



2021 Power for Good Report

Environment, Social and Governance Financial Year 2019/20

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Hill of Towie Wind Farm

Overview

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

RES has been providing clean energy for nearly 40 years and sustainability lies at the core of our business activity. Our sustainability agenda is to power positive change by ensuring that our operations, products and services make a net positive contribution to society and the environment.

Our 2019/20 financial year sustainability report is an overview of our ESG activity, our sustainability strategy and highlights the achievements of our company and people. Since 2019 we have been net-zero in our business operations and in 2020 we have accelerated our net-zero strategy through our commitment to the Science Based Targets initiative.

The pandemic presented challenges to our ways of working and for our essential workers and communities. During these difficult times we remained resilient and our Covid-19 Response and Contingency Plan ensured we had no requirements to furlough staff or requests for support from governments.



We support all the UN's Sustainable Development Goals, and focus our efforts on the goals which closely align with our strategic objectives where we can deliver the greatest impact as shown on page 7.

19GW

OF RENEWABLE ENERGY
ENOUGH TO POWER ALL EVs
IN THE US AND EUROPE



21 Million

TONNES OF CO₂
AVOIDED



£343,500

DONATED TO OUR CHOSEN
CHARITIES & COMMUNITIES



RENEWABLE
GENERATION MANAGED
BY RES PERFORM

1%
better

THAN INDUSTRY
STANDARD

An introduction from our chairman

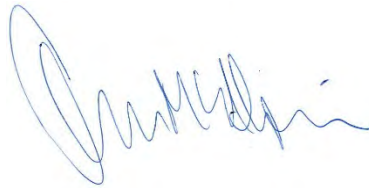
Over the last year the global pandemic has presented us all with challenges. As an organisation RES has shown its resilience - whether working from home or out on the frontline, our employees have safely kept the power on and the deployment of critical renewable infrastructure on track. Sustaining our culture and ways of working during the pandemic is testament to our employees, and we are proud to have been able to offer wider support to our communities.

The threat of the pandemic has highlighted the delicate balance of our ecosystems and catastrophic impact of global crises. Climate change presents an even greater threat to people and economies. Greenhouse gas emissions caused by human activity are leading to global temperature increases, which could trigger irreversible consequences for humanity, nature and our planet. We need to limit global warming to 1.5°C and this means reducing emissions to net-zero by 2050. Decarbonising our energy system by electrification using renewable energy is key to tackling the climate emergency. For 39 years, RES has been leading efforts to create a future where everyone has access to affordable zero carbon energy, whilst also having a positive impact on the lives of our employees, stakeholders and the communities in which we operate.

RES has developed and/or constructed over 19 gigawatts of renewable energy. We are immensely proud that this has resulted in avoided emissions of more than 21 million tonnes of CO₂ annually. We have accelerated our net-zero strategy through our commitment to the Science Based Targets initiative.

Our values of passion, accountability, collaboration and excellence are a guiding force in everything we do. On the foundations of these values, we continue to build a diverse and inclusive culture that allows our people to integrate sustainability into every part of our day-to-day operations and beyond. This report includes our environmental, social and governance activity, our sustainability strategy and highlights some of the achievements of our company and people.

We hope you enjoy reading it.



Gavin McAlpine, RES Chairman



Who we are

RES is the world's largest independent renewable energy company active in wind, solar, energy storage, transmission and distribution. We have developed and/or constructed over 19 GW of renewable energy worldwide.

19_{GW}

PROJECT
PORTFOLIO

39

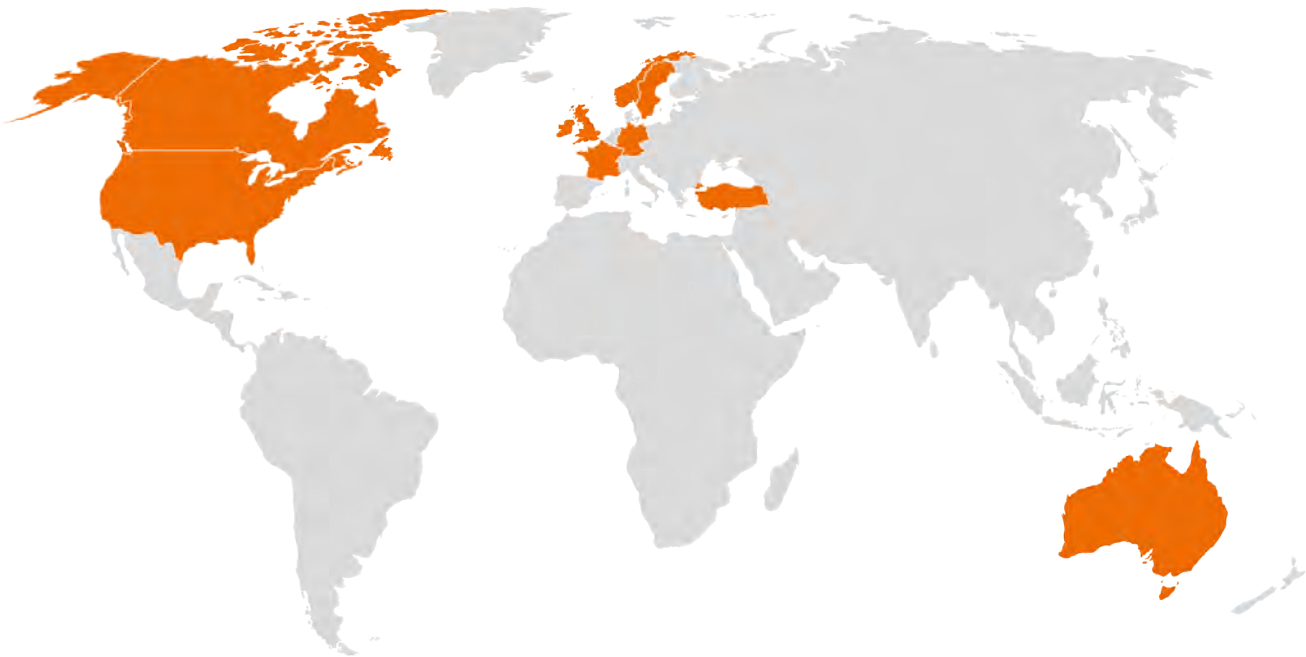
YEARS OF
EXPERIENCE

7_{GW}

OF OPERATIONAL
ASSETS SUPPORTED

3,000

EMPLOYEES



ACTIVITIES



DEVELOP



CONSTRUCT



OPERATE

TECHNOLOGIES



WIND



SOLAR



STORAGE



T&D

Our vision and values

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

We strive to be a Power for Good through our core values: passion, accountability, collaboration and excellence. These values define our culture and enable our vision. They drive performance and create an environment which is motivating for all our employees.



Passion

We have a passion for what we do and creating a zero carbon future.



Accountability

Accountability means as individuals and as a company, we accept responsibility for our activities and for transparency in our disclosure and communications.



Collaboration

Collaboration happens when we work closely together and share knowledge and skills both internally and with our clients and suppliers. True collaboration unleashes new ideas and opportunities.



Excellence

We strive for excellence by pursuing the highest quality and delivering value for our clients.

