

Power for Good Report FY2025

Our Power for Good Sustainability Report outlines our environmental, social and governance (ESG) strategy and activity for the previous financial year, and showcases the achievements of our company and people.

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An introduction from our Chair

Our vision, a future where everyone can access affordable, zero carbon energy, continues to guide every decision we make. It shapes how we run our business, how we serve our customers and how we engage with communities around the world. In today's rapidly changing environment, the need for secure, resilient and affordable energy has never been clearer. Renewable energy has a central role to play in meeting that challenge, and RES is proud to be helping deliver that progress.

Over the past year, we have continued to grow and evolve as a business, building on the momentum of a landmark period in our history. As the world's largest independent renewable energy services provider, with 29GW of renewable energy projects we delivered, and 45GW of assets under our care, we remain focused on creating long-term value for our customers and partners.

Across development, construction, services and digital solutions, our teams continue to bring deep expertise, innovation and commitment to every stage of the project lifecycle.

We have also continued to strengthen our business, investing in our capabilities, integrating new expertise and expanding the tools and solutions we use to help optimise performance and generate more clean power.

None of this progress would be possible without our people. In a year that has continued to bring change, challenge and opportunity, I want to recognise colleagues across RES for their dedication, adaptability and shared sense of purpose. I also want to thank our customers, partners and communities for their continued trust and collaboration. Real progress is built together through strong relationships, practical expertise and a collective commitment to doing the right thing.

As our business evolves, so too does our commitment to sustainability and responsible growth.

This year's Power for Good report sets out how we are putting our values into action, in our environmental impact, in how we care for people and communities, and in how we govern and grow responsibly.

It reflects not only what we have achieved, but how we have achieved it.

I hope these pages give a clear sense of who we are, what we believe in and the role we are proud to play in the energy transition.

Most of all, I hope they reflect the care, ambition and partnership that sit at the heart of RES.

Gavin McAlpine
Chair

Overview

We are the world's largest independent renewable energy company.

We live our mission, celebrate the people making it happen and transform the way the world produces and consumes energy.

+40 YEARS

of experience in
renewable energy

45 GW

operational assets
supported

29 GW

projects developed
and/or constructed

24

countries

SOLUTIONS



DEVELOPMENT



CONSTRUCTION



SERVICES



DIGITAL
SOLUTIONS

TECHNOLOGIES



WIND



SOLAR



STORAGE



T&D



GREEN
HYDROGEN

Overview

Our 29GW project portfolio is equivalent to
**powering 27.6 million
homes for a year**

which is comparable to

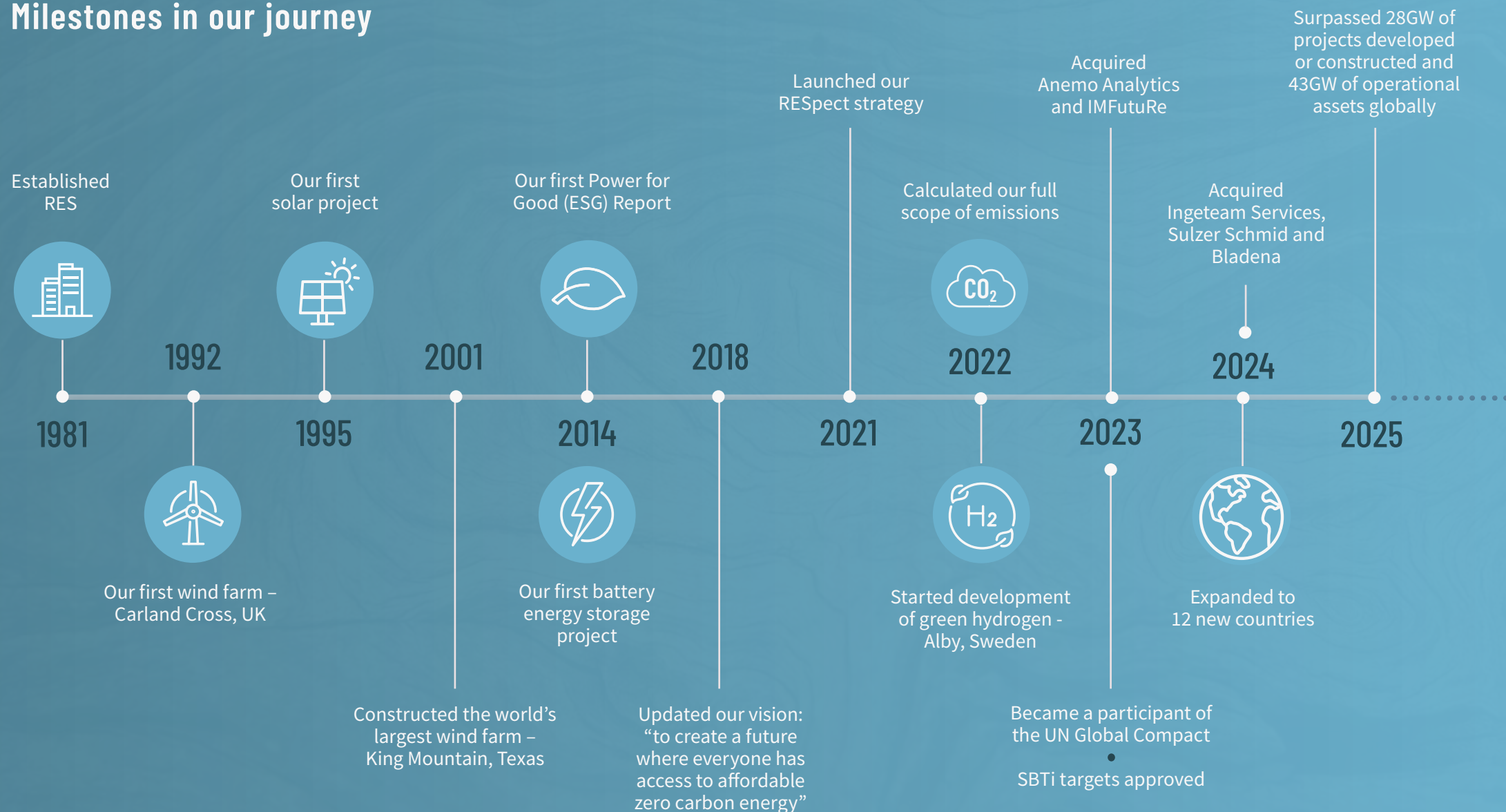
**powering over 95%
of homes in the UK.**



Calculated using Ofgem estimates for the average annual electricity consumption of a typical household in the UK, and Office for National Statistics estimates for the total number of households in the UK in 2025.

Overview

Milestones in our journey



Overview

What does it mean to be a power for good?

Our vision is to create a future where everyone has access to affordable zero carbon energy.

That might be bold. But it is achievable.

We believe purposeful innovation is key to building a zero-carbon energy future and an energy industry that delivers real environmental, economic and social change.

Our values shape how we work every day: with passion, accountability, collaboration and excellence. We aim to live those values by creating a culture that supports our vision and mission, and by being a fair, transparent and ethical employer.

We take our responsibilities seriously and stay committed to the goals we set, always looking to go further where we can.

We do not get everything right every time. But our intent is clear, and we are willing to keep learning and improving. We believe energy can be a force for good, not simply a trade-off for modern life. We cannot change the world alone, but we can play our part in making energy cleaner, more affordable, more secure and more accessible.

That is what being a power for good means to us.

[Watch our video here.](#)



Overview

Our values shape how we work and the culture we are building. They support our vision, drive performance and help create an environment where people are motivated and can thrive in their careers. We believe a values-led, collaborative culture is essential to driving positive environmental, economic and social change.



PASSION

We have a passion for what we do, to create a future where everyone has access to renewable energy. In the markets where we operate, our passion helps us create commitment and resilience.



COLLABORATION

We work closely with our suppliers, with our customers and with our colleagues regionally and globally to share knowledge and skills. By collaborating we unleash new opportunities, new ideas and improve results.



ACCOUNTABILITY

We are accountable for what we do. We are motivated and empowered to deliver what we are responsible for. With accountability and trust, decisions are made faster, leading to more agility in our markets.



EXCELLENCE

Excellence is defined by our customers. We strive for excellence by talking to our customers - understanding what they need and surpassing their expectations.

Our sustainability principles

Built on the foundations of our values, our sustainability agenda powers constructive change by ensuring all areas of our business make a positive contribution to society, industry and the environment.

Environment

Manage our activities to maximise the environmental benefits of our projects and our business while operating in compliance with, or exceeding, environmental regulations.

Social

Providing a safe and healthy work environment, which encourages the development of all our people and creates opportunities to positively contribute to society.

Business

Positioning the company for sustainable growth by combining long-term strategic thinking with focused short-term action, to create value for all our stakeholders.



Our sustainability principles

UN Sustainable Development Goals

We recognise the importance of the UN Sustainable Development Goals and support the ambition to create a fairer, peaceful and prosperous society, now and into the future.



UN Global Compact

As participants of the United Nations Global Compact, we are committed to support the implementation of the Ten Principles.



We continue to embed human rights, labour, environment, and anti-corruption principles as part of our commitment to the UN Global Compact within our strategy and business practices.

7 AFFORDABLE AND CLEAN ENERGY



Affordable and clean energy lies at the heart of our vision of a future where everyone has access to zero carbon energy. This is where we can make the biggest difference, and fuels our strategy and drives our actions every day.

We support all 17 Goals, with a specific commitment to the ones listed below which strongly align with our business activities and where we can make a measurable contribution towards achieving are:

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



Environment

Manage our activities to maximise the environmental benefits of our projects and our business while operating in compliance with, or exceeding, environmental regulations.



Our climate action

We recognise the urgent need to reduce global emissions to reach net zero by 2050. All pathways to net zero require a significant increase in the deployment of renewable energy and we are proud to provide the solutions needed to make this transition possible. In the last year our development and construction activities avoided over 25 million tonnes of carbon dioxide emissions*.

Our 29GW project portfolio avoids annually over

25 million tonnes of CO₂

This is equivalent to the amount absorbed by

1 billion trees.

In a single line, these trees would circle the equator

57 times.



*Calculated using the IFI harmonised approach to GHG accounting method.

