

The background of the cover features a low-angle shot of a modern, multi-story building with a white facade and dark window frames. The sky is bright, and there are several autumn leaves in shades of yellow, orange, and red scattered across the scene. In the upper right, there is a graphic of concentric circles in a light blue color, resembling a target or a focus point.

2025 Sustainability Report

POWER ON 

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Our Business

Power On is a leading independent connections provider in the UK's new connections market. We design, build, adopt, and own essential utility infrastructure for new developments across the country, delivering electricity, water, wastewater, fibre, heat, and gas networks through our coordinated, multi-utility approach.

With more than twenty years' experience, we have delivered millions of utility solutions across high-rise residential, commercial, and major developments, working closely with the UK's largest and most respected main contractors, developers, and consultants.

As part of the BUUK Infrastructure Group, the UK's leading independent provider of last-mile utility

networks, Power On provides specialist connections services across the high-rise, industrial and commercial market sectors. We design and deliver networks that are owned, operated and stewarded within the group for the long term.

Across the Group, we serve over 3.4 million utility connections throughout England, Wales, and Scotland.



Our Sustainability Commitment

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.



Managing Director Statement

I'm pleased to introduce Power On's Annual Sustainability Report, which reflects a year of meaningful progress and our continued commitment to Net Zero.

Every day, our teams work with developers and partners across the UK to deliver the utility infrastructure that supports new homes and businesses. As part of BUUK Infrastructure, we share a Group-wide ambition to set the benchmark for responsible utility delivery, including the commitment to achieve Net Zero across directly controlled operations by 2040.

At Power On, we play an important role in enabling the UK's transition to low-carbon communities. Across our projects, we design and deliver the electrical and heating infrastructure that powers new homes and businesses, supporting the shift to cleaner energy and helping our customers reduce their Scope 3 emissions through efficient, future-ready network design and low-carbon heat solutions.

We also work closely with our partners across the BUUK Group to strengthen grid stability as demand grows. Our heat networks, which deliver substantial carbon savings from day one, are a strong example of the kind of innovative engineering and environmental leadership we bring across the business.

Just as important are the standards we set as a business. We maintain strong controls around ethics, anti-bribery, and labour practices to ensure we operate responsibly in every partnership.

Our people remain at the heart of everything we do. Through our commitment to social value, we continue to build a supportive, inclusive, and engaging workplace. Our participation in the Great Place to Work programme reflects the importance we place on employee wellbeing, collaboration, and continuous improvement.

I'm proud of the way our teams support customers in meeting their own sustainability goals, while delivering reliable utility infrastructure for the communities they serve and upholding strong environmental, social and governance standards across the business.






Neil Fitzsimons

Managing Director, Power On

Driving Impact: Sustainable Development Goals

Power On 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.

We continuously set ambitious targets to innovate and improve our sustainability performance. Each year, we assess progress against our sustainability 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.

SDG	Requirement	Power On's contribution/support
	Ensure Healthy Lives and promote wellbeing for all at all ages.	Through our Work Safe Home Safe programme, we also provide physical and mental wellbeing support through volunteer advisors.
	Ensure inclusive and equitable education and promote lifelong learning opportunities for all.	We invest 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.	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.
	Ensure availability and sustainable management of water and sanitation for all.	Through our in-group water operator, regarding leakage reduction, the utilisation of SuDS and future-proofing for climate change.
	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.

SDG	Requirement	Power On's Compliance/Contribution/Support
	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.
	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.
	Reduce inequality, ensure equal opportunities and end discrimination.	Through group collectives, we strive 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 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 are also working on numerous Biodiversity projects, assisting developers with Biodiversity Net Gain.

Our Mission, Vision & Values

We take our role as a responsible corporate citizen extremely seriously and sustainability is core to Power On. Our Group culture is demonstrated by our mission, vision and values.



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



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.

How We Support Our Customers' Sustainability Journey

For our customers, sustainability is more than a regulatory requirement it is a pathway to long term value, operational efficiency, and resilient developments.