Our sustainability approach

Built on the foundations of our values, our sustainability agenda is to power positive change by ensuring that our operations, products and services make a net positive contribution to society and the environment.

This agenda is supported by our three core principles: Business, Environment and Social.



Business

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



Environment

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






Social

Provide a safe and healthy work environment, which is diverse and inclusive, encourages employee development and creates opportunities to positively contribute to our stakeholders and the wider community

We are aligned to the UN's Sustainable Development Goals

We have focused our efforts on sustainability goals which strongly overlap with our business activities and where we can make significant contributions. These goals are aligned with our strategic priorities and our sustainability principles.

Our sustainability principles	Sustainable development goal focus	Examples of action in 2020
 <p>Business</p> <p>Position the company for sustainable growth by combining long-term strategic thinking with focused short-term action, to create value for all our stakeholders</p>	<div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>17 PARTNERSHIPS FOR THE GOALS</div> </div>	<ul style="list-style-type: none"> • Annual strategy and business planning review • Reinforcement of the business unit key performance indicators (KPIs) • Supported our clients in their ESG strategies and implementation • Continued to hold strategic discussions with our supply chain to promote sustainable procurement • Continued roll out of anti-bribery & corruption and prevention of financial crime training
 <p>Environment</p> <p>Manage our activities to maximise the environmental benefits of our projects and our business while operating in compliance or exceeding environmental regulations</p>	<div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>13 CLIMATE ACTION</div> </div>	<ul style="list-style-type: none"> • Committed to the Science Based Targets initiative • Continued to deliver exceptional environmental benefits on our projects • Collaborated with our supply chain to manage the materials we use by improving waste management, recycling and innovation in construction • Offset our direct emissions, indirect emissions associated with electricity and employee business travel
 <p>Social</p> <p>Provide a safe and healthy work environment, which is diverse and inclusive, encourages employee development and creates opportunities to positively contribute to our stakeholders and the wider community</p>	<div> <div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>10 REDUCED INEQUALITIES</div> <div>17 PARTNERSHIPS FOR THE GOALS</div> </div>	<ul style="list-style-type: none"> • Raised over £343,500 for our charities and provided support for our communities through the pandemic • Global safety focus stand down event • Global mentoring programme and continued support for virtual learning and development • Advanced our global Diversity and Inclusion (D&I) Strategy by progressing our succession and recruitment processes and establishing Affinity Networks



Business

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

7 AFFORDABLE AND
CLEAN ENERGY



8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



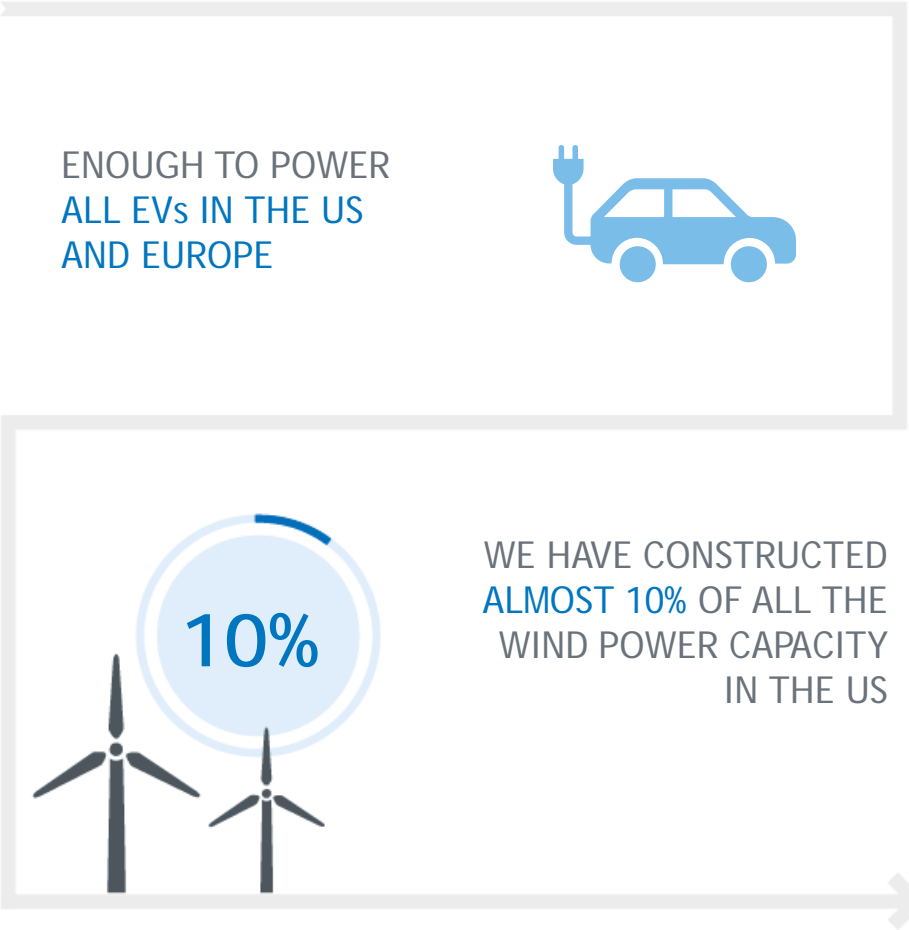
17 PARTNERSHIPS
FOR THE GOALS



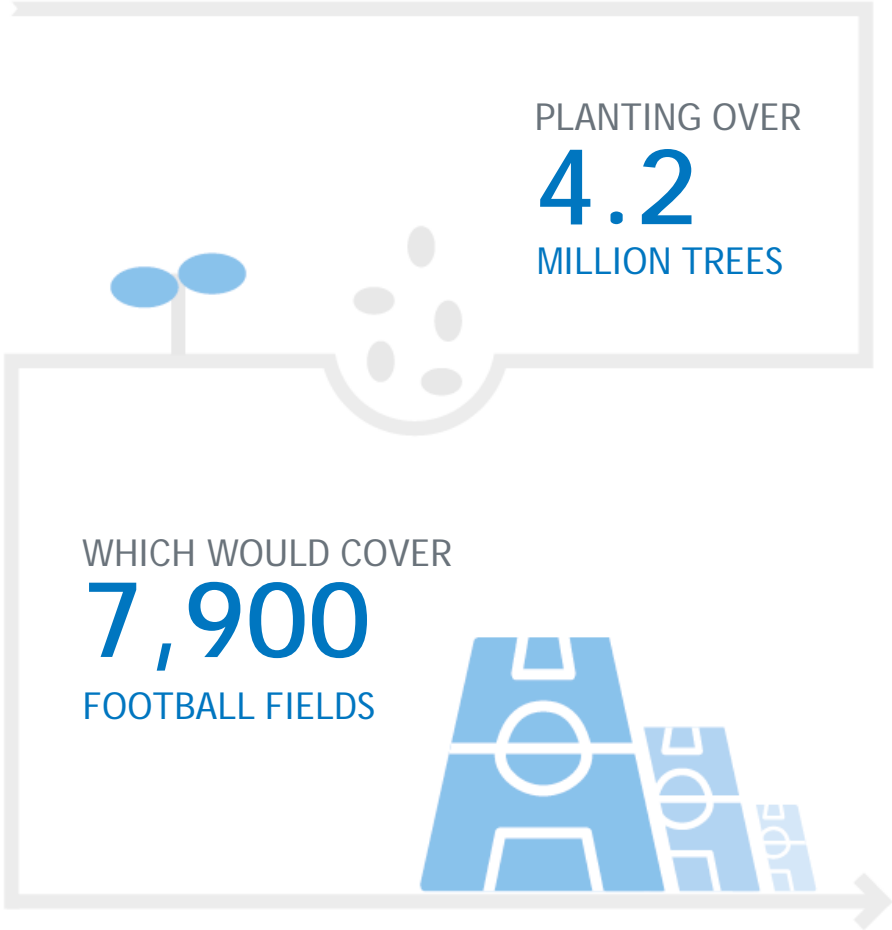
Our contribution in tackling climate change

Globally we have developed and/or constructed over 19GW of renewable energy and this has resulted in avoided emissions of more than 21 million tonnes of CO₂ in 2020.

