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Group volunteering project in Nepal

# Overview

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

RES has a long heritage of providing clean energy, and in 2019, we became net zero in our operations.

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.

This report, for our 2018/19 financial year, is an overview of our ESG activity, our sustainability strategy and highlights the achievements of our company and people.



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 8.

**17**GW

OF RENEWABLE ENERGY  
ENOUGH TO POWER EVERY  
MOBILE PHONE IN THE WORLD



**19**million

TONNES OF CO<sub>2</sub>  
AVOIDED



**£164,500**

DONATED TO OUR CHOSEN CHARITIES



RENEWABLE  
GENERATION MANAGED  
BY RES PERFORM



THAN INDUSTRY  
STANDARD

# An introduction from our chairman

Our world is changing. From climate change to digitalisation, flexible energy to the electrification of transport, we are in a time of transition that presents exciting opportunities and challenges.

The greatest challenge we face is the climate crisis. There is overwhelming scientific evidence that 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 at the latest. Decarbonising our energy system by electrification using renewable energy is key to tackling the climate emergency.

RES has developed and/or constructed over 17 gigawatts of renewable energy. We are immensely proud that this results in avoided emissions of more than 19 million tonnes of CO<sub>2</sub> annually. In 2019, we also began our journey at RES by becoming net zero in our operations.

For 38 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.

Sustainability lies at the core of our business activity and values. 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 culture that allows our people to integrate sustainability into every part of our day-to-day operations and beyond.

This report for the 2018/19 financial year 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.