Our climate action

2018

We updated our vision: “to create a future where everyone has access to affordable zero carbon energy”

2020

Committed to a net zero pathway with the SBTi

2022

Calculated our full scope of emissions and submitted our targets to SBTi

2023

Our net-zero targets approved by SBTi

2025

Re-baselining with SBTi following business acquisitions

Our net zero journey

While we strive as a business to deploy renewable energy to support the global transition to net zero, we recognise that addressing and reducing our own emissions is an essential step in limiting warming to 1.5°C. We have committed to a net zero pathway with the Science Based Targets initiative (SBTi), through a phased programme of carbon emission reduction.

Recognised as the gold standard for emission reduction targets, SBTi champions the adoption of ‘science-based’ greenhouse gas emissions targets. These targets are aligned with the goals of the Paris Agreement – limiting global warming to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.

Third-party validation by an independent body provides assurance that our emission reduction targets are aligned with the most up to date climate science. Through our commitment we will be challenged to continue to drive emission reductions and environmental improvements across all our operations.

Following changes to the business during 2024, we are reviewing our GHG emissions baseline with SBTi to create targets that reflect our global operations. Our updated targets will continue to address indirect emissions across our supply chain, reducing the carbon intensity of our activities as we grow, while maintaining our ability to support the deployment of renewable energy.

SBTi approved emissions reduction targets

	Near-term targets - by 2030	Long-term targets - by 2050
Scope 1 & 2	Absolute reductions in our Scope 1&2 emissions by 42% (tCO ₂ e).	Absolute reductions in our Scope 1&2 emissions by 90% (tCO ₂ e)
Scope 3	Reducing the carbon intensity of our Scope 3 emissions by 52% (tCO ₂ e/MWs constructed)	Reducing the carbon intensity of our Scope 3 emissions by 97% (tCO ₂ e/MWs constructed)

All reductions will be recorded against our baseline year of FY2022

Our climate action

Greenhouse gas emissions

Our greenhouse gas (GHG) emissions for financial year 2025 have been calculated in accordance with the Greenhouse Gas Protocol, covering direct emissions (Scope 1), indirect emissions from purchased electricity (Scope 2) and our indirect value chain emissions (Scope 3).

Since 2023, acquisitions have expanded our operations into 12 additional countries, more than doubled our workforce, and increased our operational portfolio by nearly fourfold. The increase in reported emissions over the last two years reflects this expansion and is consistent with our substantially larger organisational footprint.

In FY2025, we implemented a dedicated GHG accounting platform to improve the quality, consistency and granularity of our emissions data, supporting more accurate reporting and better-informed decision-making. As our data and systems continue to mature, we expect to further refine our emissions inventory, and any material changes will be reflected in future disclosures.

In line with SBTi re-baselining guidance, and in recognition of these organisational and methodological changes, we will re-baseline our GHG inventory and update our SBTi targets accordingly.

Annual GHG emissions – in thousand tonnes of CO₂e

Scope 1

16.7	9.3	5.5
2025	2024	2023

Scope 2 (location based)

0.7	0.6	0.6
2025	2024	2023

Scope 3

558.3	574.9	508.8
2025	2024	2023

Our climate action

Building our net zero roadmap

Our emissions roadmap helps us better understand and identify reduction actions. Utilising our previous two years of emissions data we have begun a targeted approach, addressing our most material emissions. We are focused on the following key areas to decarbonise our value chain:



Owned vehicles and equipment

Moving to low-carbon vehicles where possible, including electric, hybrid or alternative fuel vehicles.

Our action

We actively consider the use of low-carbon vehicles where possible, considering the available infrastructure that surrounds our managed sites to ensure our people can continue to work safely across our different activities and geographies.

Managed facilities

Assessing options for renewable electricity tariffs and alternative fuel sources to replace natural gas.

Our action

Through improved emissions reporting and data granularity, we have been able to better understand our energy consumption at our managed offices and facilities. We continue to move all our electricity suppliers under a new renewable energy tariff where we have operational control and ensure that new contracts consider energy consumption types and efficiencies.

Supply chain

Collaborating with current and new suppliers to align with our decarbonisation roadmap.

Our action

We have undertaken a spectrum of work to collaborate with suppliers to understand their sustainability status and progress. This has included supply chain sustainability reviews, supply chain KPIs and supplier pre-qualification. Further details can be found within our sustainable procurement section of the report.

Travel

Educating and encouraging sustainable travel for business travel and commuting.

Our action

Our global travel policy places sustainability at the heart of travel decisions for our people, creating a clear and consistent approach across RES.

Software platform

Enhancing our emissions reporting process and methodology

Our action

We have worked to bring in an emissions software solution to aid our emission calculations to improve our emission reporting accuracy and drive informed and data driven emission reduction actions.

Our climate action

Sustainable approach to our facilities and travel

We continue to invest in our physical environments by creating sustainable work facilities for our people. We are committed to sourcing renewable energy at our managed sites and consider access to public transport when choosing new office spaces.

We support our people to choose sustainable transport with a variety of public transportation discounts, cycle to work schemes, and electric charging facilities.

Case study

On-site renewable generation at our Germany office

As part of our continued investment in sustainable workplaces, we have installed a rooftop photovoltaic (PV) system at our office in Vörsstetten, Germany. The system is now operational and will generate renewable electricity directly on site, supporting our commitment to reducing operational emissions and contributing to the energy transition.

This initiative reflects a strong collaborative effort by our local teams and demonstrates how our Power for Good commitment is being embedded in our day-to-day operations - now also helping to power our Vörsstetten office through clean, on-site generation.



Promoting environmental sustainability

We are committed to respecting and protecting the natural, cultural and historical heritage of the environments in which we work.

During development we undertake environmental impact assessments and create plans to minimise the impact of projects on the environment throughout their lifecycle. We are compliant with ISO 14001 for environmental management across parts of the organisation.

Our teams in France have achieved a Bronze EcoVadis certification for their progress in environment, human rights, ethics and responsible purchasing.



Protecting and enhancing local environments

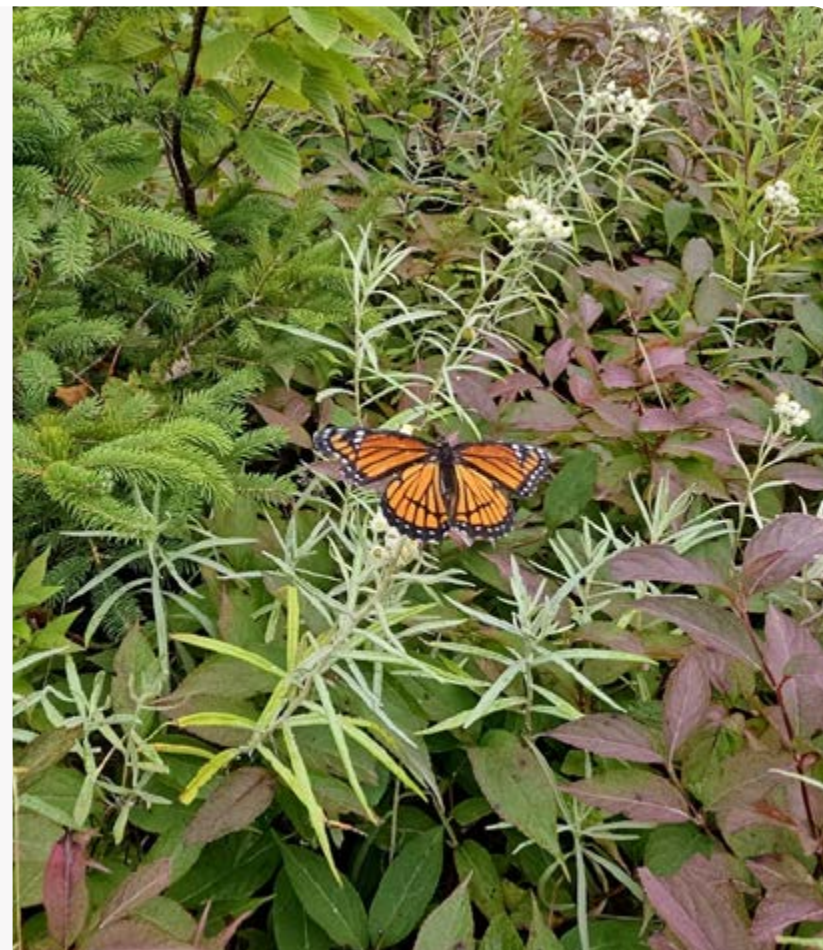
A key part of our development process is understanding and assessing the potential impacts of our projects on the environment. Through sensitive design and mitigation measures, we deliver projects that minimise environmental impact while maximising value for local habitats and communities.

Case study

Protecting the Monarch Butterfly

Globally, there are over 180,000 pollinator species, including the endangered monarch butterflies, recognised for its distinctive colouring, remarkable migratory behaviour and vital contribution to ecosystems. In autumn 2025, areas of the forest floor at the Goose Harbour Lake Wind Site in Nova Scotia - where construction is underway - served as a resting and refuelling habitat for monarch butterflies before they begin their 3,000-mile migration across Canada, the United States, and Mexico.

To protect monarch butterflies at the site, our team conducted wildlife surveys to identify sensitive areas and better understand where protection measures were needed. This was supported by training and orientation for all staff, ensuring awareness of the species, its habitat and the importance of minimising impact. Additional measures included reducing vegetation disturbance, preserving green spaces and encouraging the growth of wildflowers. These efforts help create a supportive habitat for returning monarch butterflies, while also benefiting wider ecosystems and future generations.



Case study

Dual land use in action - integrating agriculture, ecology, and solar energy

Derril Water Solar Farm in the UK is a 42 MWp renewable energy project which we developed and have been providing construction management services since 2025, following the start of construction in 2024.

This project is a strong example of how renewable energy assets can be delivered in harmony with the surrounding environment. The site was designed with a dual land use approach, recognising the importance of maintaining land value and functionality while accommodating large-scale infrastructure.

Once fully operational, the solar farm will generate enough clean electricity to power around 14,000 homes annually. At the same time, it will support ongoing agricultural activity through sheep grazing, ensuring the land remains active and productive.

A range of ecological enhancements has been incorporated into the design and implemented on site. These include the establishment of new hedgerows, species-rich grassland, woodland planting, and the creation of habitats for birds, reptiles, and amphibians. Together, these measures contribute to a biodiversity net gain, ensuring the site enhances rather than diminishes the existing natural environment.