Our 19GW project portfolio:



Avoiding 21 million tonnes of CO₂ is equivalent to:



Our contribution in tackling climate change: Towards net-zero

At the end of 2020 we committed to the Science Based Targets initiative. Science-based targets are greenhouse gas emission reduction targets that are informed by independent climate science.



This initiative champions the adoption of 'science-based' greenhouse gas emission reduction targets in-line with what the latest climate science says is necessary to meet the goals of the Paris Agreement - to limit global warming to well-below 2°C above pre-industrial levels and pursue limiting warming to 1.5°C.

Our definition of net-zero is that our business activity will not cause or result in the net release of greenhouse gases into the atmosphere.

At RES, we are fortunate to already be at the heart of decarbonising the energy system. However, as demonstrated by the increasing impact of extreme weather and over 120 countries committing to achieve net-zero emissions by 2050, business as usual is no longer an option.

Setting and working towards science-based targets in-line with 1.5°C will be critical to help protect against future business disruptions. By acting now to more than halve global emissions in the next decade and reach net-zero emissions by 2050, we will be better placed to manage risk and build resilience.



We already measure our emissions associated with our operational business. Over the next two years we will be evolving our approach to capture more emissions data in our upstream and downstream business activities. Once we set our base-line for full scope emissions we can begin the process of setting emissions reduction targets.

WE MEAN BUSINESS

Our contribution in tackling climate change: Towards net-zero

In achieving net-zero, some of our objectives for 2020 focused on measuring and offsetting our operational greenhouse gas emissions.



We believe that offsetting direct emissions, indirect emissions associated with electricity, and employee business travel using the right method is a good option while we work towards fully decarbonising. We selected accredited schemes to ensure that our voluntary offsets are verified cancellations of emissions.

We estimated that in the 2020 financial year our operational greenhouse gas emissions totalled over 4,000 tonnes of carbon dioxide equivalent (CO₂e) which we have offset via forestation and renewable energy projects.

Scope	2020 emissions ('000) tonnes CO ₂ e
1. Direct emissions	1.5
2. Purchased electricity*	0.4
3. Employee business travel	2.1

* Market based approach

Supporting forestation and clean energy in different regions

We supported three certified projects to offset our emissions:



Australian Native Reforestation with Carbon Neutral

Aim to re-establish the natural landscape of the Yarra Yarra Diversity Corridor, one of the 35 globally significant biodiversity hotspots, by planting 60 different indigenous tree and shrub species.

Afforestation in Somerset UK with Reforestum

Supports the extension of the total woodland coverage reducing fragmentation of the woodland. Species such as oak and aspen were selected to match the current ecosystem which is a mixed broadleaf woodland.



Global Portfolio from Carbon Footprint

Covers four renewable energy projects including wind, solar and hydro power predominantly within developing countries where they assist carbon emission reduction and bring benefits to the local community.



Climate-related opportunities and risks

We are deeply aware of the implications of climate change, from evolving policies to new low-carbon technologies and enhanced physical risks. Addressing climate-related opportunities and risks is integral to how we conduct our business and is embedded in our vision and company strategy.

Opportunities

As a pure-play renewable energy company, we are solely focused on the development, construction and operation, through the provision of support services, of renewable assets and related infrastructure. As such, there are many opportunities presented by the energy transition to a decarbonised future.

Our support services business provides asset management and operation and maintenance services to maximise generation through optimising asset performance and reducing downtime. This contributes to even more renewable energy production for our clients.

A focus on sustainability across all our activities enables us to drive efficiency in our use of resources plus measure and reduce our own emissions in our journey towards net-zero.

Risks Mitigations

We have a number of measures in place to reduce both transitional and physical climate-related risks across our business:

- Dedicated Risk Management Committee and monthly risk reports reviewed by the Group Executive
- Work towards increasing the competitiveness of renewable energy through innovating and reducing costs to lower Levelised Cost of Electricity (LCOE)
- Continuous improvement of our assessment of acute and chronic weather patterns to mitigate risks to future development and construction sites
- Preparation of our project procurement strategy in the context of our three sustainability principles for products and services across our value chain
- Build influence with governments, industry bodies and regulators to advise on and encourage ambitious decarbonisation targets, renewable targets and supporting regulatory frameworks



How we support our clients

We support over 7GW of operational assets and understand the importance of optimising renewable assets, maximising value and protecting revenue for asset owners. Our client focused approach maximises generation through optimising asset performance and reducing downtime. A study by DNV, demonstrated assets managed by RES perform 1% better than industry standard, contributing even more renewable energy production.

We work with our clients to help them demonstrate market leading Environmental, Social, and Governance (ESG) performance, and have experience in supporting our clients across a range of ESG frameworks.

We can provide ESG reporting on assets across a variety of activities, including: energy use, emissions data, habitat management, homes equivalent powered, displaced carbon, Local Electricity Discount Scheme, and community outreach activities.

Our work with communities on behalf of our clients ensures that they maximise the opportunities presented by their community funds. We have always been committed to engaging and supporting our communities, and in these difficult and challenging times, it is now more important than ever.



Supporting our communities through the pandemic

Many of the assets that we manage provide community benefit funds to the local communities. Across the UK and Ireland, the community relations team work with local groups and administrators to manage 57 community funds that collectively distribute more than £2 million each year. These funds usually support activities such as sports clubs, community groups, local events and other philanthropic causes.

The Covid-19 pandemic is having a significant impact on such activities and there is a marked increase in the number of people facing financial difficulties. We sought consent from our clients to accelerate some governance processes to enable the community fund administrators to maximise the support their fund could provide.

With unanimous support from our clients, we have been working with the fund administrators as they look at ways to provide both immediate and longer-term support for those most in need. In addition, we have been providing assistance to the local groups and decision-making panels, in hosting their meetings virtually using our Skype for Business platform.

The lockdown has also enabled the community relations team to join and participate in many more community fund meetings, which had not been previously possible.

