,833.79	494,309.53	72.9%	TCO <sub>2</sub> e	631.38	1,030.34	63.2%

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 1 Emissions 2024 –  
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.

Natural gas use at our offices has fallen following our move out of Astra House, which had minor gas consumption.

Fleet emissions have risen overall due to a growing number of vehicles, through a shift toward hybrid and petrol cars has reduced diesel use.

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

The projection of Scope 1 and 2 emissions to 2040 is shown on page 23.





GHG SCOPE 2  
EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2023	2024	Difference		2023	2024	Difference
ELECTRIC HEAT	KWh	541,931.87	532,238.59	-1.8%	TCO <sub>2</sub> e	112.22	110.2	-1.8%
ELECTRIC OFFICE	KWh	1,303,633.24	1,675,730.50	28.5%	TCO <sub>2</sub> e	269.95	346.96	28.5%
ELECTRIC GENERATION - HEAT	KWh	14,187,691.00	17,383,016.00	22.5%	TCO <sub>2</sub> e	2,937.90	3,599.15	22.5%
ELECTRIC GENERATION - WOOLPIT SOLAR	KWh	24,610.00	26,356.00	7.1%	TCO <sub>2</sub> e	5.1	5.4570098	7.0%

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

- KEY
- Increase in emissions
  - Decrease in emissions
  - No change

Greenhouse Gas Scope 2 Emissions 2024 – Explanation

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.

By the end of 2024, all offices and Energy Centres were on 100% renewable energy contracts, so Market-Based emissions are zero.

The figures shown reflect Location-Based emissions.

Additionally, our heat centres generate electricity as a by-product of heat production, which is used onsite to reduce grid demand and offset Location-Based emissions.

The projection of Scope 1 and 2 emissions to 2040 is shown on page 23.

GHG SCOPE 3  
EMISSIONS

Element	Unit of Measure	Consumption:			Unit of Measure	Emissions		
		2023	2024	Difference		2023	2024	Difference
GREY FLEET	Miles	103,800	144,143	39.9%	TCO <sub>2</sub> e	40.07	48.91	22.1%
WELL-TO-TANK GAS	KWh	65,352,633.65	72,385,130.00	10.8%	TCO <sub>2</sub> e	2,187.35	2,369.56	8.3%
WELL-TO-TANK LPG	Litre	616	89.91	-85.4%	TCO <sub>2</sub> e	0.11	0.02	-84.8%
WELL-TO-TANK HEATING OIL	Litre	0	5,799		TCO <sub>2</sub> e	0	3.08	
WELL-TO-TANK DIESEL	Litre	2,261,784.66	2,267,070.43	0.2%	TCO <sub>2</sub> e	1,381.97	1,385.20	0.2%
WELL-TO-TANK PETROL	Litre	301,017.63	564,792.10	87.6%	TCO <sub>2</sub> e	174.87	328.11	87.6%
TRANSMISSION & DISTRIBUTION	KWh	2,085,666.08	2,207,969.09	5.9%	TCO <sub>2</sub> e	35.65	49.17	37.9%
HOTEL STAYS	Nights		10,138		TCO <sub>2</sub> e		105.63	105.63

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
  - No change

Greenhouse Gas Scope 3 Emissions 2024 – Explanation

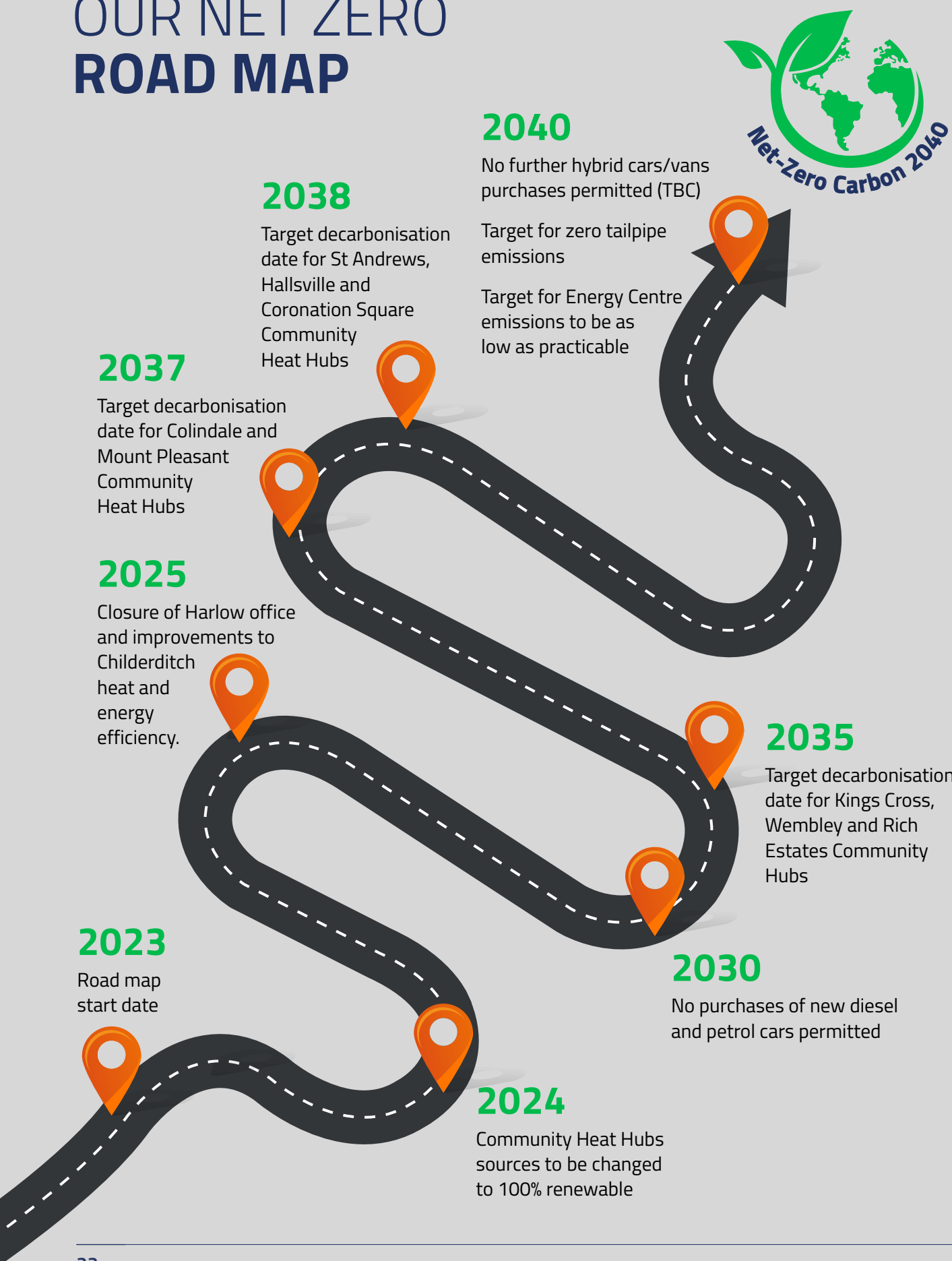
Most reported Scope 3 emissions relate to upstream well-to-tank emissions from Scope 1 fuels. These factors account for emissions from the production, processing, and delivery of fuels.