By partnering with Power On, customers benefit from the expertise, governance standards, and cross functional capability of the wider BUUK Group, ensuring projects are delivered responsibly, efficiently, and in alignment with their own sustainability goals.

Efficiency

We leverage Group-wide procurement, finance, and technical expertise to deliver efficient, cost effective solutions that help customers reduce their environmental impact through smarter design and low carbon innovation.

Great Place to Work

Our well trained, motivated people supported through structured development programmes and an inclusive culture deliver higher quality outcomes for our customers.

Community Investment

Through volunteering, school engagement, and charitable initiatives, we create additional social value in the communities where our customers build.

Governance

Robust governance frameworks covering data protection, cybersecurity, modern slavery, and anti-bribery ensure ethical, compliant, and secure project delivery for customers.

Work Safe, Home Safe

Our strong safety culture ensures safe operations, reduced risk, and reliable project delivery.



A Partner in Sustainability, Not Just a Provider

Our customers receive more than a utility provider they gain a trusted sustainability partner committed to quality, safety, governance, and community value. Whilst some compete on headline price point, few can match the quality, capability, and ultimate accountability that Power On provides for their customers' brand. We are proud to help our customers achieve their sustainability ambitions with confidence.



How We Help Customers Achieve Their Sustainability and Low Carbon Goals

Power On was able to provide the design excellence and dynamic solutions that we needed for this prestigious and environmentally focused development. Having just one company and one point of contact for the whole multi-utility project benefits us in efficiency, time and cost.

Joe Mariani
Senior Commercial Manager,
Taylor Wimpey London

“

Power On have made the utilities aspect of the project straightforward. Having a single, multi-utilities provider has created one clear line of communication, offering a broader perspective and enabling any challenges to be resolved quickly and efficiently.

Paul Vallone
Chairman,
Berkeley (Central London) Ltd



De Risking the Transition to Low Carbon Heat

As gas and inefficient technologies are phased out, Power On de-risks the transition through sustainability-led, networked low-carbon heat solutions, delivering immediate 75-80% carbon savings while ensuring all systems are compliant with the Future Homes Standard.

BENEFIT

A compliant, future ready heating strategy, meeting client and government requirements.



Meeting Compliance & Governance Expectations

We translate sustainability objectives into measurable outcomes through low-carbon heat networks, integrated multi-utility solutions, and smart energy systems, providing fully compliant sustainability disclosure for investors, regulators, and stakeholders.

BENEFIT

Clear, demonstrable sustainability evidence for stakeholders.



Supporting Scope 3 & Net Zero Targets

Power On delivers measurable carbon reductions, transparent sustainability data, and alignment with reporting frameworks, underpinned by a commitment to achieve net zero by 2040. (Scopes explained on page 12)

BENEFIT

Transparent demonstration of progress towards net zero.



Unlocking Planning Success & Policy Alignment

Our solutions align with current decarbonisation policies and support planning submissions, achieving a 100% approval rate for all community heat hub and ground source system applications submitted to date.

BENEFIT

Smoother, more efficient planning processes to support regulation approvals and Gateway 2/3 pathways.



Enhancing Buyer Proposition & Sales Rates

End users benefit from efficient low-carbon heating, lower energy bills, and future-ready systems, with reduced household emissions increasing appeal and long-term value for buyers.

BENEFIT

Stronger client development differentiation and enhanced buyer appeal.



Enabling Access to Green Finance

Our solutions enhance sustainability credentials, supporting eligibility for a wide range of green, sustainable, and sustainability-linked finance options, including loans, funding incentives, and investor-led products.

BENEFIT

Potential access to improved funding terms, turning potential unviable projects into real opportunities.



Delivering Long Term Value & Operational Certainty

As long-term asset operators, we design, build, adopt, own, and operate infrastructure under a single entity, ensuring efficient design, effective stewardship, reduced lifecycle risk, and long-term investment certainty for our customers.