"The delivery of Derril Water Solar Farm highlights the importance of integrating environmental and community considerations into project design. By prioritising dual land use and biodiversity enhancement, the project demonstrates how renewable energy infrastructure can deliver long-term ecological value while supporting the transition to clean energy."

Lampros Styliaras, Construction Project Manager, UK&I

Promoting environmental sustainability

Enhancing habitats across the projects we support

We provide services for renewable energy assets in 24 countries, ensuring compliance with local legislation and ESG requirements, while applying global best practice. We believe that protecting nature and expanding renewable energy should go hand in hand.

Through a comprehensive land management approach, we assess our sites and apply our expertise to deliver ecological initiatives that maximise habitat improvements across the projects we support globally.

Case study

Enhancing biodiversity at solar farms

We continue to focus on enhancing biodiversity across our solar portfolio, with strong ecological improvements observed through our proactive land management approach. A strong example is Westerfield Solar Farm in Oxfordshire, England.

At this 13MW site, we have implemented a range of land management practices to support biodiversity:

- Extensive tree planting carried out in previous years is now well established, supported by ongoing maintenance and watering.
- A barn owl and kestrel boxes were installed to enhance habitat provision.
- Cut-and-collect operations were organised in field margins outside the fence line to reduce soil nutrient level and encourage wildflower growth.
- In preparation for a planned school site visit, proactive tree safety works were undertaken, with removed wood repurposed into hibernacula to provide habitat for invertebrates.

The site now supports a variety of habitats, including maturing trees, hedgerows and diverse grassland, with areas managed at different intensities. The identification of a skylark nest on site highlights the value of these measures.

An ecological monitoring survey conducted in 2025 will contribute to the next national solar habitat report led by Solar Energy UK and Lancaster University, supporting wider understanding of how solar farms can enhance biodiversity.

This example demonstrates how our proactive land management approach delivers measurable ecological outcomes while supporting the long-term sustainability of our sites.



Promoting environmental sustainability

Transforming industry sustainability with our innovative solutions

As the energy transition accelerates, maximising the performance of existing assets is more important than ever. Making the most of every megawatt is not just a business efficiency - it is a necessity for the sustainable development of the renewable energy industry.

We are committed to delivering purposeful and practical solutions that optimise performance and generate more clean energy from existing assets.



"Our digital solutions highlight how existing infrastructure can be optimised to deliver greater renewable energy output, and support long-term sustainability goals. This is a clear example of practical, measurable sustainability in action".

Bruce Hall, CEO - Digital Solutions



Promoting environmental sustainability**Case study****Unlocking hidden value in existing wind farms**

Wind turbines are equipped with control systems. However, while these factory settings are engineered to perform well under typical conditions, they may not be perfectly tuned for specific site or the turbine's condition. With our TuneUp solution, we ensure our customers' assets deliver maximum clean energy by ensuring each turbine is tuned to extract the maximum energy from the wind on a moment-by-moment basis.

Our solution can increase wind farm yields by over 1%, with further improvements as we continue to refine the technology. TuneUp, which also received the Technical Innovation Award at Wind Investment Awards, is a solution that improves the performance of existing assets. Our approach is particularly valuable for wind farms that are 5 to 20 years old, where it helps extend operational life and ensure continued high performance without the need for major upgrades.

A strong example of the implementation of TuneUp is Altahullion 2 Wind Farm in Northern Ireland, a 20-year-old site where we deliver Asset Management and O&M services.



By implementing TuneUp at Altahullion 2 Wind Farm, we increased annual energy production by over 2%. This equates to an additional 572 MWh per year - enough to power over 200 typical UK households annually.

Sustainable material management

We continually review and explore innovative construction and maintenance processes to better understand and optimise material use. We prioritise local supply chains where possible to improve waste management, recyclability and the use of more sustainable materials.



"More references mean more autonomy, more autonomy means less dependence on long delivery times, and less waiting means more assets in operation. Our job is to protect energy generation."

Francisco Hernández,
Supply Chain -
Spare Parts & Repair Director

Case study

Giving a second life to components

In Albacete, Spain, we have been repairing and maintaining components from renewable energy projects since 2021, ensuring replacement is not the only option. Each repaired component supports the transition to a circular economy by reducing waste, lowering the embodied emissions of assets, reducing costs and minimising downtime. Our spare parts workshop team restores the life of these critical assets, reducing wait time and protecting generation.

This year, we continued to develop and enhance our ability to complete repairs for critical renewable assets. Over the last year, the workshop has increased repairs by nearly 30% compared to 2024. The team now works with over 200 types of materials and delivers electrical, electronic, hydraulic and mechanical repairs, enabling more complex, multi-technology projects. By giving components a second life, we reduce costs for our customers while reinforcing our commitment to sustainability.



Sustainable material management

Case study

Repowering with care

Our Asset Management teams are responsible for a range of repowering and asset optimisation projects across wind, solar and battery storage portfolios globally. Our approach prioritises risk management, environmental protection and circular economy principles, assessing opportunities for the reuse, refurbishment and recycling of equipment while minimising waste.

Working with specialist contractors and supply chain partners, we support the safe removal of infrastructure and appropriate land restoration, aligned with regulatory and landowner requirements. This experience across technologies and countries helps ensure renewable assets deliver responsible outcomes from development through to end of life.

In 2025:

- We successfully completed a repowering project for a 5MW solar farm in the UK. We recycled 21,900 modules and replaced them with around 10,900 larger, more efficient modules.
- We repurposed spare wind turbine blades and towers. The blades were used to create office desks, indoor and outdoor planters, and park benches. These have now been handed back to our client to use in their offices. The turbine tower was repaired and re-used at the same site, avoiding the need to purchase a replacement.



Social

Provide a safe and healthy work environment, which encourages development of all our people and creates opportunities to positively contribute to society.



People and culture

People bring our vision to life every day.

Our role is to create the conditions for our people to do their best work, grow with confidence and feel proud of the contribution they make. We focus on what helps people thrive in practice: clear expectations and goals, supportive leadership, and an environment where teams can deliver strong outcomes.

The People and Culture team continues to partner closely with the business to shape a consistent experience across the employee journey, from onboarding through to development and career progression. We both support and challenge leaders to build strong teams, strengthen capability and remove barriers that stand in the way of results.

As RES continues to evolve, we remain committed to protecting our culture while adapting thoughtfully to changing needs. We stay flexible in how we work and support our teams, continue learning from one another, and broaden our perspective so we can keep improving together, in a place people want to be and can do their best work.



"At RES, we create the conditions for people to do their best work, grow with confidence, and feel proud of the contribution they make. We partner with leaders across the employee journey to build capability, remove barriers, and keep teams focused on outcomes, grounded in a culture of care. As we grow, we will protect what makes RES distinctive and evolve with intent, so together we can achieve more in a place people want to be, and where they can do their best work."

Maria Irvin, Chief People and Culture Officer



People and culture

Engaging with our people

Our people always come first. Feedback from our people is essential as we continue to build and strengthen the unique culture that we take such great pride in.

To maintain a workplace where our people feel energised, informed, and valued, we conduct global surveys to understand what is working well and where we can improve.

We use a people-centric platform, Peakon, which facilitates two-way interaction. All responses are confidential, ensuring everyone feels comfortable sharing their feedback. Scores are rated on a scale of 0 to 10, with higher scores indicating stronger agreement or more positive experiences. The results allow us to identify changes in engagement and sentiment, track trends, build on strengths, and address areas of concern proactively.



People and culture

What our people think

80% of our people gave feedback in 2025,

showing their commitment to RES and confidence that their voice helps shape positive change.

This feedback shows that our focus on putting people first is

having a positive impact

across the organisation.

Areas with strong scores include:

8.3

Peer relationships

Underlining the strength of our team culture. Our people feel comfortable seeking and offering help, knowing they're part of a collaborative and respectful community.

8.4

Non-discrimination

Demonstrating that our multicultural and inclusive environment, with its focus on respect, merit and equal opportunities for success, is helping to create a culture where everyone can thrive.

8.2

Safety

Reinforcing that our company supports an environment where safety is prioritised above other concerns, and that our safety culture is well-established.

8.2

Alignment

Reflecting that our people understand how their work contributes to team and company goals. It highlights the value placed on open communication, collaboration, and supportive team environments.

8.2

Management care and support

Highlighting our people-first leadership culture, where our managers are seen as supportive, approachable, and communicative — building trust and enabling people to do their best work.

Scores presented are out of 10 and are based on the latest available responses from our 2025 surveys.

Health and safety

Health and safety is of the utmost importance, and we strive to ensure that everyone who works for us, and alongside us, goes home safe every day.

It underpins our culture and operations and is central to how we deliver performance and value across our global business. Our commitment to zero harm is not just a goal, but a mindset embedded across every team, function and market.

Over the past year, we have strengthened safety strategy across newer business areas and geographies, while continuing to embed our crisis management capabilities. This operational alignment supports our journey to becoming an industry leader in safety, as we target monitoring proactive and leading safety indicators that enable us to continue to reduce risk and prevent harm.

Our approach is proactive and performance led. We continue to strengthen our global safety systems, advancing a risk-based safety management framework designed to drive continuous improvement and operational excellence. 'Don't Risk It' remains the cornerstone of our culture, empowering everyone at RES to take ownership of safety and make informed, confident decisions on the ground.



"Good safety performance doesn't happen by accident. It takes intentional leadership, honest conversations and the willingness to act before harm occurs. That's what 'Don't Risk It' means at RES, not a slogan, but a daily commitment from every leader in this business."

Martin Bardle, Senior Vice President HSQE

Health and safety

Global safety focus event

Each year, we hold a company wide safety stand down day, bringing together our people across regions to pause work and focus on safety. The day is centred on shared messages, including, 'Don't Risk It' and 'Speak Up', delivered through a range of local activities such as case studies, discussions, interactive sessions and personal reflections.

Additional focus was also given to RES Life Savers, a set of ten global guidelines focused on preventing serious injury or fatality at RES. Practical demonstrations were held on challenging some of our high-risk hazards alongside engagement activities on how to integrate the ten guidelines into daily work, through identifying areas for improvement and sharing best practices.



Chile



Mexico



USA



Spain

Health and safety

Health and safety governance

Safety leadership starts at the top. Our Group Executive is directly accountable for health and safety, supported by the Group Executive Safety Leadership Team, which provides strategic oversight.