In 2024, we expanded our Scope 3 reporting to include hotel stays linked to business travel.

Work is ongoing to identify and report additional Scope 3 emission sources.

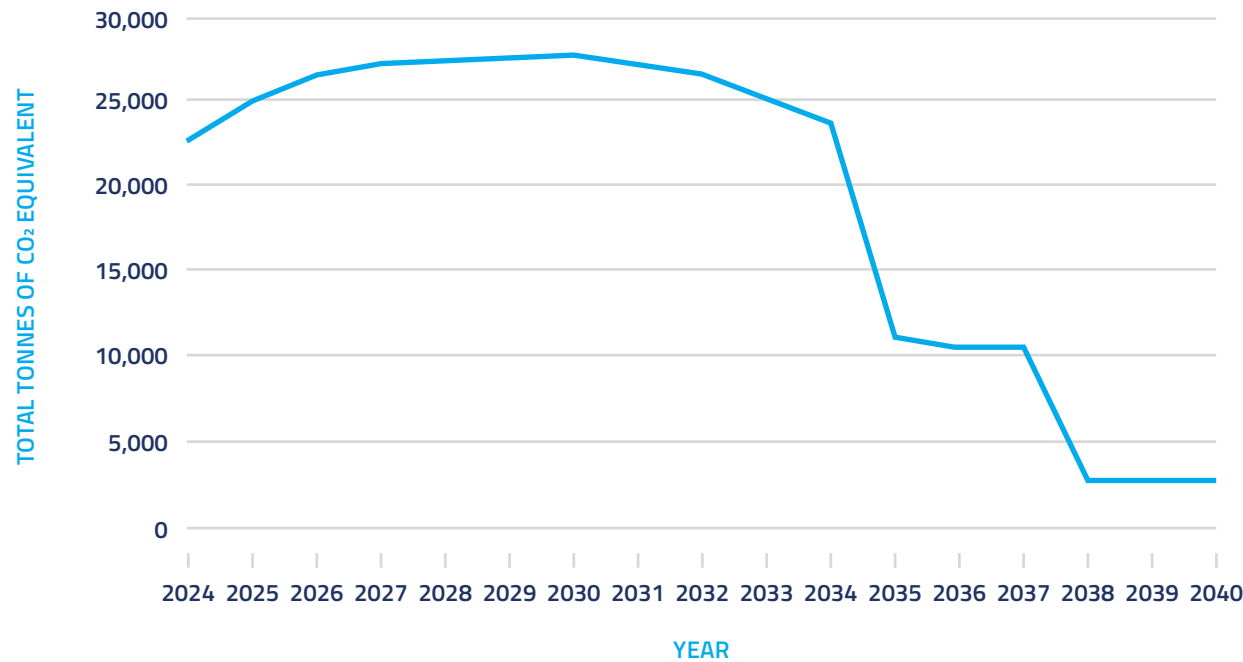


# OUR NET ZERO ROAD MAP



# EMISSIONS PROJECTIONS TO 2040

Projected Emissions to 2040



## Scope 1 Emissions – Future Outlook

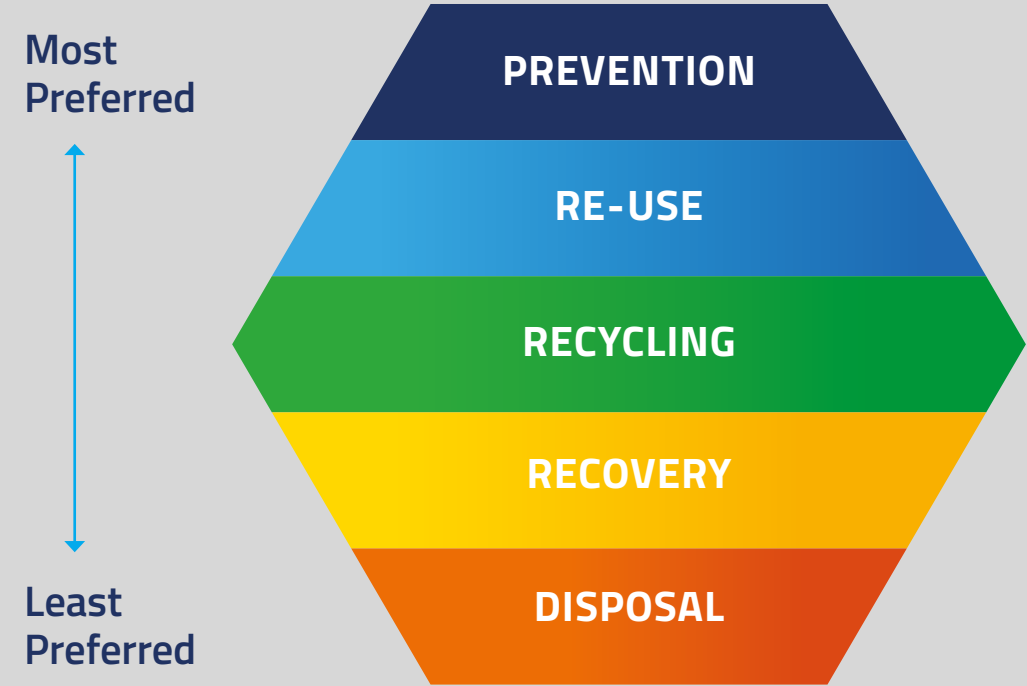
Heat Centre emissions are expected to rise sharply until 2026, then grow gradually until 2030, before declining with decarbonisation starting in 2035.