BENEFIT

Long term operational costs and forecasting certainty.



Strengthening Developer Partnerships

We align with customers' sustainability goals, contribute to placemaking, and bring specialist expertise throughout project delivery, drawing on 20 years of market-leading experience at the forefront of the sector.

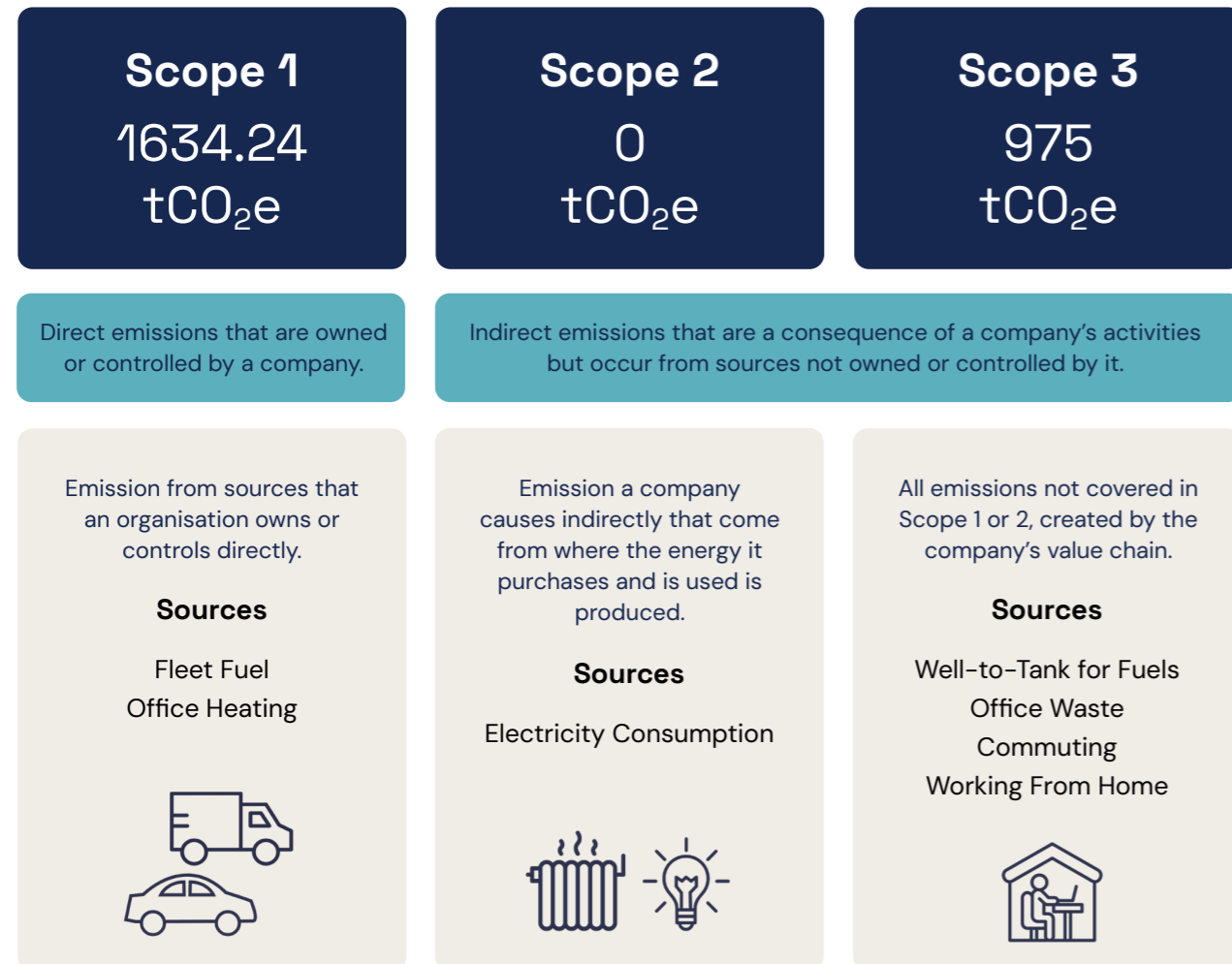
BENEFIT

Stronger, collaborative partnerships built on mutual trust and shared objectives.