Examples of support already provided to our communities:

- Foodbank donations
- Funding for groups helping to support the provision of clinical personal protective equipment (PPE)
- Supporting a Community Centre who are providing shopping and telephone support services to isolated people within their community
- Emergency appeals and recovery and relief funds supporting those directly affected by the pandemic
- Grants up to £250 to individuals, who are helping the community's Covid-19 response



Working with local communities

Case study: Demirli Wind Farm

Our team in Turkey are developing the Demirli Wind Project, located near a village with 1,000 residents. The 60MW Demirli Wind Project is one of the five projects that RES won in the 2017 wind capacity tenders held by the Turkish Electricity Transmission Corporation.

One of the most significant agricultural products of the Demirli village is walnuts. Usually our team would visit the site and meet with local producers to discuss how we can support them during the harvest season. Due to the pandemic, our team missed this opportunity but we decided to support them in a different way. We purchased 200kg of walnuts and our team volunteered their time to pack them in 200 traditional jute bags. We delivered these as healthy, locally sourced gifts to our clients, consultants and other stakeholders in Turkey with a note attached explaining the origin of the walnuts.

The villagers were grateful for financial support and our clients and partners were very pleased to receive the gift.

The team are looking forward to be able to discuss producers' needs in person next year and provide greater support for Demirli.



Governance and structure

We have in place various oversight and leadership committees and processes that cover all aspects of the business. Our Environmental, Social and Governance Policy and Strategy is agreed at our Group Executive level.

Oversight of our activities and execution ultimately resides with our Group CEO. Management and coordination of our strategy and its implementation is conducted by the Regional CEOs, Group HSQE Director, and our Group HR Director, who report directly to the CEO along with the Group Head of Sustainability. Their teams ensure ESG integration and implementation of our strategy, measure performance and communicate our policies and activities to the wider group.

Organisational ESG structure



Business ethics and anti-corruption

The safety and wellbeing of our people, and our strong business ethics culture are extremely important to us. This year we undertook an in-depth review of all our global policies to ensure they reflect our culture and expectations.

Business ethics

We have a longstanding 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, and is supported by mandatory anti-bribery and corruption training.

Whistleblowing

Our global whistleblowing policy is intended to help keep people safe and prevent illegal or unethical behaviour through prompt reporting. It is an additional tool to support our people in deciding what action is appropriate should anyone encounter unsafe or illegal behaviour, policy violations or related issues.

RES has a group-wide system that allows confidential reporting 24/7 via different channels. These include line managers, country managers and an online and telephone service.

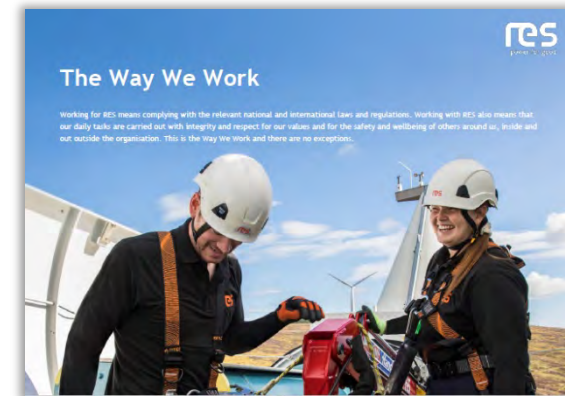
This system enables people to report relevant matters, anonymously if they so choose, in order that appropriate action can be taken quickly.

Safeguarding others, openness and vigilance are important aspects of collaboration and accountability, which is at the heart of what we do.

Our code of conduct: The Way We Work

The 'Way We Work' guides our behaviours and sets the principles for our actions and decisions. It is based on our desire to deliver excellence to our customers, respect others inside and outside the organisation and care for the safety, wellbeing and development of our people.

Working with RES means complying with the relevant national and international laws and regulations, behaving ethically and upholding our values.



"Respecting our customers, our colleagues, and our internal procedures and policies, taking care of the quality of our work, of others around us and the environment is what you can expect at RES"

Gavin McAlpine, Chairman

Sustainable procurement

Preparation of our project procurement strategy in the context of our sustainability principles for products and services across our value chain in our development, engineering, construction, operational and decommissioning activities in order to optimise value on a lifecycle basis and deliver our vision.

Our policies take account of the principles behind relevant global initiatives including the UN Global Compact and Ethical Trading Initiative Base Code.

Modern slavery and human trafficking statement

Modern slavery, which covers slavery, servitude, forced and compulsory labour and human trafficking, is a horrific crime which is often hidden. We follow the principles of addressing modern slavery and the Modern Slavery Act 2015 (MSA), in the UK, aligns with our organisation's values. Our board of directors support the principles of the MSA within our business practices. Our [Slavery and Human Trafficking Statement](#) acts as the baseline of our commitment to try to ensure that modern slavery does not exist in our supply chain.

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. In 2021, we are offering training 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.



Our sustainable procurement principles

Our sustainable procurement approach is outlined below in the context of our three sustainability principles.



Business

- Act in accordance with our Business Ethics, HSE, Quality and ESG Policies;
- Promote sustainability through our industrial engagements, partnerships with industry bodies and our supply chain with the aim to meet our vision by:
 - reducing the cost of renewable energy;
 - encouraging careful design specifications and requirements.



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.





Environment

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

7 AFFORDABLE AND
CLEAN ENERGY



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



13 CLIMATE
ACTION



Protecting local environments

We are passionate about the environment and wildlife protection is central to this. Through our projects and on behalf of our clients we promote biodiversity and protect and enhance habitats for a range of species. We are compliant with ISO 14001 for environmental management across parts of the organisation.

Protecting red kites: Langres Sud Wind Farm, France

Annual inspections are held at Langres Sud Wind Farm in France with the aim to protect the red kite, a native species of raptor. During the red kite's migration phase, surveillance is conducted by specialists on-site who are in direct contact with our Control Centre, enabling targeted shutdowns of the 26 wind turbines if there is a proximity risk. This approach combined with close monitoring of site conditions has effectively mitigated the risk of collision for this species.



Biodiversity success: Wryde Croft Wind Farm, UK

We worked with specialist consultants to implement the creation of wildflower meadows on 10 hectares at Wryde Croft Wind Farm. The aim was to promote biodiversity by providing nectar-rich meadows to benefit bees and other insects as well as seed for farmland birds. The resulting meadowland was a success in terms of biodiversity enhancement with surveys before and after the wind farm was built showing an increase in the number of breeding birds on the site. This included nationally declining species such as skylark, reed bunting and the yellow wagtail.



Material management: responsible construction

We work with our supply chain to collaborate on products and services through improving waste management and recyclability, and promoting the use of sustainable alternative materials where practical. We also use innovative construction processes to reuse and reduce consumption of material.

Site track repair: The Grange Wind Farm, UK

In addition to active habitat management for local wildlife conservation at The Grange Wind Farm, our site team undertook further consideration for responsible construction when the onsite roads required repair, following wear and tear after a period of harvesting on the farm. Our team engaged with a regional firm to utilise new machinery and repair the roads using an innovative process which reduces the volumes of stone required. The more environmentally friendly regrading process also resulted in cost reductions of over 60% compared with the previous method of track repair.



Considering circular economies

The circular economy model is based on three principles

- Design out waste and pollution;
- Keep products and materials in use;
- Regenerate natural systems.

Asset life extension and part refurbishment are some examples of the areas we have been focusing on at RES which reflect these principles of a circular economy. We support many of our clients with end-of-life strategies for their renewable assets, both repowering and life extension, and have seen first-hand the numerous benefits of starting this process early.