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

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

Options to offset residual emissions are currently under review.

# PROVEN BEST PRACTICE: THE WASTE HIERARCHY



## 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:**  
100% landfill avoidance  
**2024 performance:**  
95.25%

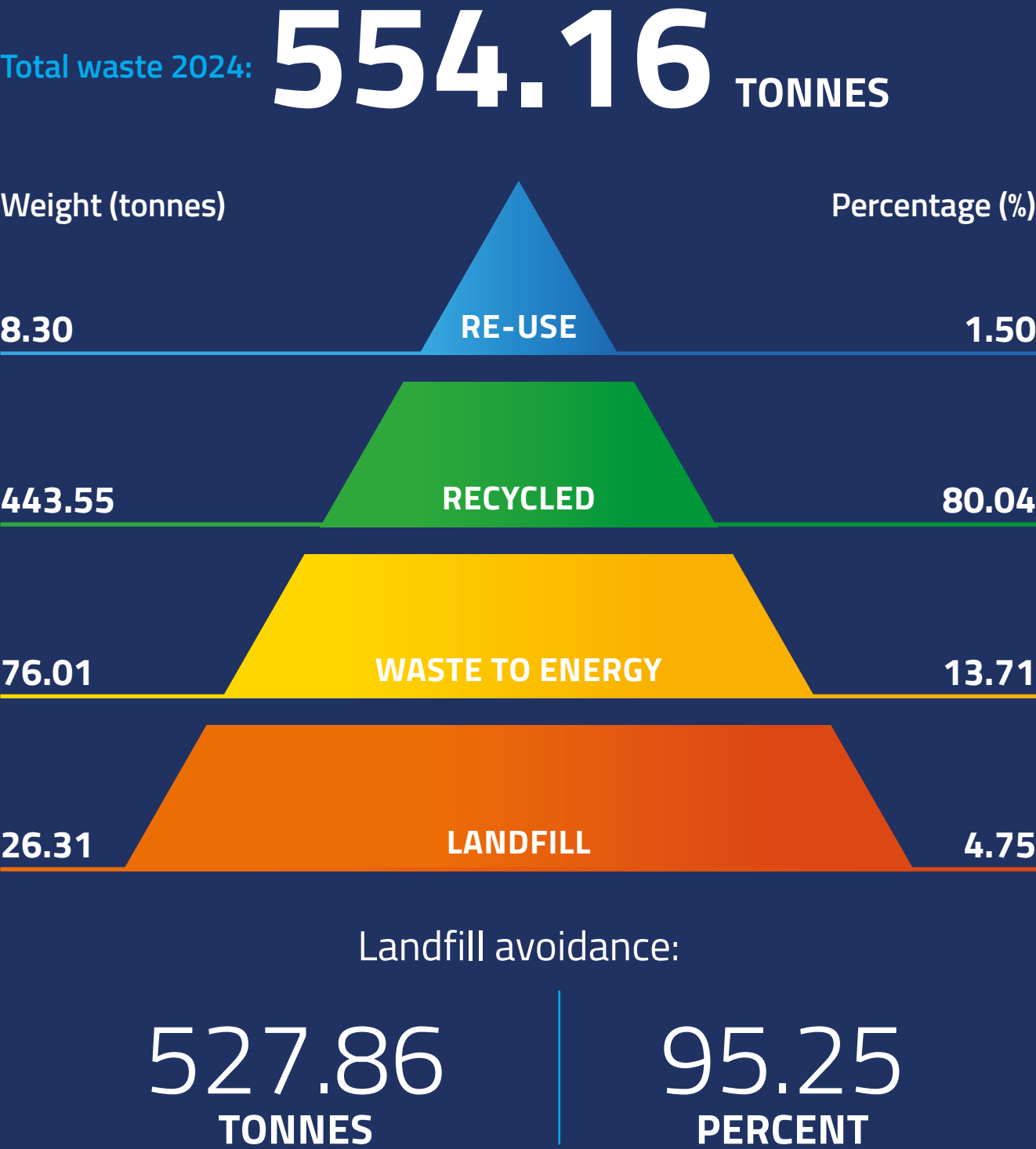
Overall processed waste was 200 tonnes less than in 2023. Achieving 100% is challenging due to mandatory annual maintenance at Waste to Energy facilities.

## Recycling

Our target was to recycle at least 70% of all waste; with improved data capture in 2024, we reached approximately 80%. Continuous improvements in office and depot recycling remain a key focus.