Assessing Carbon Emissions

Power On have their Carbon emissions assessed at Group level by Carbon Footprint, a leading carbon and energy management consultancy, who conducted an independent assessment of our greenhouse gas (GHG) emissions in accordance with the ISO 14064-1:2018 standard.

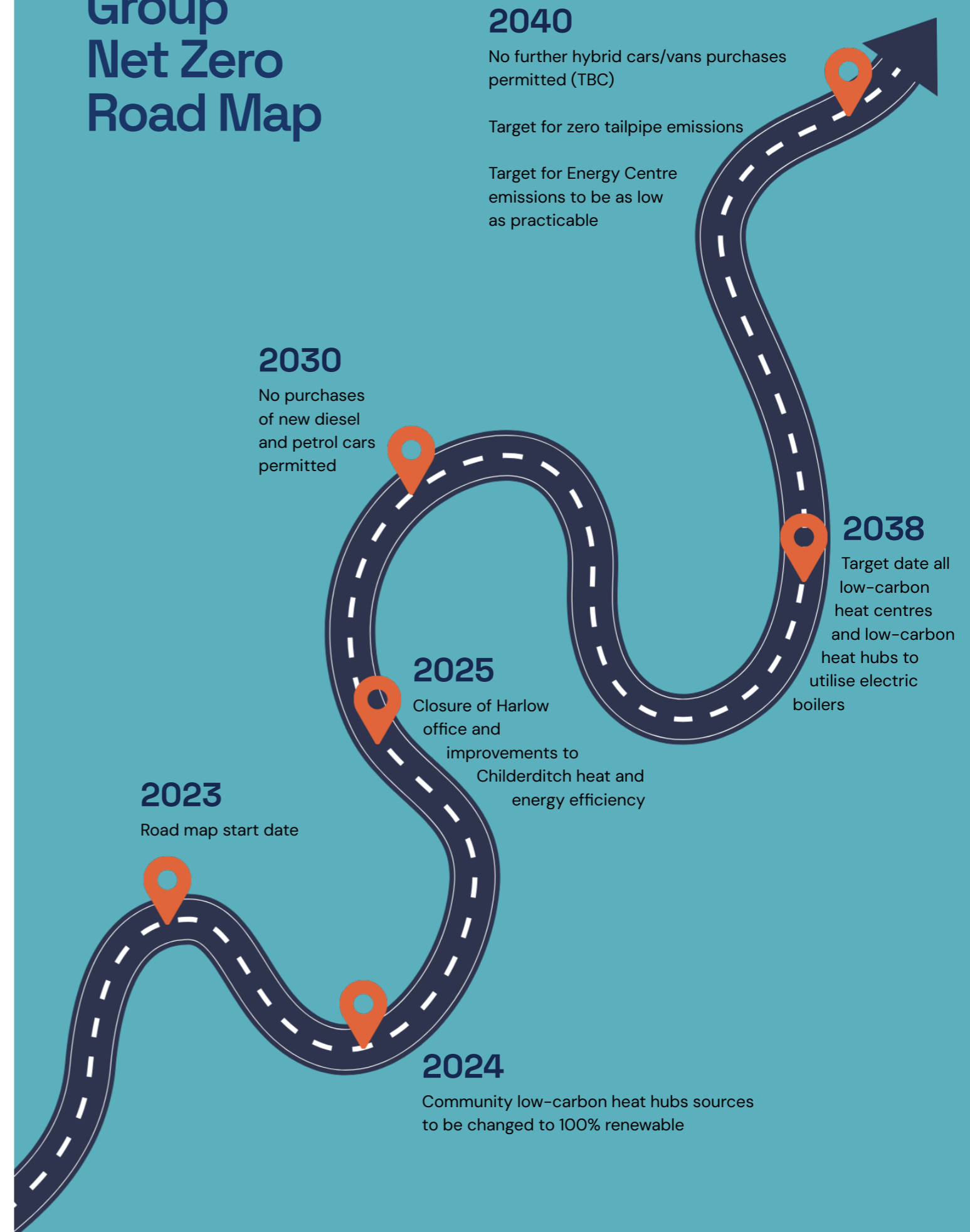
We have a target of net-zero carbon emissions by 2040 for: Scope 1, Scope 2 and selected Scope 3 emissions that fall within our direct control.