We are certified to internationally recognised ISO standards across several regions, including ISO 45001 for safety management. In 2025, we reviewed and published our Health and Safety Policy and Charter, alongside supporting terms of reference for the Group Executive and Business Unit Safety Leadership Teams, to support our ongoing integration and geographical expansion.

We continue to strengthen our global crisis management approach, aligned to ISO 22361:2022 (Crisis Management), ensuring we are prepared to respond effectively to issues across all areas of our business. We run a rolling programme of crisis simulation exercises and skills training to embed crisis resilience throughout our company.



This year we continued to partner, participate, and contribute with industry trade organisations to coordinate efforts across the renewable energy sector. Our HSQE people have shared their insights on theoretical and practical aspects of safety management to drive positive change within different industry bodies.



Dennis Thorlund Elsberg

**Vice President,
Global HSQE Services**

Appointed to the Global Wind Organization's General Assembly Board and now chairs the new Global Solar Committee. This positions us as a pivotal influencer in shaping the international safety standards and training programmes for the evolving solar industry.



Ike Anyanwu-Ebo

**Sr. Director of HSQE,
Quality Assurance**

Appointed to the APQP4Wind Board of Directors. His appointment strengthens our role in advancing quality alignment and collaboration across the global wind industry.

Health and safety

Health and safety performance

We rigorously track and evaluate our safety performance through a structured approach to performance management that combines proactive risk identification with outcome-based monitoring. Our focus is on preventing harm by identifying issues early and strengthening our safety culture through consistent learning and improvement.

We use a balanced set of leading and lagging indicators to assess performance. Leading indicators include near-miss and ‘good catch’ reporting, audits, inspections, behavioural observations, root-cause reviews, and active leadership engagement. These are complemented by lagging indicators such as Total Recordable Incident Rate (TRIR) and high-risk incident rates, which help us understand trends and assess the effectiveness of our controls over time.

This approach has delivered sustained results. We continue to see improvement across both leading and lagging indicators, alongside a sustained reduction in harm to our people over a number of years. This performance demonstrates the impact of our approach, placing a strong safety culture at the centre of how we operate.

2025 saw a spike in our TRIR performance, reflecting the significant growth of our business following several acquisitions in 2024, which brought new geographies, workforces and operational contexts into scope. As these businesses have been integrated into our safety management framework, our reporting has become broader and more comprehensive. We are committed to the targeted improvement work already underway across these newer areas of the business.

Total recordable incident rate

2022	0.76
2023	0.55
2024	0.35
2025	0.65

Our 2026 objective

Advance our Zero Harm, high-performance safety culture by strengthening leadership engagement and the systematic collection and application of leading and lagging safety indicators. This includes observations, near misses and high-risk incident reporting, while embedding psychological safety that enables everyone at RES to speak up and work safely.

Health and safety

Regional actions

In 2025, we continued to partner with industry bodies and lead regionally relevant safety initiatives across our markets:

Americas

Our team re-launched a peer safety recognition programme, which highlights and rewards individuals who lead by example in safety.

Spain

Our Albacete training centre became one of the first in the world to be certified to deliver GWO's new solar safety training programme, reflecting our leadership in setting safety standards for emerging renewable energy technologies.

LATAM

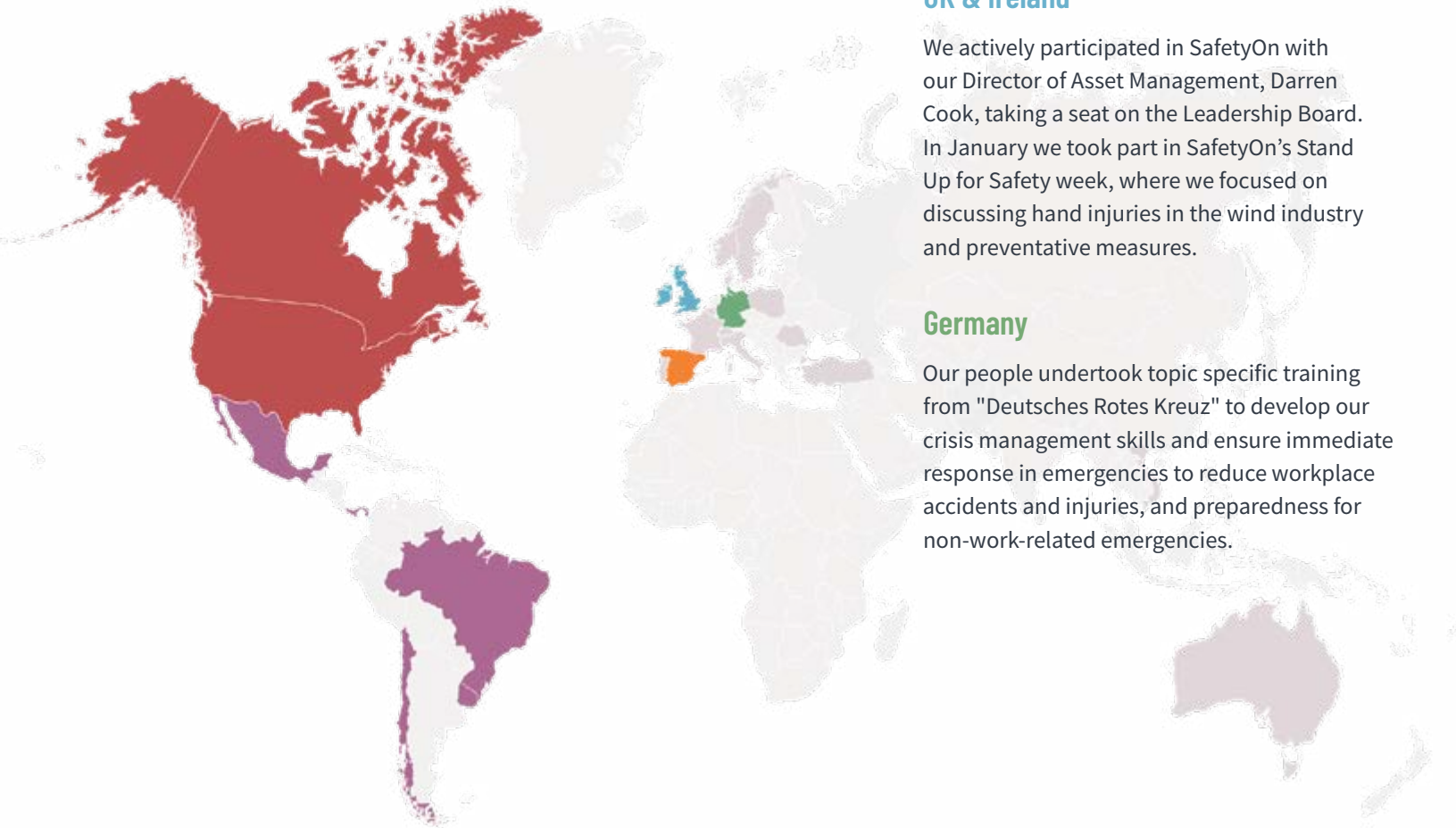
As part of the wider commitment to establish HSQE safety leadership teams across the group, we established the HSQE LATAM Committee. The committee has participation from all regional leaders, including site-level supervisors with the aim to cover essential topics to strengthen our safety culture and regional alignment.

UK & Ireland

We actively participated in SafetyOn with our Director of Asset Management, Darren Cook, taking a seat on the Leadership Board. In January we took part in SafetyOn's Stand Up for Safety week, where we focused on discussing hand injuries in the wind industry and preventative measures.

Germany

Our people undertook topic specific training from "Deutsches Rotes Kreuz" to develop our crisis management skills and ensure immediate response in emergencies to reduce workplace accidents and injuries, and preparedness for non-work-related emergencies.



Wellbeing

Our approach to health and safety prioritises both the physical and mental wellbeing of our people.

We provide a range of resources, including confidential helplines, wellbeing platforms and support services to promote mental health and overall wellbeing. We offer various wellbeing platforms across different regions, with benefits including fitness reimbursements, mental health support, seminars on finance, mindfulness, nutrition, and personal development.

The wellbeing of our people is a genuine priority, and we are committed to creating an environment where everyone can thrive; physically, mentally, and emotionally. We know that building a truly healthy workplace culture is an ongoing journey, and while we are proud of the progress made, we recognise there is always more we can do.



Hybrid working and flexibility

In 2025, we reaffirmed our commitment to hybrid working for colleagues based near our main office locations across Europe, North America, and Australia.

We believe time spent together in the office is fundamental to our culture. It's where our people build the relationships, shared understanding and collective judgement that shape how we work as one team. Time together in person strengthens mentorship, accelerates the development of our early-career colleagues and reinforces the sense of belonging that comes from working alongside others who share our purpose.

It's also where our culture is made and renewed, in the everyday conversations, the informal problem-solving, and the moments of connection that simply happen when people are together.

We see this time together as a worthwhile investment in both our people and our business, and one we intend to keep protecting.

At the same time, we recognise that a one-size-fits-all approach does not reflect the reality of our global business, and some of our roles continue to operate on a remote basis.

Whether working in the office, remotely, or a blend of both, our focus remains on ensuring every colleague feels connected, supported and part of the RES community. We remain committed to listening and evolving our approach, and to ensuring our leaders are empowered to offer the flexibility their teams need to deliver, wherever and whenever that works best.

Prioritising mental health in the workplace

Improving wellbeing across our global community remains a key focus. Throughout 2025, teams around the world took practical steps to embed healthy habits into everyday working life.

In Albacete, a dedicated Wellness Month saw each week spotlight a different healthy habit including a specialist warm-up training session for our GWO technicians alongside a Bike Day that encouraged our people to swap their commute for two wheels.

France marked its own Wellness Month in June with a fresh theme each week, while our teams in the Nordics, Germany, and Australia all took part in activities tailored to their local communities.

Alongside physical health initiatives, we have placed greater emphasis on psychological safety, recognising that feeling safe, heard and supported is essential to wellbeing.

It is particularly encouraging to see how the wellness activities we initiate continue to create lasting impact beyond one-off events, fostering habits that support long-term wellbeing. A great example is the book club launched by our People & Culture team during Wellness Month 2024 in our Gothenburg office. What began as a simple initiative has evolved into a sustained practice, with 11 members meeting every two months to read and discuss a diverse range of books. The initiative not only supports mental wellbeing by creating space to slow down, reflect, and disconnect from daily pressures, but also strengthens social connections and fosters a sense of belonging among colleagues. This demonstrates how our wellness efforts can grow into meaningful, employee-driven practices that contribute to a more balanced and connected workplace.