We also work alongside OEMs and industry bodies to promote recycling in our technologies from turbine blades and PV modules to batteries. This year we sponsored WindEurope's End-of-Life Issues & Strategies event. Our Technology Recycling TaskForce coordinates these efforts.

Greening the supply chain

We have already taken positive steps with the application of refurbishment technology to yaw gears and motors, reusing a product that would ordinarily be scrapped. We are working with suppliers to find innovative technology that reduces waste and the environmental impact of our operations. In 2020, we saved over nine tonnes of carbon and prevented over five tonnes of steel scrap in this area alone within our UK&I team.



Source: Renewable Parts Ltd

Material management: tackling waste in our supply chain and communities

In 2020, we refocused the lens from mapping out our usage of single use-plastic (SUP) to explore where material waste can be managed and reduced within our supply chain. Our targeted actionable objective for 2021 on waste is to:

Examine our waste streams within solar PV technology to identify opportunities to reduce waste in our activities.

Our Global Procurement team has already held discussions with PV Module suppliers and plans to discuss emerging reusable packaging solutions. We understand waste management requires a collaborative approach across our value chain and look forward to sharing how we can support our clients in reducing any waste associated with this technology across its lifecycle.

We are also a signatory of the New Plastics Economy Global Commitment, led by the Ellen MacArthur Foundation. The Global Commitment is a vision of a circular economy for plastic in which it never becomes waste.



As a signatory, we will continue to support work to eliminate unnecessary plastic; innovate so plastic we do need is designed to be safely reused, recycled, or composted; and circulate everything we use to keep it in the economy and out of the environment.

RES employees inspired us with their action to remove waste from the environment

In 2020, Ugur Isik from our Turkish team and his daughter Ela set an incredible target to collect 100 trash bags from their neighbourhood area. Despite pausing for local lockdowns they were still able to meet their target and shared their journey with us. Congratulations to you both for completing your challenge, inspiring others and raising awareness!



On World CleanUp Day, a team from in France volunteered to collect waste in the area around the office in Avignon. After two hours of intense work, the team had filled seven bin bags.

Renewables powering, heating and cooling our offices

We have a sustainable approach to our office spaces and source renewable power, heating and cooling at our RES managed sites globally. Due to the impact of the pandemic - our office staff have been encouraged to work from home only coming into the office when it is safe and necessary to do so.



Kings Langley, UK



Avignon, France



Broomfield, USA

Sustainable travel

We are committed to providing low carbon transport options for our employees in their commuting and business travel. We provide electric car charging points, which run on 100% green electricity at our headquarters and a number of other offices. This year we were unable to hold our global Sustainable Travel Challenge for our staff to challenge themselves to commute more sustainably. However, we offered all staff a virtual eco-driving course to share how to reduce emissions when driving and save on fuel costs.

The requirement for virtual working during the pandemic has highlighted the viability of video conferencing and how reducing non-essential travel can successfully limit emissions associated with transportation.

Emissions associated with employee business travel pre-pandemic and for essential site working employees were offset via forestation and renewable energy projects.

Cycling to work

We offer a cycle to work scheme to support low carbon commuting for our employees.

“The main advantage of cycling is that you can get around much faster than most traditional means of travel in urban environments. In my case, it only takes me 25 minutes to cycle to work, compared to 35 minutes by car and 50 minutes by public transport. It is much more economical and environmentally friendly than all other means of transport except walking. ”

Robin Drevet, Market Analyst, France



Our French team doubled support for sustainable travel

In line with the new French Mobility Orientation Law, the French team decided to go a step further in its commitment to a low-carbon future by upping the annual grant for each employee from €200 to €400 per year to encourage sustainable travel. The grant now also covers car-pooling as well as public transport and cycling.

European Mobility Week

The French team were able to organise a number of events to promote sustainable travel during the European Mobility Week as it was safe to do so following local government guidelines. This included awareness days and a challenge encouraging staff who live less than 7k away to cycle, walk or run to work.





Social

Provide a safe and healthy work environment, which is diverse and inclusive, encourages employee development and creates opportunities to positively contribute to our stakeholders and the wider community

Charity & Volunteering | Health & Safety | Learning & development | Diversity & Inclusion

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



10 REDUCED
INEQUALITIES



17 PARTNERSHIPS
FOR THE GOALS



Charity and volunteering

Charity policy

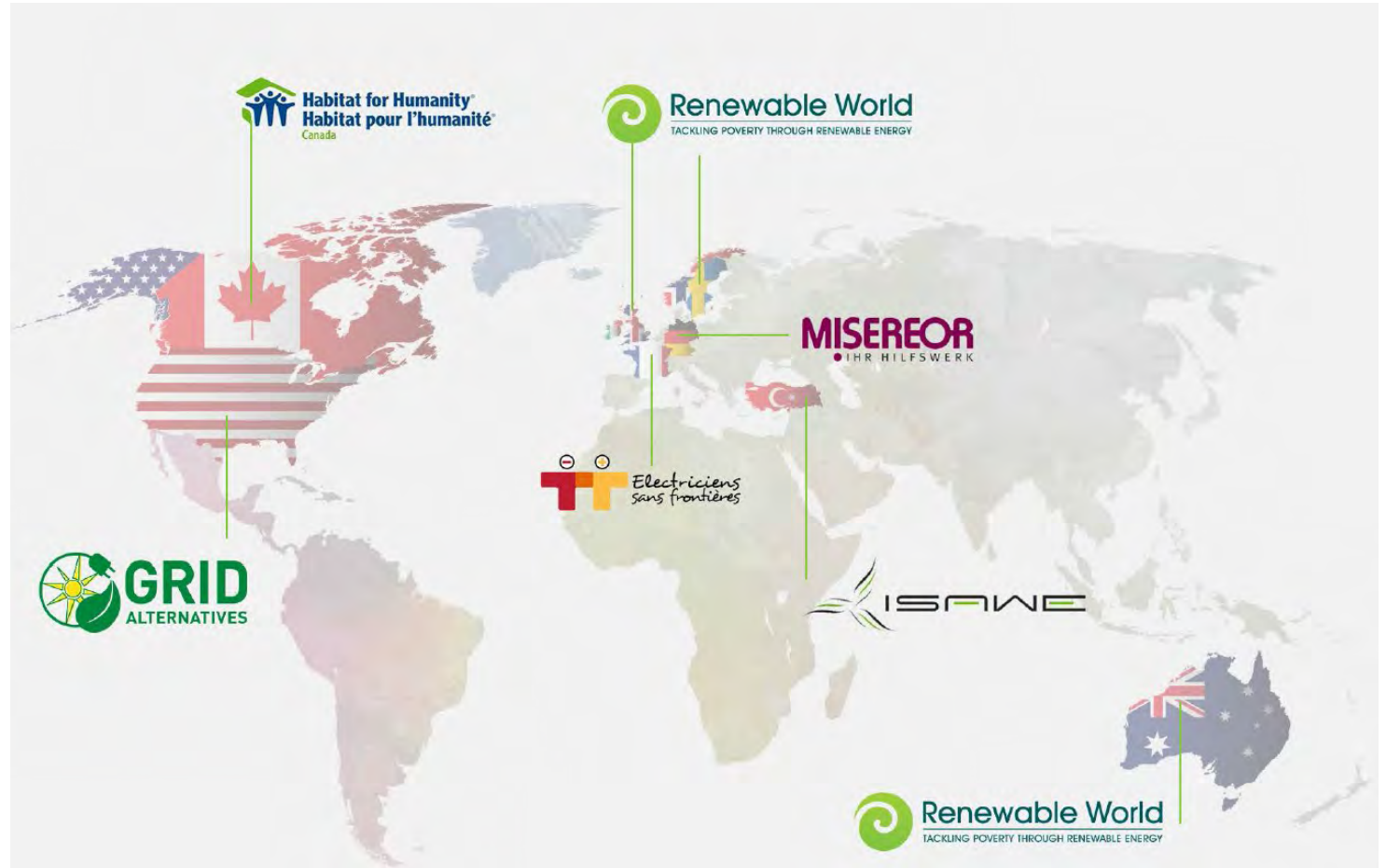
Our vision, of a future where everyone has access to affordable low carbon energy, is the foundation for our corporate charity policy. We aim to ensure that our business has the broadest positive influence possible, helping to create a sustainable future and make a positive impact on our communities and stakeholders.