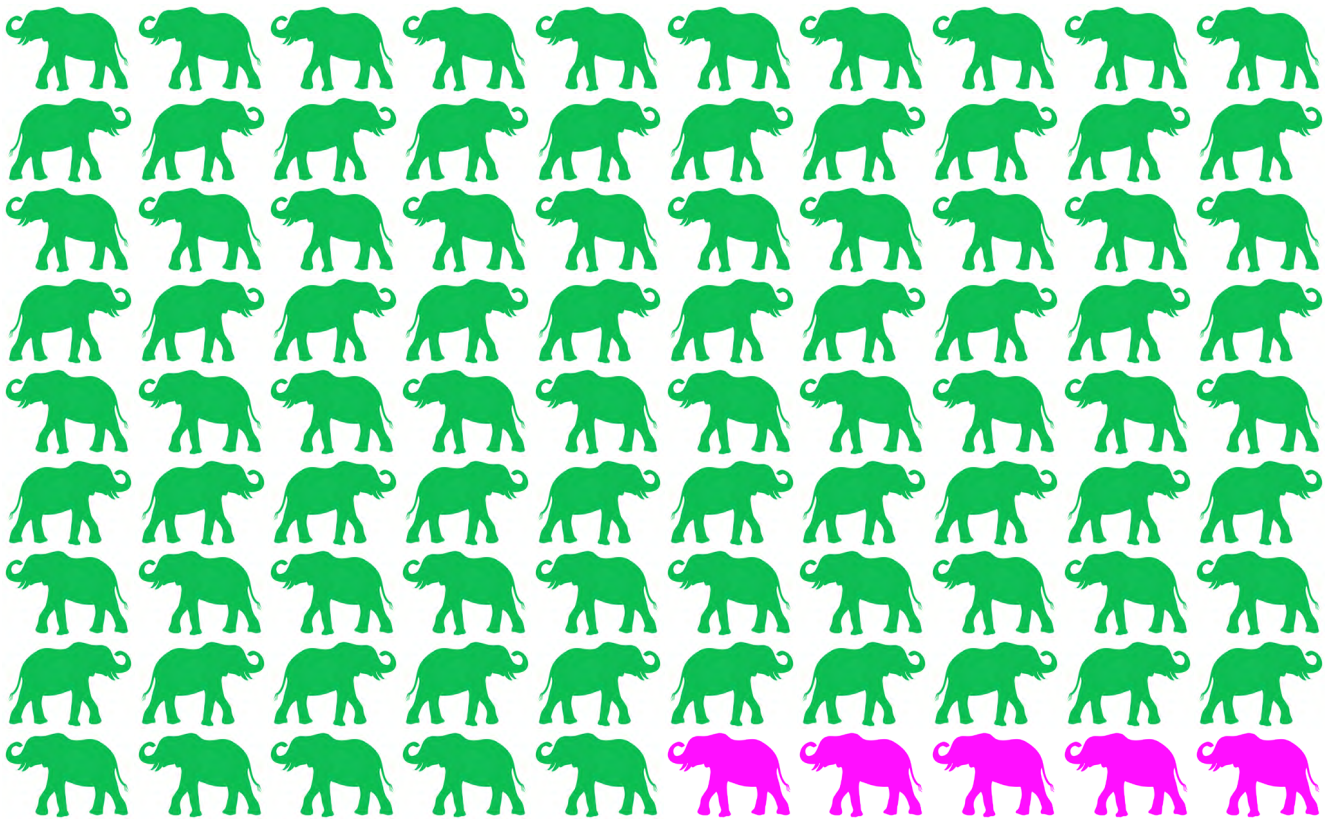
WASTE MANAGEMENT  
PERFORMANCE



The total weight of waste diverted from landfill in 2024 equated to the weight of:

**85**  
**ELEPHANTS**

In comparison, an average African bush elephant weighs about 6.10 tonnes. In 2024, we generated 554.16 tonnes in 2024 - about the same weight as 90 African bush elephants





# RE-USE & RECYCLING SUCCESSES

## Prevention

Since launching our print reduction project in 2022, we’ve continued to promote mindful printing across BUUK. In 2024, this effort led to a 12% drop in printer paper use - saving 32,583 sheets and bringing annual usage down to 249,531. We expect further reductions in 2025.

## Reuse and Recycling

In 2024, BUUK expanded secure ICT reuse and recycling to all staff, enabling personal devices to be recycled alongside business assets. Over the year, we sent the following for reuse or recycling:

- 309 laptops
- 9 tablets
- 10 desktops
- 270 mobile phones
- 145 monitors



## End-of-Life Gas & Water Meters

We returned 157 tonnes of end-of-life gas and water meters for recycling in 2024, with component recovery rates of:

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

Since starting the programme, over 700 tonnes of meters have been recycled.





# COMMUNITY SUPPORT IN ACTION

## OnHand

### Volunteering with OnHand

Since launching our partnership with OnHand in December 2021, over 500 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 (which count as standard pledges).

Key achievements to date	Number of missions
Total actions completed	952
Environmental actions	556
Community support	3
Add your own missions	19
Eco clean-ups	3
TOTAL	1,406

In addition to our OnHand activity, staff completed 729 hours of volunteering across the business.

Total volunteering time reached 4,699 hours in 2024 - a 45% increase from last year.

A standout example: GTC Construction led a large-scale cross-department volunteering project at Dream Care Farm (see page 69 for details).

### Charity Highlights

In 2024, we held a range of fundraising events supporting our chosen charities, Crisis and Samaritans, along with other causes close to our employees' hearts:

- Comic Relief Sports Day (with Pilates & Boxercise): £1,502 raised
- Graduate Peak District Hike for Crisis: £660 raised
- 100km Challenge (Power On team): £4,300+ raised for Sarcoma UK & the Isobel Sheppard Legacy Fund
- New partnership launched with Every Child Online, supporting digital inclusion (see page 75)

### Education & Development

**Our Apprenticeships:**

In 2024, we added three new apprenticeships:

- 2 x Electrical Power Networks Engineering (Power On & GTC Design)
- 1 x degree apprenticeship (BA Hons Chartered Manager)

This brings our total number of apprentices to 10.

**More planned for 2025:**

- 1 x Level 3 apprenticeships in IT Services
- 4 x Level 3 apprenticeships in Customer Service (2 in Wales and 2 in Woolpit)
- 3 x Level 4 apprenticeships in Electrical Power Networks Engineering (Power On)

Feedback from our apprentices has been overwhelmingly positive:

*"The idea of continuing to learn while developing my career is what attracted me."*

*"The BUUK role offered the perfect mix of study, work, and experience."*

### Our Graduate Programme:

BUUK expanded its graduate scheme in 2024 with four new roles:

- 2 x Sales
- 1 x Energy Transformation IT
- 1 x Energy Services (focused on low carbon technologies)

Graduates also delivered presentations to the Executive Board, gaining valuable exposure and leadership experience.

### STEM Support

In 2024, BUUK ambassadors attended 15 STEM events across schools and universities.

We partnered with four local schools and one Further Education provider, offering work experience placements in IT, Customer Services, and Design.

In 2025, we plan to extend work experience opportunities to include our Heat and Finance departments.



# OUR COMMITMENT TO CUSTOMER SERVICE

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# CS SURVEYS & RESULTS

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

CES												NPS				
J	F	M	A	M	J	J	A	S	O	N	D	Q1	Q2	Q3	Q4	Surveys
2.30	1.90	2.00	1.90	2.00	1.70	1.70	1.80	1.70	1.60	2.70	1.60	62	72	76	55	2,031
2.00	2.10	1.60	2.20	2.00	2.50	2.00	1.90	2.50	2.40	2.00	2.10	76	65	71	59	288
2.80	2.40	2.40	2.40	2.90	2.40	2.40	2.50	2.40	2.50	2.80	2.30	44	41	41	44	1,733
3.10	2.90	3.50	3.50	2.80	2.80	2.60	3.30	3.10	2.90	2.70	2.60	30	27	15	17	1,448
3.00	4.90	1.00	3.70	5.40	3.20	3.20	3.10	3.00	3.50	2.80	2.30	33	-1	20	18	326
3.90	4.80	4.70	3.80	3.10	4.50	3.50	4.20	4.20	4.30	5.10	6.40	-7	15	-1	-23	1,846
2.50	4.10	4.70	2.60	4.50	3.40	2.30	3.70	5.20	1.80	1.00	3.20	26	40	13	28	61

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

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

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).