RESpect

At RES, one of our greatest strengths is our global presence. The diverse perspectives, experiences and cultures across our teams are invaluable in enriching our work and driving innovation. By embracing this diversity, we create opportunities to learn from each other, fostering an inclusive environment where every voice is heard and every individual can thrive.

RESpect is our commitment to achieve a fair workplace where we all feel listened to and where differences are acknowledged and respected. That means our people feel they can pray, parent, partner, or participate without fear or uneasiness. To be their authentic selves and to thrive professionally and personally.

To reach this goal, we embrace RESpect as essential to our business performance and integrate it into our everyday decision making.

Our policies and procedures focus on fairness and equality for everyone. We embed RESpect principles at every level of the organisation and in every people-centric decision from attraction and recruitment to ongoing personal and professional development.

RESpect is our commitment to achieve a fair workplace where we all feel listened to and where differences are acknowledged and respected.



RESpect**Affinity Networks****By our people, for our people**

First and foremost, our networks are a community. They are open for all to join and offer a safe space for people to come together and freely share their experiences and the potential barriers that exist in the creation of an inclusive and equitable work experience.

Our Affinity Networks provide opportunities to speak with decision makers about issues that matter most and to flag where opportunities to do better exist. As well as driving positive change in RES, joining a network is a fantastic opportunity to build peer relationships across RES.

**CARE**

Focuses on inclusivity of Culture, Allyship, Race, and Ethnicity at RES, where cultural diversity is shared to bring to light our differences and acceptance.

Disability

Aims to create a disability-inclusive culture by promoting the right attitudes, behaviours, systems, and knowledge.

Early careers

Aims to foster a dynamic and supportive community where those early in their career share their perspectives and experiences, fostering an environment of growth and collaboration.

Gender

Aims to make RES an employer of choice by supporting a diverse workplace where our people thrive no matter what their gender.

RiSE

Focuses on our LGBTQ+ employees feeling heard, respected, and accepted so that every individual at RES can reach their full potential.

Stages

Aims to foster understanding between people of all ages and stages of their career by challenging age-related barriers and misconceptions.

Veterans

Aims to highlight the valuable skills and experiences of the Armed Forces Community, build an inclusive and supportive space, and provide resources that align with their unique experiences.

RESpect

RESpect in action

Our Affinity Networks are central to building a more inclusive, respectful, and equitable workplace for everyone. They are focused on taking tangible action to do this.

To support knowledge and capability across the organisation, resources are made available including practical guidance covering topics such as creating respectful workplaces, running inclusive meetings, and understanding intersectionality and bias. Our networks regularly host webinars and panels on subjects including disability awareness, cultural diversity, and understanding ADHD, among others.



In 2025, our Affinity Networks and broader inclusion efforts delivered some meaningful milestones.

For the third consecutive year, we participated in the Human Rights Equality Index in USA, achieving a score of 95 out of 100, our highest yet, reflecting the continued progress we have made in strengthening our practices, policies, and facilities, including the provision of gender-neutral spaces. We also participated in the Australian Workplace Equality Index.

We published Gender Affirmation Guides in North America, the UK, and Australia, offering support and guidance for colleagues who are transitioning, as well as for their peers and managers.



RESpect

Disability inclusion remained a focus throughout the year, with impactful quarterly roundtables bringing together colleagues of different seniority and geographies to share their personal experiences of both visible and non-visible disabilities.

Open to all and recorded for wider access, these sessions have helped to build genuine awareness and foster a more collaborative and understanding culture.



This year our Veterans Network, which in its first year has already made strong inroads in connecting and supporting site-based employees.



RESpect

Our teams continued our established tradition of joining Pride events across North America, Latin America, Australia, and Europe.



Learning and development

Developing the capabilities of our people is a priority as we continue to grow our business and support long-term careers at RES. We provide access to professional accreditation, apprenticeship programmes and further education to support ongoing development.

We have our online platform and virtual learning centre, which is our one stop shop for all aspects of onboarding, learning, career development and performance management.

Global onboarding 'Power On'

Our global onboarding programme ensures every new colleague begins their RES journey with a shared understanding of who we are and how we work. By delivering consistent information worldwide—showcasing our technologies, departments, values, commitment to safety, RESpect principles, strategic priorities, and company structure—we ensure every new colleague feels welcomed, informed, and empowered from day one. 'Power On' onboarding is also localised through translations to respect and support our diverse, global workforce.

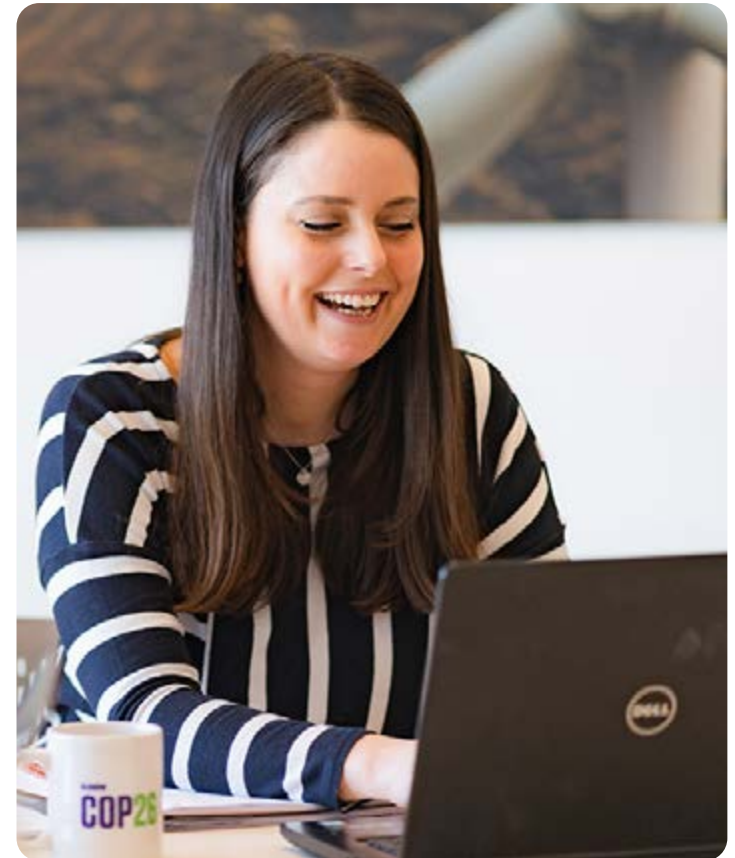
Internal secondments

To further support career development and broad learning opportunities within RES, we offer internal secondments either on to projects or into different teams. Secondments allow our people to strengthen current skills by applying them in a new way, and to develop new skills, knowledge and experiences, as well as building new networks with colleagues.

Mentoring programme

Our global mentoring programme is open to all our people and supports the sharing of knowledge across the organisation.

There is a wealth of expertise and experience within RES, developed over 40 years in the energy sector. This knowledge is invaluable in enabling future success. Mentoring helps accelerate learning and development while building connections across teams and disciplines.



Leadership at RES

In 2025, we sharpened our focus on leadership as a key enabler of our people strategy and the delivery of our vision and mission. We recognise that great managers are at the heart of a thriving organisation, they are the single biggest influence on an individual's experience at work, and on our collective ability to drive the transition to affordable, zero carbon energy.

We set clear expectations for our leaders to balance high performance with high care, creating an environment where people can grow and deliver strong outcomes. Clarity of purpose sits at the heart of this, ensuring every team member understands how their contribution connects to something bigger.

We also invested in ensuring our leaders were better informed and better equipped than ever, improving the quality of our communications. Guided by our core values of passion, accountability, collaboration, and excellence, our leaders are integral to translating our strategy into action and to building a workplace where everyone can thrive.

Developing leaders

To ensure consistent leadership practices globally, all our new people leaders are required to complete Leadership Essentials—a ten-week programme designed to build skills in Team Leadership & Inclusion, Results Focus, and Collaboration & Influence to equip our leaders to maximise the potential of their teams and drive progress toward our vision.

We have established a People Leader Resource Centre as a one-stop shop where leaders can access everything they need, including guidance on opening new roles, interviewing, onboarding employees, providing effective feedback, and having difficult conversations. Our leaders are also supported through external and internal coaching programmes, as well as 360-degree feedback reviews, supporting continuous development and balancing how we care for our people with how we challenge and develop them.

This year, we also launched our Leadership Seminars—30-minute targeted learning sessions designed to strengthen specific leadership skills. The monthly seminars are delivered by senior leaders, aligned with current business priorities and recorded to be accessible across different time zones.



Supporting our communities

We engage transparently with local communities on our projects, listening and working collaboratively to maximise the social benefits they can bring. These benefits can include job creation, investment in local infrastructure and support for local economies.

When managing renewable assets, we work with communities on behalf of our customers to ensure the opportunities created by community funds are fully realised.

We aim to be a power for good in the communities that neighbour our projects, working openly and constructively to deliver meaningful local benefits.



Supporting our communities

Benefiting local communities through electricity discount schemes

RES' Local Electricity Discount Scheme (LEDS) is a well-established community benefit, operating successfully for more than a decade and clearly demonstrating the value that renewable energy projects can bring to local communities.

Operating across Great Britain and Northern Ireland, LEDS provides an annual electricity bill discount to residential, commercial, public and community properties located closest to participating renewable energy projects, without the need to change energy provider.

Developed in response to local feedback identifying cheaper electricity as the most valuable and meaningful benefit, LEDS is a unique and well received initiative which RES has now begun to manage on behalf of third-party clients.

LEDS is currently operating across more than 36 projects across the UK and Northern Ireland, with over 46,500 payments made to date, totalling more than £9.3 million. In 2025 alone, over 7,000 properties benefited from almost £1.9 million in LEDS payments, delivering direct and tangible benefits to local communities during a period of higher energy costs.



36
projects



46,500
payments



£1.9 million
in LEDS payments



7,000
homes

Case study

Expanding our LEDS to Australia

Following the successful delivery of LEDS in the UK, this year we introduced LEDS in Australia for the first time. The launch of LEDS at Moah Creek Wind Farm places Queensland at the forefront of community benefit innovation in the energy transition.

Under the scheme, eligible households living within three kilometres of the Moah Creek Wind Farm receive energy discounts of \$1,000 per year. The programme is designed to expand during construction and operations, increasing both the eligible radius and the number of participating households over time.