In 2020 we raised an incredible
£343,500 for our charities and communities.

Volunteering and matching policy

We offer all staff four days paid leave a year to participate in charity and non-profit initiatives, either with their RES national charity or any other bespoke charity they wish to support. We match up to £500 a year per person for staff fundraising activities and personal donations too.

Our national charities



Charity and volunteering in action

RES' Covid-19 Fund

The global pandemic has affected so many different organisations in so many ways, with our Covid-19 Fund we have been pleased to offer some support where it is needed the most. Thanks to the nominations of our employees we have supported over 40 charities and community groups across the regions that we work in and we have also been able to support RES people facing hardship, helping to reduce stress and anxiety by creating a safety net for anyone who needs it during this difficult time. To date our Covid-19 Fund has been able to support a wide range of organisations from community volunteering groups to care homes, homeless shelters and foodbanks to frontline services.

COVID-19 Fund



Supporting our charities

We have a long-standing relationship with GRID Alternatives, and they remain a charity of choice for RES in the Americas. In 2019, we partnered with GRID Alternatives to send volunteers from across the group to work on a solar project in Nepal. We look forward to exploring similar volunteering opportunities with them in the future when it is safe to travel.

This year, we donated \$3,000 to GRID Alternatives to fund a new training roof, which will be part of GRID Alternative's larger training lab. This lab will support a new five-week long program, Installation Basics Training (IBT200), which offers qualified low-income trainees a stipend to attend this program and learn all the aspects of residential solar installation. This donation money will have a positive impact in helping underserved families and job trainees across Colorado in the U.S. by providing access to the benefits of solar power energy.



"We deeply value our partnership with RES and your support to bring the savings of solar energy to communities with the greatest need. On behalf of the staff, Board and clients of GRID Alternatives, thank you for your partnership."

Executive Director GRID Alternatives

Health and safety

We are collectively and individually dedicated to ensuring everyone goes 'home safe every day' and are committed to achieving market-leading performance in health and safety.

To help us deliver 'Operational Excellence' our 'Safety Leap Forward programme' and 'Right First Time programmes' focus on three workstreams which aim to improve:

- 1) how we manage safety risks;
- 2) how we shape the culture and behaviours of the people in our team and others that work with us;
- 3) how we deliver on quality.

Safety governance

Safety leadership and processes are overseen at the highest level by our Group Executive and are supported by the Global Safety Leadership Team (SLT) right through to project safety committees across the various regions. Making sure everyone goes home safe is always an agenda item and meetings are kicked off with a 'safety topic or safety moment' to promote the awareness and importance of safety across the business. Employees also have safety objectives embedded into their development and performance reviews.

The annual health and safety review is also a key element of our risk control system. It provides an opportunity for us all to challenge ourselves regarding the effectiveness of our systems. In parallel, we operate an assurance regime, which encompasses both internal and external audits/reviews so that we can be confident we are delivering both our statutory and moral responsibilities. We have ISO systems in place across parts of the organisation such as 9001-2015 for quality, ISO 45001 for safety management, and 14001 for environmental management.

Operational Excellence is underpinned by three workstreams



Safety performance in 2020

We continually measure our safety performance to assess how we are performing internally and externally. Our long term strategic goal is zero injuries and we are therefore aiming for a decline in the number and severity of accidents that occur.

Safety performance indicators

In 2020 our Lost Time Accident Frequency Rate (number of lost time accidents per 100,000 hours) was 0.15*, a decrease from 0.16 in 2019.

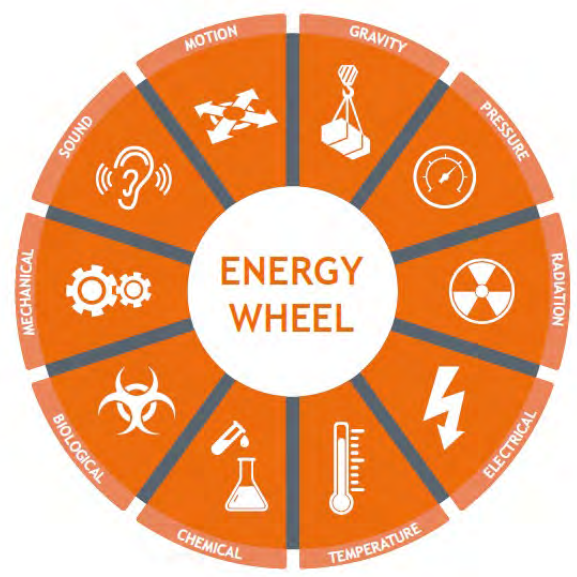
0.15 per 100,000hrs worked

For our US division, Total Recordable Incident Rate (TRIR) is used as a benchmark. In 2020, the rate was 1.4 as recorded in the Occupational Safety and Health Administration logs for work-related injuries and illnesses. This compares well with industry standards in the US.

1.4 per 200,000hrs worked

We have ongoing awareness campaigns on the Energy Wheel and Life-Savers models which focus on hazards that are relevant to us and the industry as a whole.

The Energy Wheel model raises awareness of the hazards that surround our operations



The Life-Savers model raises awareness of those incidents which have the highest potential to lead to a fatality



*This includes all accidents that have resulted in the injured person not being able to return to work for more than one day.