All of Power On's offices and depots utilise renewable energy contracts, meaning that the Scope 2 emissions associated with electricity consumption are zero.

This forms our baseline year for Power On's emissions reporting, in previous years, Power On's emissions were covered in the BUUK Group's reporting.

Group Net Zero Road Map





Waste Management

Power On's 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.

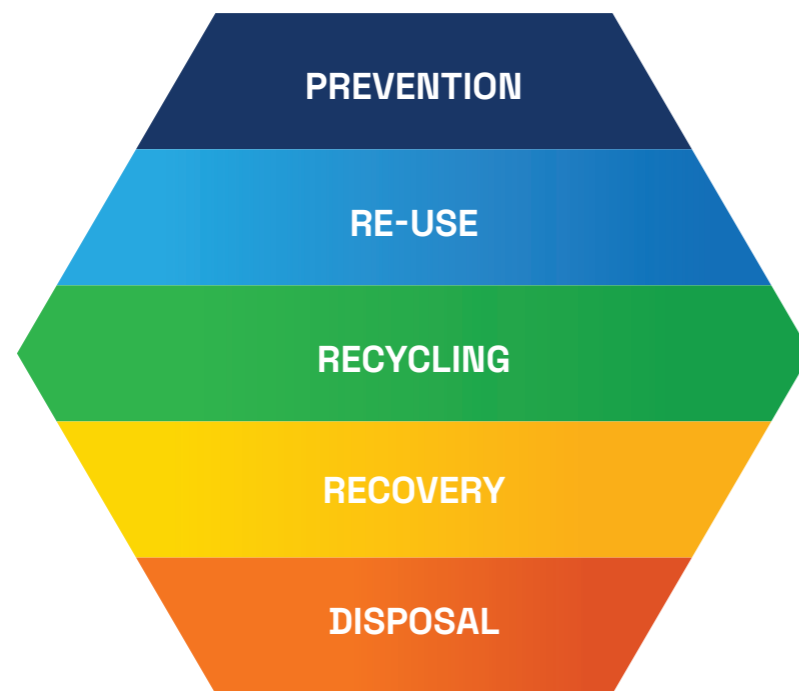
Landfill Avoidance Target:

100% landfill avoidance
2025 performance: 96.36%

Recycling:

Our Group 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.