LEDS Local Electricity
Discount Scheme

Supporting our communities

Powerbank, Nordics

Powerbank is our own model for sponsorship and urban funds in the Nordics. This unique concept allows funds to be used from the first day of a project and throughout its lifetime, supporting local development and improving quality of life for those who live near our projects.

Case study

Supporting the restoration of a water canal in Sweden

In 2025, through Powerbank, working in collaboration with the local fish conservation area association, we supported the restoration of a water canal in Sweden. The old canal, which is near two of our projects—a wind farm and a green hydrogen site, had previously been used for put-and-take fishing but had fallen into disrepair. The project included restoring the canal, improving site accessibility for people with disabilities, and restocking the water with trout. In addition, we sponsored two community fishing days—one family-focused event and one dedicated accessibility day.

The initiative has re-established a valued local amenity and created an opportunity for residents to enjoy fishing close to home once again. The response from the community has been very positive, with approximately 60 participants attending the family day and around 30 attending the accessibility day. The fish conservation area association also expects ongoing and increased usage of the canal now that it has been restored. To support the continued development of the site, we are also sponsoring fish restocking this year to help further establish the ecosystem.



Supporting our communities

Case study

Empowering university students through Scottish Student Development Fund

Since February 2024, we have partnered with the University of the Highlands and Islands (UHI) to support students through the Student Development Fund.

UHI serves an area and population at the very heart of the ever-growing renewable energy industry. As part of our committed to creating power for good in communities where we operate, we pledged £60,000 over three years to support the education and personal development of students across the Highlands and Islands, Moray and Perthshire.

During 2024 and 2025, more than 50 students were provided with grants of up to £1,000 to support their studies and take part in meaningful development opportunities beyond their courses.

Moumita Kar who used the grant to undertake Woodland Activity Leader Training says: **“As an aspiring primary teacher, this opportunity is invaluable. It will equip me with practical skills and a deeper understanding of outdoor education, allowing me to bring engaging and enriching woodland activities directly into my classroom and school grounds.”**

Thomas Webber used the fund to attend a bespoke training course for large bio-acoustic datasets with world leading experts. **“The time spent with world-leading researchers in this field will not only greatly improve the quality of my PhD project but also provide an invaluable contribution towards the monitoring of marine mammals in Scottish waters, contributing to their conservation and overall protection.”**



“Listening to the recipients’ stories has been truly inspiring and shows the full range of skills that exist in our communities. We’re pleased we can help foster that talent through this scheme by creating opportunities to learn, grow personal confidence and support the local economy.”

Euan Hogg, Project Manager - Development

Supporting our communities

Case study

Supporting local organisations to strengthen communities

As cost-of-living pressures continue to rise, food insecurity has become a growing challenge across the South Burnett in Australia, the region where our Tarong West Wind Farm project is located. One organisation at the frontline of this issue is the South Burnett Pantry, which provides food relief with dignity, choice and compassion to people experiencing hardship across the region.

In 2025 alone, the Pantry supported 15,090 people, including 6,067 children.

That same year, 344 households accessed food relief for the first time, with over 80 per cent reliant on Centrelink, highlighting the increasing pressure facing local families.

Recognising both the scale of need and the vital role the Pantry plays, the Tarong West Wind Farm project partnered with the organisation to support its sustainability programme. This investment is designed to strengthen the Pantry's long-term capacity — helping ensure emergency food relief remains available as demand continues to grow.

Every \$40 trolley shop provided through the Pantry delivers up to \$160 worth of food, including fresh produce, groceries and essential household items. In 2025, the Pantry delivered 5,085 trolley shops and 511 emergency relief voucher shops, making it a critical pillar of social support in the South Burnett.

By backing an established, trusted local organisation, Tarong West is helping deliver practical, lasting community benefits — supporting families today while contributing to a more resilient region for the future.



"Community support needs to be practical and respond to what matters most locally. The South Burnett Pantry plays an essential role in supporting families across the region, and we are proud to back an organisation making a real difference on the ground. Large projects should leave a positive local legacy, and supporting trusted local organisations is one of the most meaningful ways we can contribute."

Toby Coates, Lead Project Manager

Indigenous communities

Our culture of care extends to the environment and all stakeholders. Through our commitment to community relations, we seek to demonstrate this through respectful engagement and collaboration with Indigenous stakeholders, whose ancestral lands we live and work on.

Increasing our understanding, value and recognition of Indigenous cultures, histories, knowledge and rights, are key to building respectful relationships with Indigenous communities and creating a more holistic and inclusive approach to our work, in the true spirit of “Power for Good.”



“The Innovate RAP is not only a continuation but an amplification of our efforts in embedding reconciliation into the very fabric of RES. It aligns seamlessly with our Sustainability and Diversity and Inclusion strategies, reflecting our holistic approach to corporate responsibility.”

Matt Rebbeck, CEO, Australia

Our contribution towards Australia’s national reconciliation effort with First Nations people

In 2022, we began developing our Reflect Reconciliation Action Plan (RAP), a framework to support our contributions towards Australia’s national reconciliation with First Nations people. A dedicated committee, the Origins Working Group was established to implement the RAP and ensure RES meets its commitments.

The four phases of RAP; Reflect, Innovate, Stretch and Elevate represent different stages of an organisation’s journey towards embedding reconciliation within its business.

In 2024, we completed the Reflect stage, with 32 actions focused on building relationships, respect, and opportunities, aligned with our vision for reconciliation – a happier, safer, more successful workplace that provides equitable and tangible benefits for the self-determination of Aboriginal & Torres Strait Islander peoples, facilitating deeper impact from our work.

In February 2025, we officially launched our completed and approved Innovate RAP, marking a significant step forward in our ongoing commitment to reconciliation.

This phase represents a dynamic opportunity to implement practical measures that will address systemic racism and inequality faced by First Nations peoples and contribute to a more unified and equitable nation.

It is evident that our dedication to reconciliation has not only deepened but has also borne tangible results. Through concerted efforts and meaningful initiatives, we’ve made significant strides in fostering a more inclusive and culturally aware environment within our organisation and across our projects.

Indigenous communities

Our commitment to Indigenous reconciliation in Canada

In September 2025 we launched our first Canada Reconciliation Action Plan (RAP), a four-year framework that sets out clear commitments to advance reconciliation with Indigenous Peoples across the country. The plan builds on our two decades of working alongside Indigenous Peoples and communities in Canada and outlines five core pillars – Educate, Engage, Empower, Celebrate, and Illuminate – designed to deliver meaningful and measurable actions.

These include advancing Indigenous awareness training for our people, co-developing engagement plans with Indigenous communities for all new projects, increasing employment and contracting opportunities, supporting cultural events, and publishing biannual progress reports.

We have already demonstrated the value of Indigenous-led partnerships through our projects such as the 200 MW Bekevar Wind Project in Saskatchewan, developed in collaboration with Cowessess First Nation. The project secured 17% equity ownership for Cowessess Ventures Ltd., as well as employment, training, and contracting opportunities, creating long-term economic benefits for the community.

Developed with input from Indigenous partners and our people, the RAP is closely aligned with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission of Canada's Calls to Action, and the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (NIMMIWG).



"True reconciliation requires long-term commitment, transparency, and respect. At RES, we see our

Reconciliation Action Plan as an opportunity to lead by example in the renewable energy industry, demonstrating how meaningful partnerships with Indigenous Peoples can drive both social and environmental progress. This is about ensuring the projects we deliver today create enduring benefits for generations to come."

Douglas McAlpine, Chair, Americas

Indigenous communities

Our Indigenous reconciliation visual artworks



Our Australian RAP Artwork, 'Unity of Light and Life' is created by the First Nations artist, Marion Mitchell, to embody our work, our vision and our dedication to reconciliation. This piece is a celebration of the way RES and its communities come together, working hand in hand to create something meaningful. The artwork hopes to inspire a feeling of hope, unity, and shared responsibility.



Our Canadian RAP's visual identity was created by Cree artist Chris Chipak of Red Pheasant Cree Nation. His design highlights Turtle Island as the one who carries us all on her back, and incorporates cultural symbolism to reflect the plan's five guiding pillars and the shared journey of reconciliation.

Indigenous communities

Case study

Setting a benchmark for responsible renewable energy development in Australia

The collaborative approach we have taken during the development of the Kerrs Creek Farm in Australia stands as a strong example of socially responsible renewable energy development. It has also gained national recognition, with the project named a finalist in the Clean Energy Council's Community Value and Impact Award.

Shaped by deep, early and ongoing engagement with the local community and Traditional Owners, our approach helped shift the project from consultation to genuine partnership, embedding local voices into project design and fostering long-term relationships. Community feedback directly influenced key project decisions, including turbine height, transport routes, and benefit-sharing arrangements, as well as cultural heritage protection measures. Another important outcome has been the protection of Aboriginal cultural heritage.

Working closely with First Nations Rightsholders and heritage consultants, we:

- Undertook surveys across the project area to identify spiritually significant areas and items of cultural significance, including scar trees. Findings from these surveys informed our project design, with buffer zones incorporated to protect the vast majority of identified cultural values.
- Committed to preparing an Aboriginal Cultural Heritage Management Plan prior to construction to ensure the ongoing protection of tangible and intangible cultural heritage values throughout the life of the project.

The result is a project that reflects community aspirations while supporting clean energy transition. Our efforts reinforce that strong social outcomes are not an add-on — they are fundamental to project success and long-term legacy.



Charity and volunteering

Across the world our local teams support charities, chosen by our people, throughout the year. Our support is not limited to these charities, and our volunteering and charity matching policies are ways in which we support many other organisations.

Volunteering and charity matching policies

We offer all our people four days paid leave each year to volunteer with a charity or support non-profit initiatives. We also match up to £500 (or equivalent in local currency) a year per person for fundraising activities and personal donations made by our people too. We encourage our people to support causes they care about and see these two policies as a way in which we can offer that support.

Helping to create a sustainable future and make a positive impact on our communities.



Charity and volunteering

Charity and volunteering in action

Supporting local sports through recycling

In Canada, during the construction of the Bekevar Wind Farm in Saskatchewan, our team collected and recycled bottles to raise money for a local youth ice hockey programme. The funds helped purchase new goalie kits for young players, supporting access to grassroots sport while promoting recycling and community engagement.