# CUSTOMER COMPLAINTS

Most complaints in 2024 came from electricity end-user customers and were typically related to power outages - both planned and unplanned.

In March 2024, we launched an Expressions of Dissatisfaction (EoD) app to better capture concerns that may not be formally logged as complaints. This aligns us with Ofgem’s Regulatory Instructions and Guidance (RIGS), which defines a complaint as:

‘Complaint means any expression of dissatisfaction made to an organisation, related to any one or more of its products, its services or the manner in which it has dealt with any such expression of dissatisfaction, where a response is provided by or on behalf of that organisation at the point at which contact is made or a response is explicitly or implicitly required or expected to be provided thereafter.’

Complaints in 2024	Number
GTC Group Total (of which Net Complaints: 238 Expressions of Dissatisfaction: 608)	846
Developer	30
Regulated End-User Complaints:	766
Public Complaint	50



## Guaranteed Standards of Service (GSOS) Payment info (For outages):

FOR GAS

Incidents	Customers affected	Total GSOS amount owed
24	1,759	£419,000

FOR ELECTRIC

	Incidents	Customers affected	Total GSOS amount owed
ETC Electric Transportation Company	94	2,703	£95,690
IPNL Independent Power Networks	10	504	£79,095



# EMPLOYEE ENGAGEMENT

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# EMPLOYEE NUMBERS

Employee figures as at 31/12/2024

Company	FTE Employee Count
GTC	1,283*
GUC	421
Power On Connections	305
Passiv	53
Levelise	18
Express Utilities	51
TOTAL	2,131



\*Metropolitan employees are included within GTC.





# 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 to the Sustainability and Environmental Steering Group changes to policy and practices and where the creation of a focus group would help to improve performance in a defined business area.
- 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 in cascading performance and other relevant information to other members of staff.
- Assist with the selection of Sustainability training material and media.
- Work alongside the rest of the business to celebrate its sustainability successes.



# BECOME A SUSTAINABILITY CHAMPION





# DEVELOPMENT TRAINING

Subject	Hours
Equity, Diversity & Inclusion	437
Unconscious Bias	339
Resilience & Emotional Intelligence	172
Aspiring Managers Programme	2,943
Mental Health Webinars	637
Menopause Webinars	88
Institute of Leadership & Management Training courses	6,566
TOTAL HOURS	11,182





# HEALTH & SAFETY

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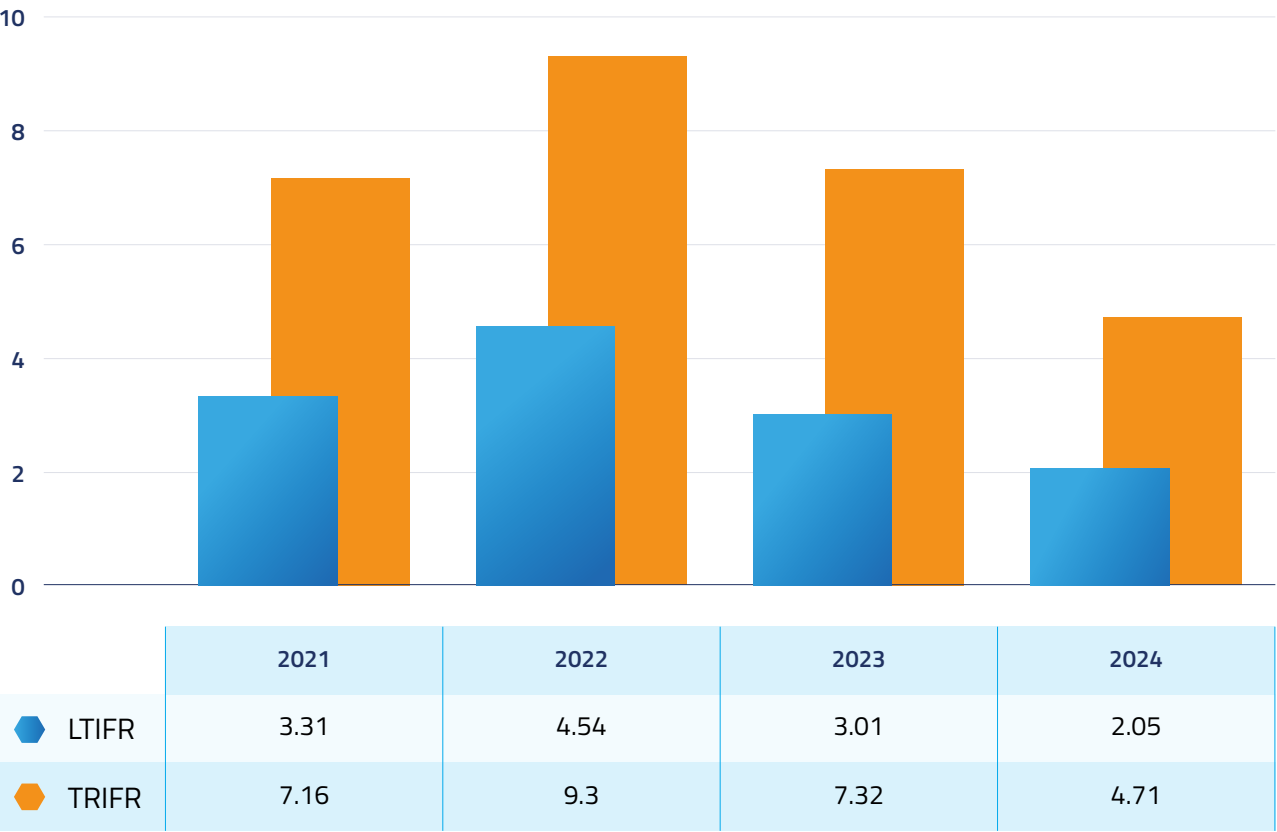
# HEALTH & SAFETY PERFORMANCE