Most Preferred



Least Preferred

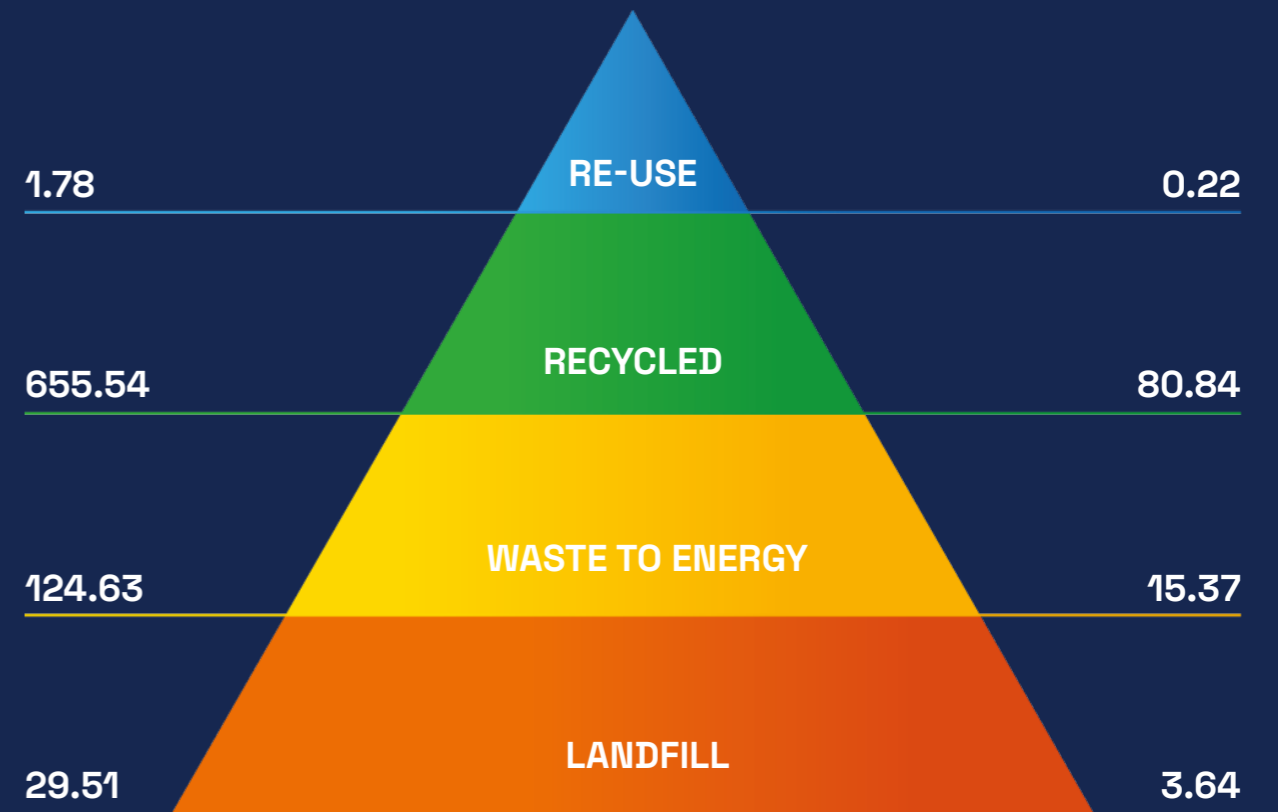
Waste Management Performance

TOTAL WASTE 2025:

811.46
TONNES

Weight (tonnes)

Percentage (%)



LANDFILL AVOIDANCE

781.95
TONNES

96.36
PERCENT

Volunteering and Charities

Make It Wild

Our North Construction team swapped hard hats for shovels and headed to York to support wildlife charity Make It Wild. Together, they built a vital new pond habitat. This is just one of many ponds created by Make It Wild, and the team were proud to use one of their company volunteering days to help make it happen. Power On are planning additional projects with Make It Wild.



Sir John Lillie Primary School

While working in West London on a new high-voltage connection, our team got to know our neighbours at Sir John Lillie Primary School. The school were incredibly supportive of our works and welcoming throughout our time there.

As a thank you, our team spent 60+ hours volunteering through our Particip8 scheme:

- Recycled 100+ bags of garden waste and 2+ bags of plastics
- Used donated topsoil and materials from employees to improve the ground
- Gifted garden tools and a brush to the school caretaker
- Donated two wooden picnic benches for pupils to enjoy

During SATs week, the Year 6 pupils even came outside to thank our team for pausing works so they could complete their exams in peace.