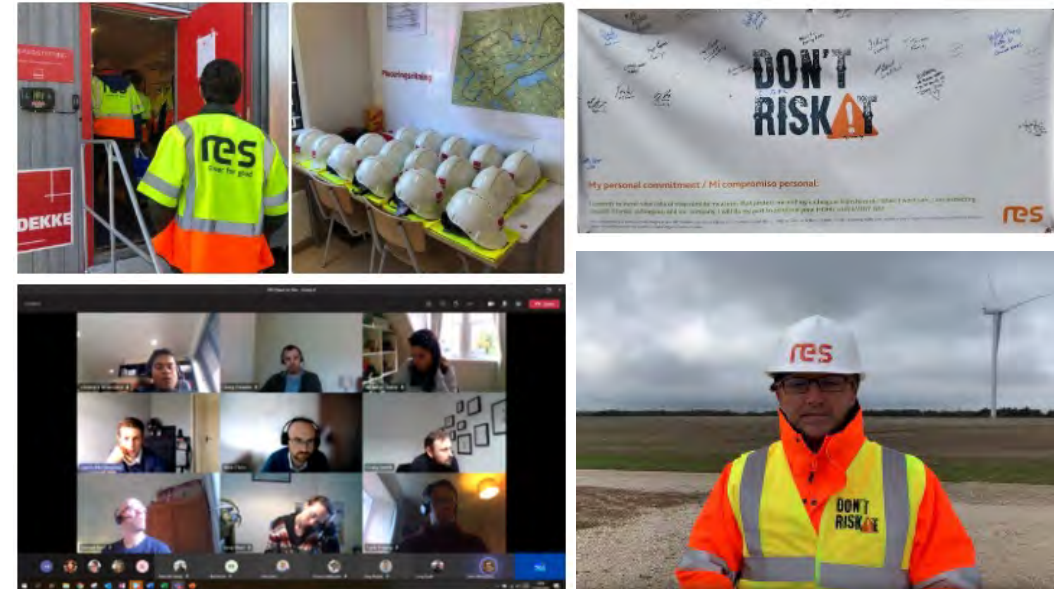
Safety focus event

This year we held our first Global Safety Focus Event. More than 3,000 RES employees across our 10 countries took part as we stood down for safety. The event was about a clear and simple message: “Don’t risk it” – focussing on how each of us at RES have a responsibility to manage our own risk and make decisions to remove the risk we and others take around us. Using new technologies and ways of interacting, we were able to gather both virtually and, on our sites, to symbolically stand down for safety.

DON'T RISK!T

“The day allowed our teams to focus on safety across all aspects of what we do and has highlighted how decisions we make in the office or early in a project can directly impact on our construction and support services activities. All of us, no matter what job you do at RES, play a vital role in keeping everyone safe.”

Lucy Whitford, Managing Director, Construction & Development,
UK&I



The safety ideas program was launched as part the event which enables important contributions to our continuous improvement in safety. We are reviewing the 200 ideas submitted during the event, and considering ways to accelerate great ideas with potential to improve global ways of working.



Staying safe during a pandemic

Going virtual

We mobilised our business continuity management plan to help keep our people and communities where we work safe and we have supported the roll out of virtual working wherever possible.

Meet the buyer – online

At our construction projects we look to maximise local economic impacts by using local businesses where appropriate. Prior to construction at Blary Hill Wind Farm, UK, we committed to holding a meet the buyer event where local contractors are invited to meet RES staff and our main civils contractor. Although we could not meet local firms and suppliers in person at this time, we were able to offer a virtual meet the buyer event.

Remote turbine inspections

Due to international travel restrictions some site visits were unable to be carried out in person. Our team sourced an app to facilitate live inspection streaming and report creation to enable an inspection to be conducted at Sidensjö Wind Farm, Sweden despite the technical assessor being located more than 1,000 miles away in Bristol, UK. The inspection was a success with all the information required being recorded. It also saved an expensive and time-consuming trip for the UK-based DNV GL inspector.

Onboarding new joiners virtually

Joining a new company is an exciting but also potentially daunting time. We try to make our new starters feel as welcome as possible through our new virtual onboarding process and buddy system.

"Ideally, we would like to meet with firms face-to-face but by moving this online we can still gauge the interest locally, have in-depth conversations and follow through with our commitments to use local firms wherever possible."

Iain MacCallum,
Construction Site Manager, UK

"I really appreciate RES looking out for us. The onboarding process from the equipment being sent to my home to completing initial training was very efficient with the support of IT, HR, my team and my buddy. Joining the company virtually was seamless. I felt welcomed since day one!"

Maria Moreira,
Strategy Analyst, Group

Procurement and Fleet & Equipment Teams to sourcing and distributing PPE supplies, US

In a massive effort to protect the health and safety of our essential workforce, the Procurement Team pulled together to locate and purchase large quantities of hard to find PPE supplies for over 1,500 field-based colleagues. Our Fleet & Equipment Team in Texas quickly sorted, hand-packed and distributed these supplies, including hand sanitizer and face masks, to 24 active project sites across the country to help provide for the health and safety of our field-based colleagues.



"A stellar example of looking out for each other during this difficult time. The tenacity and commitment of these teams is helping keep everyone safe."

Pete Leineke, VP Pre-Construction
Services, US

Learning and development

It is a priority for us to develop the capabilities of our people in areas which will grow our business and their careers with RES.

The RES mentoring programme

Our global mentoring programme is open to all employees and supports the sharing of knowledge across the organisation to enable development at all levels.

There is a wealth of expertise and experience within RES, developed over 39 years of innovation in the renewable energy sector. This knowledge is invaluable to enabling future success. Mentoring facilitates access to this knowledge and accelerates learning and development as well as enabling relationships to be built across disciplines and enhancing collaboration.

"I am more confident in my career trajectory and the skills and conversations I need to have to enable my development."

RES mentee



The HUB



Our online platform called the HUB is our one stop shop for all aspects of recruitment, onboarding, learning, career development and performance management. Access to this virtual learning centre has also been essential to continue development of our people during various lockdowns.

The HUB also supports the business in tracking training compliance to ensure our employees are current and competent in relation to mandatory training requirements. To enable RES to remain at the forefront, ensuring our employees have the right skills, knowledge and abilities we also offer support to employees through sponsored learning and education. Employees can work towards professional accreditation, through our apprenticeship programmes, university/college courses and sponsoring of other professional qualifications.

With our globally diverse workforce, we understand the importance of ensuring we are mindful of diversity and inclusion (D&I) through our learning and development offering. We continue to support D&I with relevant training programmes.

We ran targeted training for managers to help them adapt to managing their teams remotely. In 2021, we will further the support in the expansion and the ability of front-line and emerging leadership and management with a dedicated training programme to develop their management skills, knowledge and behaviours.

Diversity and inclusion

Our global Diversity Group drives our Diversity and Inclusion (D&I) strategy and is supported by regional D&I groups in the UK and the US. Our view is that we need a workplace where everyone feels heard and respected and extend our culture so that every individual at RES can reach their full potential. Diverse teams add value to the company by enabling us to respond positively and flexibly to changes in competitive domestic and international markets.

During 2020 our focus was on our succession and recruitment processes to make sure they are inclusive and do not discriminate on the basis of gender, race, ethnicity, religion, disability, age or sexual orientation. Our new strategy for D&I is centred around RESpect - the company's long-term commitment to embrace diversity and create a tolerant and inclusive culture that is fair to all. We also heard from RES people sharing some of their experiences and perspectives.



"We passionately believe we will be a better business with better representation of all diversity groups at all levels of the company."