Employees	2022	2023	2024
Fatalities	–	–	–
Lost Time Injuries	17	13	8
Total Recordable Injuries	34	29	21
Near Miss Incidents	54	76	94
Hazards	1,868	2,392	3,968
Hours Worked	3,550,483	3,757,866	3,938,382
Lost Time Injury Frequency Rate (LTIFR)	4.79	3.5	2.03
Total Recordable Injury Frequency Rate (TRIFR)	9.58	7.72	5.33

Contractor	2022	2023	2024
Fatalities	–	–	–
Lost Time Injuries	3	1	2
Total Recordable Injuries	7	5	2
Near Miss Incidents	–	–	–
Hazards	–	–	–
Hours Worked	857,504	886,653	942,318
Lost Time Injury Frequency Rate (LTIFR)	3.5	1.13	2.12
Total Recordable Injury Frequency Rate (TRIFR)	8.16	5.64	2.12

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

## Lost Time Injuries



LTIFR (Lost Time Injury Frequency Rate) is the number of lost time injuries occurring in a workplace per 1 million hours worked.

In 2024, BUUK had an LTFIR of 2.03, meaning that we had that 2 lost time injuries occur on a job site every 1 million hours worked.

Lost time injuries (LTI) include all on-the-job injuries that require a person to stay away from work for more than 24 hours.



# WORK SAFE HOME SAFE (WSHS)



BUUK’s SHEQ team continues to deliver the Work Safe Home Safe programme, designed to promote safety awareness at work and at home.

In 2024, the focus shifted toward building a culture of care - highlighting how everyday actions and decisions impact safety. This message is embedded in our 'We Care' workshops, which have now engaged over 1,000 colleagues and will continue through Q1 2025.

The programme is supported by behavioural change experts Tribe, who guide us in embedding lasting cultural improvements. A team of trained volunteer facilitators from across the business leads the workshops, encouraging collaboration and ownership at every level.

## Workshop Feedback:

“

“It helped me connect my office work to its impact on-site.”

“

“A great course – looking forward to my team attending and the conversations it’ll spark.”

“

“The real-life scenario really brought the topic to life.”

“


“Facilitators were open, enthusiastic, and made the session relatable.”








THE  
**BIG5**


In 2024, we introduced The Big 5 - the top five risks to health, safety, and wellbeing at BUUK, identified through incident data and feedback from 2023 workshops:

- 01** 

Electricity
- 02** 

Utility Avoidance
- 03** 

People, Plant & Equipment
- 04** 

Occupational Health & Wellbeing
- 05** 

Driving

Each risk is championed by a senior leader who supports the WSHS committee and has helped create manager toolkits to guide team discussions.



# INCLUSION & DIVERSITY

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# A GREAT PLACE TO WORK®

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

In 2024, we ranked:

- 20th Best Workplaces in the UK
- 39th Best Workplace for Development
- 23rd Best Workplace for Wellbeing
- 50th Best Workplace for Women

We were also recognised in Construction, Engineering & Property and on the Fortune 100 Best Companies to Work For in Europe — one of just eight UK organisations to receive this accolade.

- 29% of our workforce identify as female (vs. 17% in the UK Energy & Utilities sector)
- 13% of our workforce identify as ethnic minorities (vs. 5% sector average)
- We continue to aim for 50% female applicants for all advertised roles

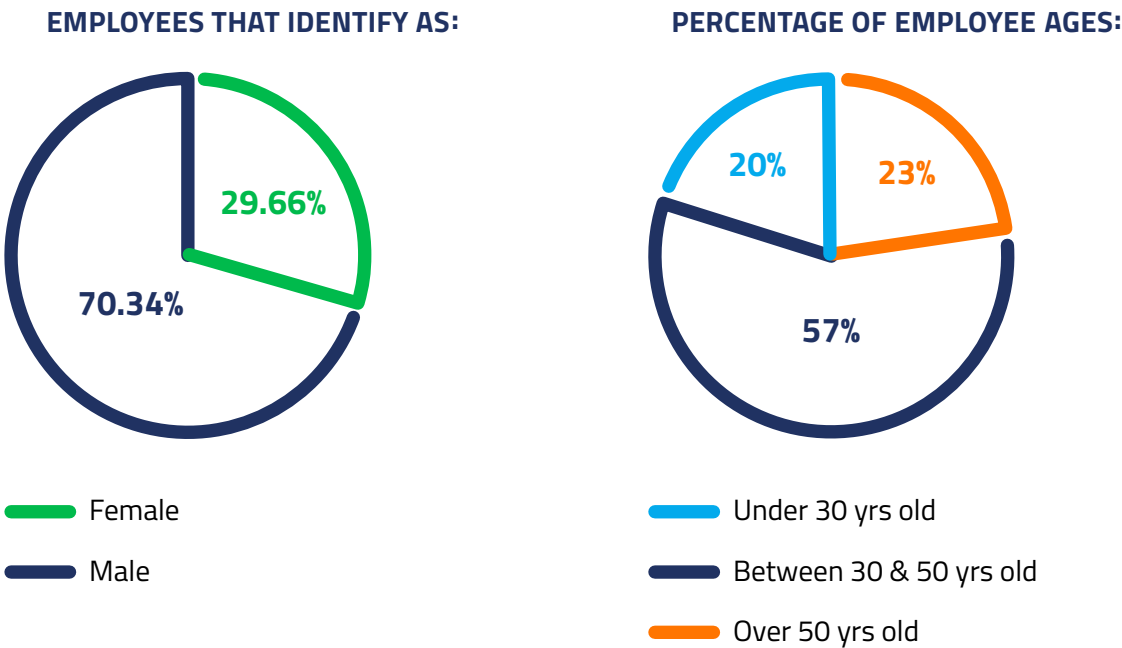




# WORK FORCE DIVERSITY & GENDER PAY

**Gender Pay Gap:** The gender pay gap is the difference in average gross hourly earnings between women and men. It is based on salaries paid directly to employees before taxes.

BUUK continually checks that we pay all of our employees no less than the rates of the current Living Wage as set by the Living Wage Foundation each year.



IN 2024, THE GENDER PAY GAP  
FOR BUUK WAS **25.48%**

This is a reduction from 2023 of 0.22%

# HYBRID WORKING

BUUK’s office-based staff benefit from a hybrid work policy, which considers the suitability of each role for remote working. Approval is subject to a Home Working DSE assessment and sign-off from line managers and department heads.