Glasgow clean-up

At our Glasgow office, we took part in a community clean-up alongside other organisations based in the area, clearing rubbish from streets and green spaces around our offices.



Supporting education in rural communities

Our team in Mexico donated school supplies and maintenance materials to a rural primary school. The contribution helped improve the learning environment for students and supported the school's ongoing operations.



Charity and volunteering



Volunteering for nature

At the Bunyip North Energy Storage Project in Victoria, members of our project team joined a local environmental group for a volunteering day along the Bunyip River. Together, they planted over 170 native plants and trees, helping to stabilise the riverbank and support local biodiversity. The activity strengthened relationships with community partners and reflected our commitment to practical environmental stewardship. For the team, it was also a chance to connect directly with the landscape and contribute to long-term environmental outcomes in the region.

Enhancing biodiversity at our offices

To mark UK Volunteering Week, our people at our Kings Langley office took part in a nature enhancement project on the office grounds. The team constructed a hibernaculum, an underground shelter for amphibians and reptiles, supporting local biodiversity and contributing to our environmental principles.



Charity and volunteering

Hosting the community at our offices

Our Kings Langley office welcomed a local Brownies group for an evening of learning and exploration. The visit included a talk on renewable energy, a guided tour of the site's wind and solar installations, and interactive activities to inspire and provide an opportunity to see renewable assets in action.



Donating laptops to support a local charity

In Vörsstetten, Germany, we donated refurbished laptops to a local non-profit association that supports food banks. The laptops were either used by the charity for its operations or sold to raise additional funds. The donation helped improve the charity's digital capabilities and supported its ongoing work in the community.

Charity and volunteering

Lighting up La Blanca: a global volunteering effort

Since 2019, in collaboration with our charity partners, we have been installing renewable energy systems to bring access to clean energy to community initiatives across the world.

In November 2025, fifteen RES volunteers from across our geographies came together in La Blanca, a rural village in Oaxaca, Mexico, to support a community-led solar lighting initiative. Working in partnership with our local charity partner, our team installed 60 solar-powered streetlights across the village.

The project aimed to improve safety and access after dark, enabling children to play, families to gather, and residents to move around more freely in the evenings. For a community where intense daytime heat often limits outdoor activity, the new lighting has transformed how public spaces can be used.

Our volunteers worked side-by-side with local engineers and community members on tasks including assembling and installing lighting units to sanding and painting poles under the Oaxacan sun.

Beyond the physical work, the experience offered rich cultural exchange for our volunteers to connect with our Mexico based colleagues and their communities in Oaxaca. This initiative reflects RES' commitment to sustainability at a human scale. By combining renewable energy with community engagement, the project delivered tangible social benefits and lasting connections while demonstrating the power of clean energy to illuminate lives in more ways than one.



Charity and volunteering



"This amazing project reminded us once again that sharing our labour, our resources, our time, our love, and doing things with our hearts, is an enormous power, a power that heals both us and the world."

Cemre Dalkilinc, Sustainability Analyst



"This initiative went beyond the technical achievement of delivering clean power. It showcased the human dimension of sustainability and how renewables can transform daily life."

Louis McManus, Sustainability Analyst



"We carried memories of completed work, friendships, smiles, and the spirit of La Blanca. A simple week, yet one that will last a lifetime in our hearts. So proud of our team and the incredible adventure we shared, a story we will remember, recount, and cherish forever."

Lisa Calnan, UK&I GRID Delivery Manager



Business

Positioning the company for sustainable growth by combining long-term strategic thinking with focused short-term action, to create value for all our stakeholders.



Governance and structure

Our oversight committees and processes cover all aspects of the business. Our environmental, social and governance policy and strategy is agreed by our Group Executive and owned by our Group Chief Executive Officer.

Management and execution of our strategy is driven by our Group Executive team and our Chief Risk and Group HSQE Directors. Their teams ensure ESG integration and implementation of our strategy, measure performance and communicate our policies and activities to the wider group.

There is ongoing work to embed sustainability practices, bringing together and standardising processes. Further importance has been placed on standardising and operationalising sustainability across our business following several acquisitions during 2024. Work is also underway to integrate ESG risk considerations within the Group risk register, supporting a more holistic approach to risk management across the business.



“Renewable energy remains central to global sustainable progress. Across every project we develop, construct and support, RES takes an approach shaped by long-term thinking, practical expertise and a clear focus on environmental stewardship, community benefit and stakeholder value. By working in partnership and delivering solutions tailored to each asset, RES is helping drive meaningful progress for customers, communities and the wider energy transition.”

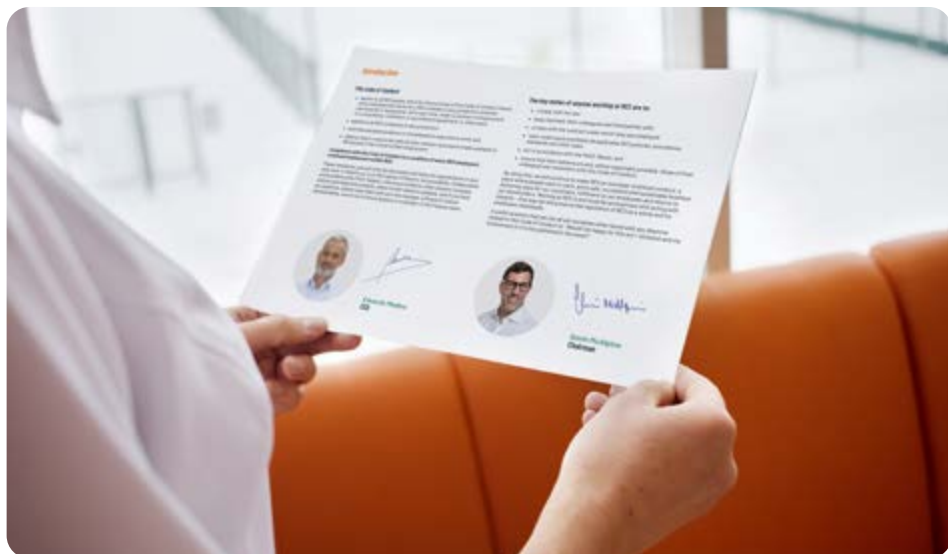
Eduardo Medina, CEO



Business ethics and anti-corruption

We have a long-standing commitment to maintaining and promoting the highest ethical conduct in our business. Our business ethics policy provides guidance on distinguishing between legitimate and unacceptable forms of behaviour. It is supported by mandatory anti-bribery and corruption training.

Building on that history, in 2026 we launched our group-wide [Code of Conduct](#). This is our guide for making decisions that create good outcomes and it sets the standard for safety, professionalism, inclusion, and integrity.



Our global [Whistleblowing Policy](#) is intended to help keep people safe and prevent illegal or unethical behaviour through prompt reporting. It supports our people in identifying the appropriate action if encountering unsafe or illegal behaviour, or questionable behaviour, policy violations or related issues.

We have a group-wide system that allows confidential reporting 24/7 via multiple channels. These include line manager consultation, People and Culture representatives and a whistleblowing helpline. Our reporting system enables people to anonymously report concerns, in order that appropriate action can be taken.

Our approach is further supported by our Ethics and Compliance Committee for Compliance and Ethics, which provides oversight of the effective implementation and operational embedding of our ethics policies across the Group.



"Speaking up is a key tenet of working at RES - whether suggesting improvements or calling attention to safety or compliance issues. While many of these can be resolved through normal management processes, good faith reporting of legitimate concerns via the whistleblowing hotline will always be investigated and retaliation for making a report will not be tolerated."

Dominic Hearth, General Counsel

Business ethics and anti-corruption

Modern slavery and human trafficking

We are committed to preventing modern slavery and upholding human rights across our operations and supply chain. This commitment is supported by our policies, governance framework and due diligence processes, which help ensure consistent standards across the organisation. We also seek to comply with relevant modern slavery and supply chain transparency legislation in the jurisdictions in which we operate, including the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act, and applicable legislation in the United States.

Our [Modern Slavery and Human Trafficking Statement](#) acts as the baseline of our commitment aiming to ensure that modern slavery does not exist in our operations or in our supply chain.

As a participant of United Nations Global Compact, our procurement policies take account of the Ten Principles and the Ethical Trading Initiative Base Code.

We recognise there are many different aspects to strategies on tackling modern slavery from engaging with suppliers to training and raising awareness on construction sites. Through our virtual learning centre, we offer training for all our people to help raise awareness, recognise signs and increase confidence in reporting modern slavery if any potential cases are encountered.

We support industry bodies in their commitment to prevent modern slavery across the value chain, and are a signatory of SEIA's (Solar Energy Industries Association) Solar Industry Forced Labor Prevention Pledge.



Sustainable procurement

We strive to ensure responsible and ethical practices across our supply chain.

Our sustainable procurement approach helps achieve our vision by promoting responsibility across our value chain. We integrate our policies into all our activities.

Our sustainable procurement principles



Environment:

- Engage with industry bodies and our supply chain to protect the environment and reduce potential negative environmental impacts of components and materials.
- Collaborate with our supply chain on products and services through improving waste and material management, repurposing, recyclability, and promoting the use of sustainable materials where practical.



Social:

- Take responsibility for the safety of ourselves and others to enable everybody to go home safe every day.
- Follow the principles of addressing modern slavery within our business practices and review risks in relation to modern slavery.
- Help to create a sustainable future and make positive impact on our communities and stakeholders.
- Support the development of a local supply chain where appropriate.



Business:

- Act in accordance with our policies.
- Promote sustainability through our industrial engagements, partnerships with industry bodies and our supply chain with the aim of meeting our vision by:
 - » reducing the cost of renewable energy, and
 - » encouraging careful design specifications and requirements.

Sustainable procurement

Supply chain KPIs

Within our technology supply chain, we introduced KPIs to track the performance of our suppliers across five areas: safety, quality, value, technical compliance, and ESG and sustainability. The KPIs enable us to track, measure, and work collaboratively with our strategic suppliers to improve their capabilities and drive them towards class-leading performance. Through the KPIs we can track the various sustainability initiatives undertaken by our suppliers, identify the gaps, and work with them to achieve their net-zero targets and help create a more sustainable supply chain. We are currently in the process of expanding our KPI reporting requirements to our contracts, enabling us to align with our suppliers and evaluate their performance.