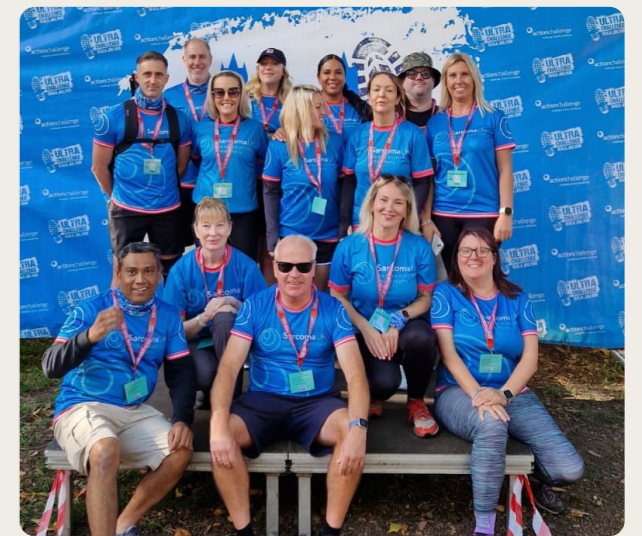
STEMPoint East

Colleagues worked with STEMPoint East to volunteer at a local primary school. Delivering presentations to classes, with a competition to build a crane from KNEX. The feedback from the students and the teachers was that it was a great introduction to engineering.



Isobel Sheppard Legacy Fund

In 2025, Power On engaged with staff across the business 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 and bake sales, the group raised £6,600 for these charities. Power On colleagues completed the 25K Thames Bridges Trek, raising a total of £3,900 for the Isobel Sheppard Legacy Fund.



Sustainability in Action

Our sustainability commitments are reflected not only in our strategy, but in the practical decisions we make across our projects and operations.

From reducing environmental impact through innovative engineering solutions to investing in the next generation of industry talent, the following examples highlight how Power On is taking meaningful steps to support both environmental responsibility and the long-term future of the utilities sector.

Pre-Cast Plinths

As part of Power On's commitment to be environmentally accountable, we have been collaborating with the asset management team at GTC to design and implement concepts to improve operator safety, time management and provide cost-effective solutions whilst reducing waste and our carbon footprint.

A pre-cast substation is formed from sectional concrete, which can be easily assembled in situ with supervision by the construction team.

The 'Nomad' TBS solution can be delivered to the site as a pre-assembled unit consisting of a pre-cast concrete ring beam with bundled steel base frame and a 1MVA package substation equipment housed within a GRP enclosure.

Investing in Future Engineers

At Power On, we are not just shaping the future of infrastructure, we are shaping the future of people. Bringing in & developing young engineers is one of the most important things we can do to secure the long-term success of our business and our industry.

The utilities sector is evolving rapidly, the need for skilled, agile, and progressive professionals has never been greater. By investing in early career talent, we are closing the skills gap and building a powerful pipeline of future leaders. Young engineers bring a fresh outlook and a fearless drive to learn. They ask new questions, offer creative solutions, and help energise teams with their curiosity and ambition. When paired with experienced colleagues, the learning goes both ways. We see a boost in collaboration, innovation, and shared pride in delivering excellent work.



Work Safe Home Safe (WSHS)

In 2025, Power On 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

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

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

"Great course to be part of."

"Overall, a very positive experience."

"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 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.

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.

The launch of our Big 5 Risks campaign has delivered clear and sustained improvement in safety performance by sharpening focus on the activities with the highest potential for serious injury or fatality (SIFp).

Following its introduction across Power On operations in 2024, the business achieved a 100% reduction in High Risk Incidents compared with 2023. This improvement has been maintained since implementation, demonstrating the effectiveness of targeted risk awareness, consistent messaging, and clear expectations around critical safety behaviours.

These results reinforce the value of prioritising SIFp prevention through focused, data led interventions embedded into everyday operations.

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.

A Great Place to Work®

Our Group has been officially recognised as a Great Place to Work® for the Eighth consecutive year. In 2025/6 we ranked:

16th 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



Our staff survey response
rate has improved.

65% in 2024

72% in 2025

Governance

Anti-Bribery and Corruption

In 2025, 420 hours of training on Anti-Bribery and Corruption was completed.

Power On 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.