*Rachel Ruffle,
Northern Europe CEO*



*Average gender pay gap shows the mean earnings difference between men and women across all roles in the region

Highlighted 2020 achievements

In the UK&I, we have looked at ways to increase the support we can give our employees through our family leave policies. In 2020, we increased our family leave provision, for all employees with a new child, enabling all employees to take 13 weeks of paid family leave on full-pay. In the Americas, we offered a three-part training series on "Psychological Safety" to all Americas employees to broaden perspectives, challenge assumptions, and build leadership capacity in key performance areas. Each session highlighted core competencies of inclusion like trust building, self-awareness, and effective communication.

Gender pay gap

At RES we value a diverse workforce where everyone is rewarded fairly for what they do and the contribution they make to deliver our vision. This year we have examined all of our regions and the associated gender pay gap. The gender pay gap is an equality measure that shows the difference in average earnings between women and men across all job roles, expressed as a percentage of men's earnings.

We are striving to close the gender pay gap for average earnings within RES. For staff in comparable roles with similar experience we already ensure equal pay.

We recognise that it is important to place the gender pay gap metric in context and that there are many nuances which affect the statistic such as team size, structure and value stream focus. Each region faces different challenges and we are looking at targeted ways to help our regions improve gender pay equality. For example in the UK we have increased the proportion of women in the business, balanced our bonus pay gap and reduced our gender pay gap from our base year of 2017.

Country	Pay gap*
UK&I	25%
N. America	20%
France	10%
Australia	18%
Germany	28%
Nordics	-5%
Turkey	38%

Diversity and inclusion in action

Affinity Networks

As part of RESpect we have launched five global Affinity Networks which are open for all to join. This is an evolution of our current D&I strategy, and it will broaden the areas of representation and focus to include gender, race, disability, age, sexual orientation and gender identity. An Affinity Network is a group of people from across RES, united in their passion for making our workplace more inclusive. The networks have a steering group and each network has an Executive sponsor to ensure teams receive the support required in their aim to build a common understanding of different challenges and barriers that under-represented groups may experience, and work to address these issues and improve our inclusivity.

Age
Disability
Gender
LGBTQ+
Race

Inspiring the next generation

A member of our Australian team, Sarah Mayles, recently visited a school for girls in Sydney to help launch their Science, Earth, Environment and Design Solutions (SEEDS) project. SEEDS aims to encourage students to think about different areas of sustainability that they might research and also to inspire them to be obtain their goals as young women with potential. Sarah spoke to 250 girls on the role of renewables and how they can help Australia move into a future of greener electricity.



Highlighting careers in renewables: RES visits GRID Alternatives Tribal Program job site

RES met with the GRID Alternatives Tribal Program at their PV jobsite in Colorado, US to speak with solar job trainees about career opportunities in the solar market. The goal of the Tribal PV Internship Program is to create opportunities for Native Americans interested in Solar to complete their OSHA 10 safety training, gain hands on experience on active jobsites and connect with companies in the industry.

Interns shared some of the energy challenges facing their communities with the RES team, including the lack of access to renewable energy and related jobs in the industry. Their hope is that by learning about solar they can help bring renewable energy opportunities to their communities.

RES made a \$3,500 donation to the Tribal PV Internship program.



Our 2021 sustainability objectives

In 2021, we will continue to develop our sustainability approach in-line with our principles to power positive change by ensuring that our operations, products and services make a net positive contribution to society and the environment.

Our sustainability principles	Our 2021 sustainability objectives
 <p>Business</p> <p>Position the company for sustainable growth by combining long-term strategic thinking with focused short-term action, to create value for all our stakeholders</p>	<ul style="list-style-type: none"> • Demonstrate responsible procurement and develop sustainability within our supply chain • Evolve the company strategy, market positioning and approach to achieve continued sustainable growth • Continue the use of relevant key performance indicators (KPIs) to drive operational performance improvement • Invest in the expansion and the ability of leadership and management cadre • Collaborate with other leading businesses and organisations to progress our net-zero journeys
 <p>Environment</p> <p>Manage our activities to maximise the environmental benefits of our projects and our business while operating in compliance or exceeding environmental regulations</p>	<ul style="list-style-type: none"> • Assess the amount of displaced carbon from our developed and constructed wind and solar projects • Measure our direct and indirect (purchased electricity and employee business travel) emissions and continuously implement emissions reduction measures. Evolve our Scope 3 emissions analysis in preparation for SBTi target validation • Offset our direct and indirect (purchased electricity and employee business travel) emissions and/or alternatively support emissions removal in our value chain • Examine our waste streams within solar PV technology to identify opportunities to reduce waste in our activities • Work alongside OEMs and industry bodies to maximise recycling and refurbishment in our technologies e.g. turbine blades, batteries and PV modules
 <p>Social</p> <p>Provide a safe and healthy work environment, which is diverse and inclusive, encourages employee development and creates opportunities to positively contribute to our stakeholders and the wider community</p>	<ul style="list-style-type: none"> • Achieve a market leading safety record (Lost Time Accidents per 100,000 hours worked) • Contribute to our communities and stakeholders. Measure the number of hours given to our communities, charities and volunteering • Promote diversity and inclusion across the group. Further develop Affinity Networks. • Promote the professional and personal development of employees. Measure the average number of internal training hours per employee

2020 performance summary

Highlighted 2020 sustainability objectives	2020 Key figures and performance summary
Business	
<ul style="list-style-type: none">Demonstrate responsible procurement and develop sustainability within our supply chain	Strategic discussions with our supply chain to promote sustainable procurement aligned to our sustainability principles.
<ul style="list-style-type: none">Evolve the company strategy, market positioning and approach to achieve continued sustainable growth	Objective met
<ul style="list-style-type: none">Embed the use of relevant key performance indicators (KPIs) to drive operational performance improvement	Objective met
<ul style="list-style-type: none">Invest in the expansion and the ability of leadership and management cadre	Objective met. Tailored Global Mentoring Programme; Management Development Programme
Environment	
<ul style="list-style-type: none">Assess the amount of displaced carbon from our developed and constructed wind and solar projects	~21 million tonnes CO ₂ displaced annually
<ul style="list-style-type: none">Measure our direct and indirect (purchased electricity and employee business travel) emissions and continuously implement emissions reduction measures	4,018 tonnes CO ₂ e. Promoted eco-driving
<ul style="list-style-type: none">Offset our direct and indirect (purchased electricity and employee business travel) emissions	Objective met
<ul style="list-style-type: none">Map out our usage of single use-plastic and continuously implement reduction measures	Reviewed objective to re-scope as waste management
<ul style="list-style-type: none">Work alongside OEMs and industry bodies to maximise recycling in our technologies e.g. turbine blades, batteries and PV modules	Active in industry body focus groups
Social	
<ul style="list-style-type: none">Achieve a market leading safety record (Lost Time Accidents per hours worked)	Lost Time Accident Frequency Rate (number of lost time accidents individual per 100,000 hours) of 0.15
<ul style="list-style-type: none">Contribute to our communities and stakeholders. Measure the number of hours given to our communities, charities and volunteering	435 hours within office hours of volunteering recorded
<ul style="list-style-type: none">Promote diversity and inclusion across the group. Train 100% of our leaders in unconscious bias	90% trained (10% new managers still to be trained)
<ul style="list-style-type: none">Promote the professional and personal development of employees. Measure the average number of internal training hours per employee	Average of 20 hours internal training per employee (Incl. Safety day)



Do you have questions or comments?

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