Supply chain code of conduct

Our supply chain code of conduct is included in all our supply contracts. It demonstrates the commitment that we, and our suppliers, have towards our people and those in our supply and sub-supply chain. It requires all suppliers to meet or exceed the minimum environmental legislation and standards. There are clear routes for reporting concern, raising awareness, and whistleblowing.



Sustainable procurement

Supply chain sustainability reviews

We work with external consultants to set the criteria for verifying our strategic suppliers' capability to manage the traceability of their supply chain and map their key components as far back as the mineral extraction. Business units, where appropriate, undertake macro-level supplier reviews and conduct detailed assessments such as factory visits.

These reviews can cover a number of traceability, mapping, and ESG considerations with our strategic suppliers spanning module, transformers, battery, and PCS technology, covering a number of factories. The factors we look at are based around six topics and include: worker conditions, ethical sourcing, quality, technical compliance, material management, and recycling.

We understand that it is not always enough to just know the geographical origin of the material or components; to assess forced labour, for example, we need to know the conditions and their suppliers to develop an accurate representation of their ESG position. We not only undertake traceability through a contractual approach, but where required, we will also undertake further traceability reviews at the project level.

We have also conducted factory visits across several key components of our technologies such as polysilicon, transformers, inverters, and battery cells. Through these factory visits we get to appreciate the complexity of our supply chain and our sub-supplier supply chains. It also helps us to collaborate with our suppliers as we can provide more educated recommendations, work together to improve product quality, and observe their ESG compliance. To progress our work on supplier ESG standards requires continued collaboration with our suppliers to understand their actions as well as their own suppliers' actions. In addition, we have also begun working with suppliers to integrate emissions reporting requirements in their contractual obligations, in order to align suppliers with our emission reduction journey.



Climate related opportunities and risks

Addressing climate-related risks and opportunities is integral to how we conduct our business and is embedded in our vision and company strategy. We continually monitor the implications climate change presents, from enhanced physical risks to evolving policy to technological advancements. Our climate-related financial disclosure (CFD) complies with the requirements of the UK's CFD Regulations, 2022.

Governance

The Chief Executive Officer is the assigned owner of climate-related risks and opportunities and they are integrated into the overall risk management process in the company. In addition to this structure, a Climate Risk and Opportunity Steering Committee meets at least annually to act as a decision-making body to approve and review identified climate opportunities and risks and, associated mitigation strategies prior to escalation to our group risk process. These risks are included within the Group's Risk Reports, which are presented to and reviewed by RES' Group Executive Committee quarterly. Further deep dive activities are then undertaken for the identified risks. Our group strategy and the frameworks and structures described here enable the continued effective identification, assessment and overall management of climate-related risks and opportunities.

Risk identification and management process

Climate-related risks and opportunities were identified by external climate risk experts together with internal expertise across our activities and regions, using relevant sector publications, industry disclosures and our pre-existing climate-related risk and opportunity assessment. We have assigned "Risk Owners" who are key stakeholders from across the business who are responsible for reviewing designated climate risks or opportunities and typically have roles that overlap with the identified climate risks and opportunities or possess detailed knowledge of the area related to our company or the industry. Their expertise, insights and comments are a key element of the review that takes place by the Climate Risk and Opportunity Steering Committee.



Principal climate risks and lenses

We consider both physical and transition-related climate risks and opportunities across the short, medium and long term as part of our business planning and risk management processes. These include the potential effects of extreme weather, changing weather patterns, supply chain pressures and grid-related constraints. We use this insight to strengthen project planning, operational resilience, supplier oversight and long-term strategic decision-making.

Time horizons (from present)



Climate related opportunities and risks

Identified climate-related risks and opportunities

PHYSICAL RISKS

Disruption and physical damage

Project delays: Extreme weather events (such as torrential rainfall, windstorms, wildfires) and chronic changes to weather patterns (e.g. increased and prolonged periods of heat or rainfall) delaying project completion dates.

Project and property damage: Extreme weather events and chronic changes to weather patterns increasing costs through on-site asset and property damage.

Market

Insurance: Extreme weather events and chronic changes to weather patterns increasing cost of insurance premiums and availability of insurance products.

Competition: Extreme weather events and chronic changes in weather patterns impacting revenue through reduced site viability.

TRANSITION RISKS

Market

Supply chain: Low-carbon transition affecting the supply-demand balance of key materials, increasing project costs.

Competition: Larger competitors entering the renewable market could impact RES' market share and revenue.

Technology

Grid: Global grid-connection constraints are causing delays and, due to capacity limits, some projects may be unable to secure required grid connection offers.

Reputational

Public perception: Maintaining our social licence to develop, construct and operate projects within the communities who host projects as the urgency and number of renewable projects increases.

Policy and legal

Reporting: Increased costs from complying with new reporting obligations.

Carbon pricing: Carbon pricing mechanisms increasing costs associated with greenhouse gas emissions in operations.

Incentives: Reduction in renewable-energy incentives and policies leading to increased costs.

Regulation: Changes to regulation and industry standards affecting O&M, construction and development could lead to lost revenue through delays and additional costs.

Market reform: Electricity pricing reforms may reshape network charges and constraint management, creating uncertainty for future market and investment conditions.

OPPORTUNITIES

Products/ services

Project damage: Greater opportunities for O&M services as an increasing number of assets are damaged from extreme weather events and chronic changes to weather patterns.

Markets

Clean energy demand: Increased demand for clean energy creating revenue opportunities across all our activities as there is greater deployment of renewable assets.

Energy source

Carbon footprint: An internal shift to lower-carbon alternatives could reduce emissions and long-term costs.

Resilience

Technology: Enhanced resilience or operational performance technologies enhancing business value by reducing climate risks, increasing renewable reliability, and supporting safer, more efficient asset operations.

Risk impact levels and climate-related scenario analysis

When reviewing climate related risks and opportunities we review the potential impact level within three widely recognised climate scenarios; inaction +3°C scenario, disorderly 2°C scenario and an orderly 1.5°C scenario.

Due to our business activities being linked to climate, the most pronounced impact is expected with a +3°C scenario. We believe that the group's business model is resilient to climate risks and opportunities and the scenarios considered. We do not consider those identified to be significant or Principal Trading Risks as our day-to-day operations continually consider climate related risks and opportunities, with embedded processes to monitor, manage and mitigate climate related risks across the business.



Performance summary

FY2025

Highlighted sustainability objectives		Key figures and performance summary
Environment	Measure our Scope 1,2 & 3 emissions	Calculated our annual full scope GHG footprint (575,670 tonnes of CO ₂) and improved the rigour of our data collection process.
	Develop and expand our GHG emissions reduction roadmap and action plan	Progressed actions for each four target areas
	Evolve our beyond value chain impact strategy and support activities that create enhancements for people and nature	Evolved our approach to prioritise long-term, impact-driven projects close to our operations, while strengthening collaborative partnerships to deliver sustained positive outcomes for people and nature.
	Align & improve on environmental & waste management systems	Maintained and extended ISO 14001 Environmental Management Systems across UK&I, France, Spain and Australia business activities.
	Work alongside OEMs and industry bodies to maximise recycling and refurbishment in our technologies	Continued collaborating with stakeholders to identify opportunities to reuse, refurbish and recycle equipment, minimise waste and maximise efficiency of our projects. Over the past year, our repairs workshop increased repair volumes by nearly 30%.
Social	Target industry leading safety performance on our journey to zero harm via not less than 5% year on year reduction in total recordable incidents	Increase in TRIR from 0.35 (2024) to 0.65 (2025), reflecting acquisition-driven growth and broader operational scope following 2024 integrations, with improvement actions underway across newer areas of the businesses. Alongside TRIR, we continued to develop our focus on leading safety indicators including observations, near misses and high-risk incident reporting.
	Contribute to our communities and stakeholders through measuring community engagement, fundraising for charity and dedicated volunteering	Continued to engage with and contribute to our communities and stakeholders through the projects we support, alongside dedicated charity and volunteering activities at group and regional/team levels.
	Enhance delivery of our Respect strategy through and maintain and implement our culture across all RES geographies	Continued to partner closely with the business to shape a consistent employee experience, taking tangible actions to maintain and strengthen an inclusive, respectful and equitable workplace for everyone.
Business	Evolve the company strategy, market positioning and approach to achieve continued sustainable growth as an employer of choice in renewables	Following a year of significant growth and integration, we focused on deepening alignment across teams, strengthening collaboration, and progressing a refreshed strategy to support a more unified and effective operating model.
	Develop a standardised approach to operationalise sustainability across our business	Made strong progress by refreshing our approach to ESG risk and opportunity analysis and associated mitigation actions, increasing business engagement, with further development and implementation work underway.
	Advocate for and collaborate with governments, organisations and associations for enhanced objectives and actions on ESG	Actively took part in regional and global trade associations, to represent and influence renewables industry and strengthen sustainable practices.
	Demonstrate responsible procurement and improve sustainability performance with customers, our key global suppliers and sub-supply chain	Internal and external collaboration to support supply chain transparency and suppliers' ESG credentials.
	Align with the reporting requirements of the Taskforce on Climate-related Financial Disclosure, UNGC and CFD	Reported and aligned with UK's Climate-related Financial Disclosure regulations, and UNGC.

Sustainability objectives

FY2026

Environment	Progress delivery of our GHG emissions reduction roadmap by advancing defined actions across key priority areas.
	Align and enhance environmental management practices across the company to drive consistent and effective environmental performance.
	Collaborate with stakeholders to maximise refurbishment and recycling at our projects, while developing a more systematic and integrated approach to circularity across our operations.
Social	Advance our Zero Harm, high-performance safety culture by strengthening leadership engagement and the systematic collection and application of leading and lagging safety indicators. This includes observations, near misses and high-risk incident reporting, while embedding psychological safety that enables everyone at RES to speak up and work safely.
	Continue contributing to our communities and local stakeholders through dedicated community engagement.
	Define and embed a compelling Employee Value Proposition to reinforce our RESpect strategy and further cultivate our inclusive culture across the Group.
Business	Develop and implement a transparent and equitable reward framework, supported by clear job architecture, to enhance clarity across roles, career pathways and progression, while strengthening organisational efficiency and consistency.
	Advance the development and implementation of a standardised approach to operationalise sustainability across the business.
	Strengthen our governance of ethical business practices through policy and company-wide training.
	Enhance transparency in alignment with the UN Global Compact through compliance with its evolving reporting requirements.

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