Cybersecurity

All staff complete cybersecurity training at induction and annually, supported by regular real world alert updates. External assessments, including Cyber Maturity Assessments, are carried out regularly. In 2025, our Group underwent an independent review by Bridewell and recommendations are tailored to our risk profile and support ongoing improvement. All members of staff are provided with cybersecurity and phishing awareness training.

In addition to these measures, our cybersecurity framework includes multiple layered technical and organisational controls that are intentionally not disclosed publicly. These safeguards are designed to protect our systems, data, and stakeholders and are reviewed continually to respond to the evolving threat landscape. While we are committed to transparency, sharing full details of certain controls would compromise their effectiveness.

Modern Day Slavery and Human Trafficking

Power On 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 appropriate are required to sign up to ours as part of the onboarding process and maintain compliance.

In line with the business's approach to risk, some categories of supplier, such as sole traders and those with low value, transactional relationships with the BUUK Group, may be exempted from this obligation. However, active monitoring of potential exposure around reputational risk is undertaken on an ongoing basis.

Data Protection

Power On'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.

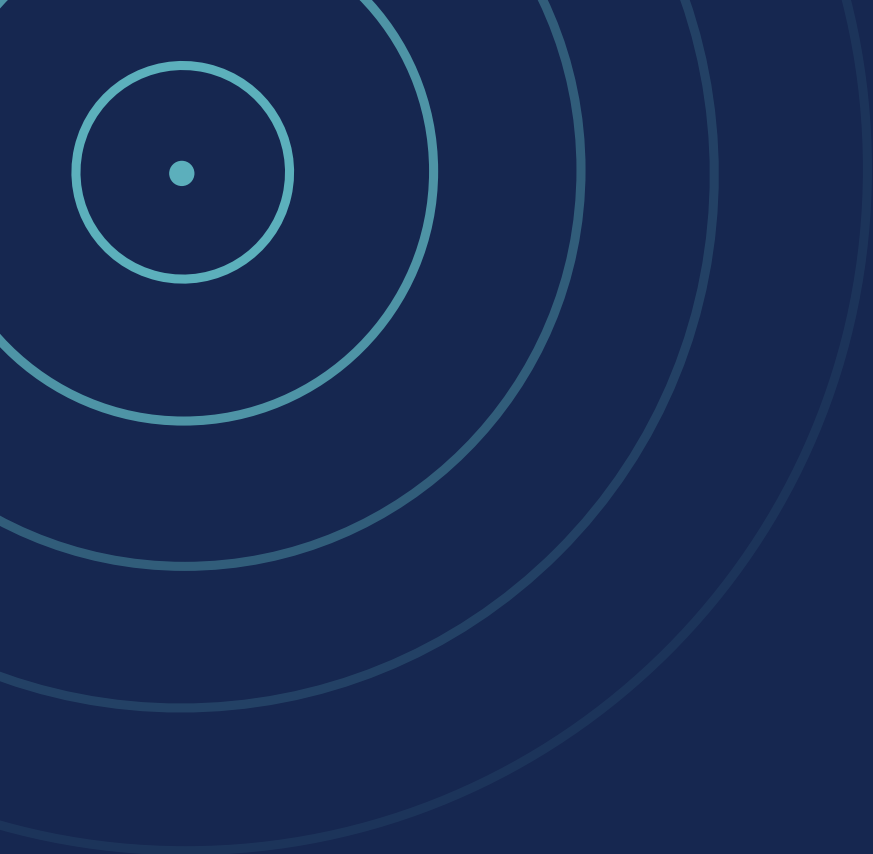
We enforce limited network access using authorised, up-to-date devices. USB storage and file-sharing services are prohibited. Cyber risks associated with suppliers are reviewed quarterly by senior management.

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. The Company maintains comprehensive policies, procedures, and systems to ensure full compliance with data protection laws, including managing data subject requests, conducting DPIAs and LIAs, and providing oversight through an internal Data Protection Officer.

In 2025
420
Hours of training
on anti-bribery
and corruption
was completed.





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POWER ON 