Hybrid working guidelines:

- 1. **Full-time staff:** minimum 3 days in the office
- 2. **3 to 4-day contracts:** minimum 2 days in the office
- 3. **1 to 2-day contracts:** minimum 1 day in the office

Sustainability and ESG benefits of Hybrid working include:

- Improved work-life balance and wellbeing
- Reduced spread of illness
- Lower commuting-related emissions
- Enhanced recruitment and retention
- Potential to reduce office size, costs, and emissions



# GOVERNANCE

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# BRIBERY AND CORRUPTION



**IN 2024**  
**393**  
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 every two years.

In 2024, BUUK underwent an independent review by the National Computing Centre Group (NCC), which rated our average cyber maturity score at 2.7.

NCC recommendations are tailored to our risk profile and support ongoing improvement.

Cybersecurity training in 2024:

- 539 field staff trained (41.6 hours total, avg. 4.6 minutes per course)
- 1,471 office staff trained (233.7 hours total, avg. 9.5 minutes per course)

Phishing testing in 2023:

- 15,521 emails sent (129.3 hours of simulated training)
- Click rate dropped from 5% to 4%
- 96.2 hours of GDPR training delivered to 1,385 employees

**CYBERSECURITY**  
**IN 2024**  
**170.9**  
HOURS OF  
TRAINING WERE  
COMPLETED

# MODERN SLAVERY & 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.





# PROGRESS IN PRACTICE

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# HEAT PUMP NETWORKS

Delivering low-carbon heating to over 7,500 homes with award-winning, gas-free heat networks.

BUUK’s electric heat pump network is delivering low-carbon heating to six new housing developments, ultimately serving over 7,500 homes. The network aligns with the Future Homes Standard by eliminating gas usage and ensuring zero-carbon readiness from 2025.

The first Heat Hubs in Sudbury and Bexhill are complete, with residents expected to move in by January 2025.

In 2024, this solution earned three industry awards:

- HVR Award – Net Zero Hero
- H&V Award – Low Carbon Impact
- Show Home – Innovation of the Year

# DREAM CARE FARM

Our largest team volunteering project, helping a vital community farm stay open and accessible.

GTC Construction partnered with suppliers to support Dream Care Farm, a CIC (Community Interest Company) near Woolpit providing community learning and volunteering opportunities. The farm faced closure due to unsafe access. BUUK teams built a safe entrance, allowing the farm to continue operations.

This has been BUUK’s largest cross-department volunteering initiative.

By the end of 2024, the Woolpit team contributed 698 volunteer hours. Support continues into 2025, with ongoing team volunteering days.





# TEMPORARY GENERATORS

Cleaner, quieter, and more efficient temporary generation using HVO fuel, batteries, and Stage V tech.

GTC Electricity Operations and MEMS have worked to reduce the environmental impact of temporary generation using Stage V-compliant generators, HVO fuel, and battery storage.

Key results from 2024:

- 10 percent of generator fuel was HVO. In comparison HVO produces 85-90 percentage less Greenhouse gases
- Battery systems captured surplus solar energy for night-time use, reducing diesel runtime and noise
- Up to 8 hours of fuel-free operation enabled through battery-first supply, with seamless generator restart as needed

This approach improves efficiency, reduces emissions, and cuts operational noise.



# DECARBONISING HEAT NETWORKS



Pioneering smart controls and flexible energy use in one of the UK's most ambitious heat network projects.

At King's Cross, BUUK (via Passiv and Metropolitan) is partnering with UKPN on Heatropolis, an 11.8-million-pound Ofgem-funded project. The four-year programme will explore peak-load management on heat networks using smart controls, thermal storage, and flexible demand solutions.

It is the UK's largest DNO-led heat network innovation, trialling across multiple housing types to create a model for future decarbonised heat systems.



# ENABLING RESIDENTIAL DECARBONISATION

Automating access to green energy certificates for small solar generators, unlocking revenue and impact.

Passiv's Go-REGO service simplifies access to Renewable Energy Guarantees of Origin (REGOs) for small solar installations.

2024 highlights:

- 88,000 solar PV systems registered
- 144,000 certificates issued
- 1.3 million pounds unlocked for customers
- Over 9,000 new sites to be added in 2025

The service automates registration, submissions, and REGO sales to suppliers, making certification accessible for smaller generators.



# ELECTRICITY INNOVATION

Remote monitoring tech that improves network performance and reduces operational emissions.

LIME

GTC developed the Low voltage Indicating and Monitoring Equipment (LIME) to monitor LV substation data remotely, reducing site visits and improving network responsiveness. LIME provides real-time voltage, current, temperature, and transformer load data.

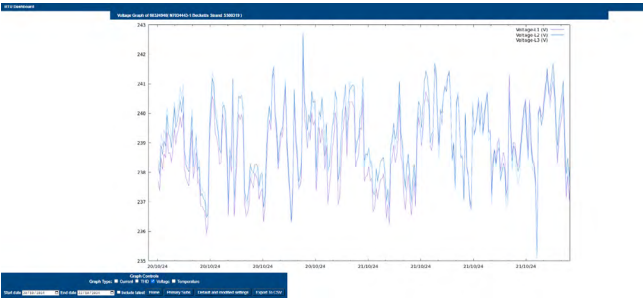
76 units are live, with plans to scale production and enhance dashboard insights for proactive network management.

SCADA (Supervisory Control and Data Acquisition)

Real-time substation insights driving proactive network management and futureproofing operations.

GTC is rolling out a network management system (NMS) across 17 HV primary sites using Schneider Electric's EcoStructure Geo SCADA. The system delivers real-time performance data, enabling predictive maintenance and informed investment decisions.

Future expansion may include 66kV and 132kV networks.





# ENHANCING THE CUSTOMER EXPERIENCE IN SCOTLAND



Using tech and feedback to streamline service delivery and improve project transparency.

▪ **CUSTOMER PROGRAMMES**

Indicative programs introduced at the tender stage offer developers early visibility of timelines, confirmed post-award for clear project planning.

▪ **TRACK MY SERVICES APP**

This app ensures site readiness via photo uploads, allowing efficient scheduling and reducing delays and errors in site prep.

▪ **GOPRO OFFSITE ROUTE ASSESSMENTS**

GTC Scotland uses GoPros to map survey routes, improving design accuracy, timeline planning, and audit trails while minimising variations.

# EVERY CHILD ONLINE

Donating refurbished tech to support digital inclusion for underprivileged children and schools.

BUUK partnered with Every Child Online to tackle digital poverty. The charity refurbishes donated devices for schools and children in need, operating under a zero-landfill policy.

All devices are securely wiped, refurbished, or responsibly recycled, with all revenue reinvested into the charity's mission.

During 2024 BUUK donated:

- 350 laptops and desktops
- 70 monitors and 150 poles
- 100 mobile phones
- 50 Wi-Fi access points
- 7 servers
- Personal staff device donations





# GRESB – GLOBAL REAL ESTATE SUSTAINABILITY BENCHMARK

GRESB (Global Real Estate Sustainability Benchmark) offers a consistent, 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.

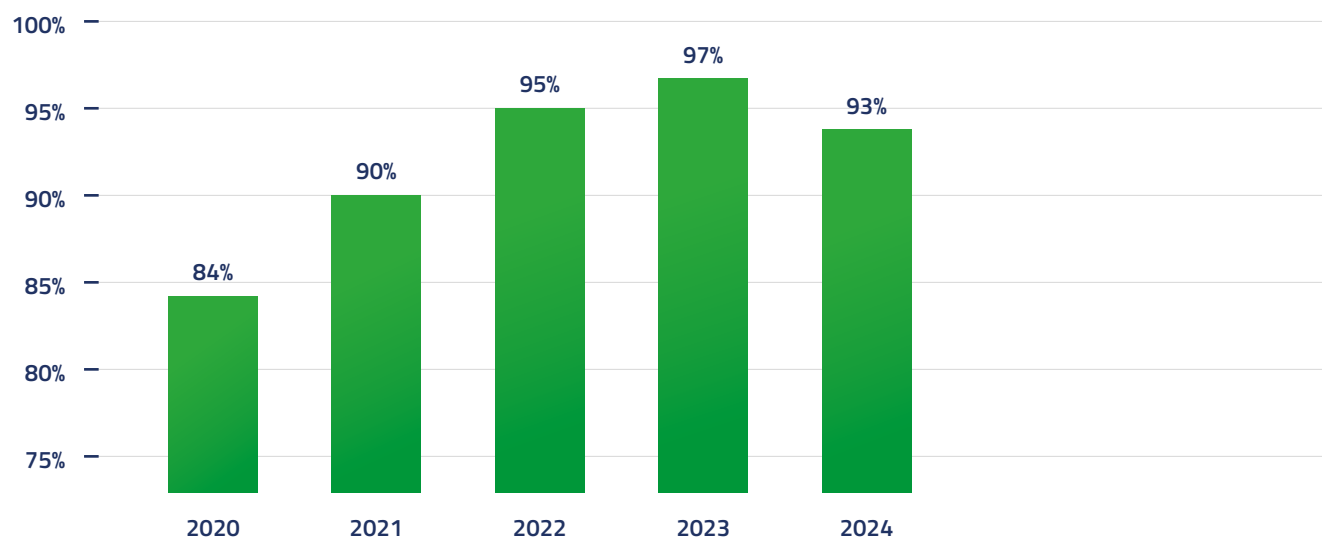
GRESB scoring is divided into two categories:

- **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.

In 2024, BUUK Infrastructure achieved the highest performance score in our peer group, earning 59 out of 60.

GRESB score by year



Final GRESB Score

GRESB AVERAGE 86  
PEER AVERAGE 87



Management Score

GRESB AVERAGE 33  
PEER AVERAGE 33



Performance Score

GRESB AVERAGE 53  
PEER AVERAGE 54



# OUR GOALS FOR 2025

Element	Simplified Objectives
GRESB	Improve our Management score and lead our peer group
ESG Data	Ensure timely, accurate reporting of all relevant ESG performance data
Compliance	Maintain full compliance with environmental legislation
Performance	Zero reportable environmental incidents or major ISO 14001 non-conformances
Energy Centres	Fully decarbonise all energy centres by 2040 using renewable energy
Transport – Company Vehicles	Implement a fleet strategy to reach zero tailpipe emissions by 2040
GHG Emissions	Achieve net zero carbon for Scope 1 & 2 and controllable Scope 3 by 2040; all emissions by 2050
Waste	Keep landfill waste below 5% at all BUUK-controlled sites
Biodiversity	Increase biodiversity on BUUK land and develop a biodiversity plan for heat hubs in 2025
Plastic Packaging	Maintain zero use of virgin single-use plastic; expand recycling in our supply chain
Climate Change	Update climate risk assessments annually and create a comprehensive adaption plan
Material Sourcing & Resource Efficiency	Maximise recycled and reused materials across our supply chain (target 75%)
Community	Increase volunteer days and create a social value plan for community heat hubs
Customer Satisfaction	Exceed UK average Customer Effort Score, with a stretch target of 2.0
Modern Slavery & Human Trafficking	Zero breaches across BUUK and its supply chain

Element	Simplified Objectives
Health & Safety – Staff	Zero lost time injuries (stretch); 30% improvement target; no serious incidents or legal breaches
Health & Safety – Contractors	Zero lost time injuries (stretch); no serious injuries
Health & Safety – Supply Chain	Zero lost time injuries (stretch); no serious injuries
Health & Safety – Network Users	No injuries to customers from BUUK operations
Equality, Diversity & Inclusion	Reduce gender pay gaps, support neurodiversity, and improve inclusion based on employee feedback
Stakeholder Relations – Staff	Achieve Great Place to Work recognition; 60% staff survey participation
Local Employment	Ensure 50% of office staff live within 25 miles of their work location
Anti-Bribery & Corruption	Zero breaches of anti-bribery laws
Cyber Security	Implement data loss prevention, with annual penetration and disaster recovery testing
Data Protection	Zero data protection breaches
Conflicts of Interest	All conflicts declared in advance by staff
Corporate Facilitation	Zero breaches of tax evasion laws
Code of Conduct & Ethics	Annual staff confirmation of policy understanding and compliance
Regulation	Maintain regulatory compliance and optimise for future business opportunities
Financial Reporting	Meet all climate-related financial disclosure requirements





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