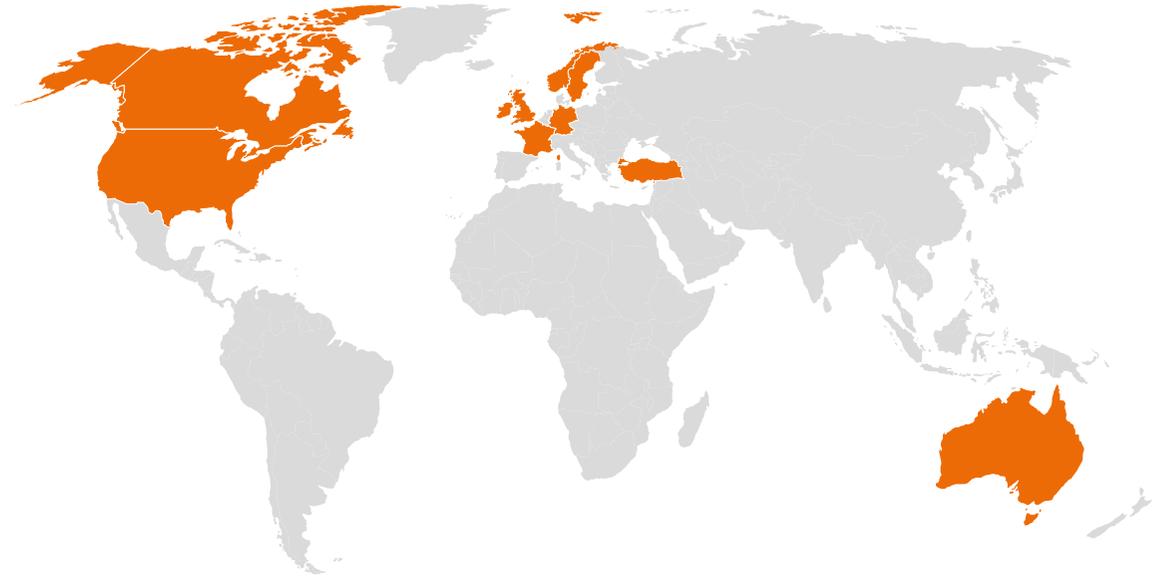


Gavin McAlpine, RES Chairman



# 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 17 GW of renewable energy worldwide.



**17** GW PROJECT PORTFOLIO

**5.5** GW OF OPERATIONAL ASSETS SUPPORTED

**38** YEARS OF EXPERIENCE

**2,500** EMPLOYEES

## ACTIVITIES



DEVELOP



CONSTRUCT



OPERATE

## TECHNOLOGIES



WIND



SOLAR



STORAGE



TRANSMISSION & DISTRIBUTION

# 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.



# 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 2019   |
|---|---|---|---|--|
|  <p><b>Business</b></p> <p>Position the company for sustainable growth by combining long-term strategic thinking with focused short-term action</p>  | <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>  <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>  | <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>  <p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>  | <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>  | <ul style="list-style-type: none"> <li>» Annual strategy and business planning review</li> <li>» Reinforcement of the business unit key performance indicators (KPIs)</li> <li>» Continued to hold strategic discussions with our supply chain to promote sustainable procurement aligned to our sustainability principles. Ran workshop to evolve procurement policies and processes to embody our sustainability approach</li> <li>» Continued roll out of Anti-Bribery and Corruption training</li> <li>» Supported our clients in their ESG strategies and implementation</li> </ul> |
|  <p><b>Environment</b></p> <p>Manage our activities to maximise the environmental benefits of our projects and our business</p>   | <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>   | <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>    | <p><b>13 CLIMATE ACTION</b></p>                         | <ul style="list-style-type: none"> <li>» Continued to deliver exceptional environmental benefits on our projects</li> <li>» Collaborated with our supply chain to manage the materials we use by improving waste management, recycling and innovation in construction</li> <li>» Encouraged low carbon commuting with our Sustainable Travel Challenge</li> <li>» Offset our direct emissions, indirect emissions associated with electricity and employee business travel</li> </ul>  |
|  <p><b>Social</b></p> <p>Provide a safe and healthy work environment, which encourages employee development and creates opportunities to positively contribute to our stakeholders and the wider community</p> | <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>  <p><b>10 REDUCED INEQUALITIES</b></p>                 | <p><b>4 QUALITY EDUCATION</b></p>  <p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>            | <p><b>5 GENDER EQUALITY</b></p>                        | <ul style="list-style-type: none"> <li>» Raised over £164,000 for our charities</li> <li>» Ran a group-wide volunteering trip to Nepal</li> <li>» Enhanced roll out of the Safety Leap Forward Programme</li> <li>» Ran global mentoring programme to support Learning and Development</li> <li>» Continued global Diversity and Inclusion (D&amp;I) Strategy to create an inclusive environment</li> </ul>  |



## BUSINESS

Position the company for sustainable growth by combining long-term strategic thinking with focused short-term action

**7** AFFORDABLE AND CLEAN ENERGY



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



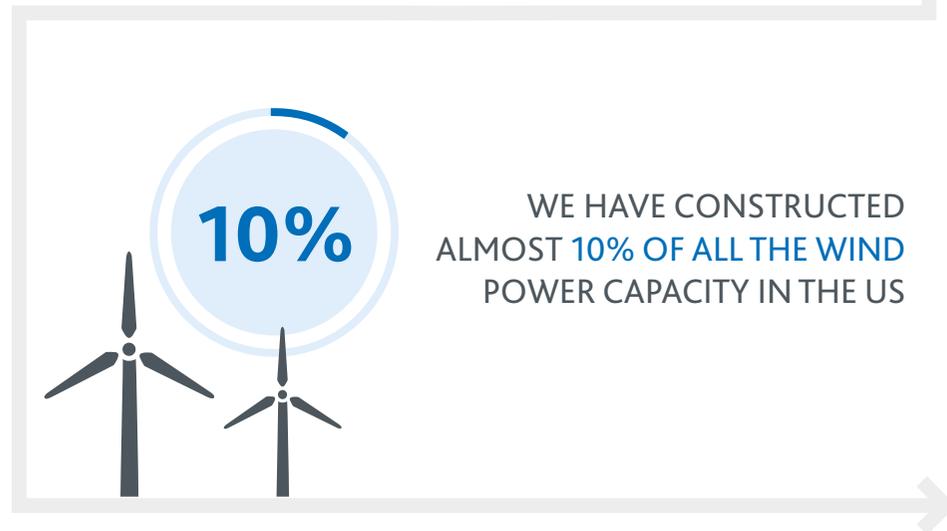
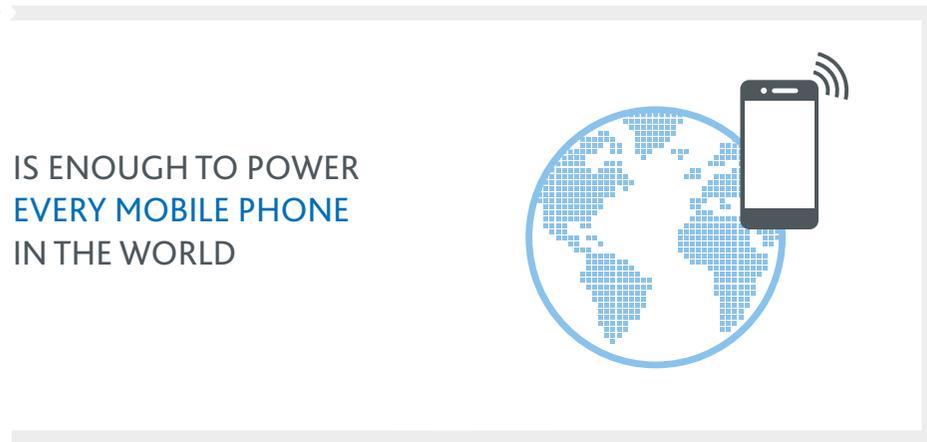
**17** PARTNERSHIPS FOR THE GOALS



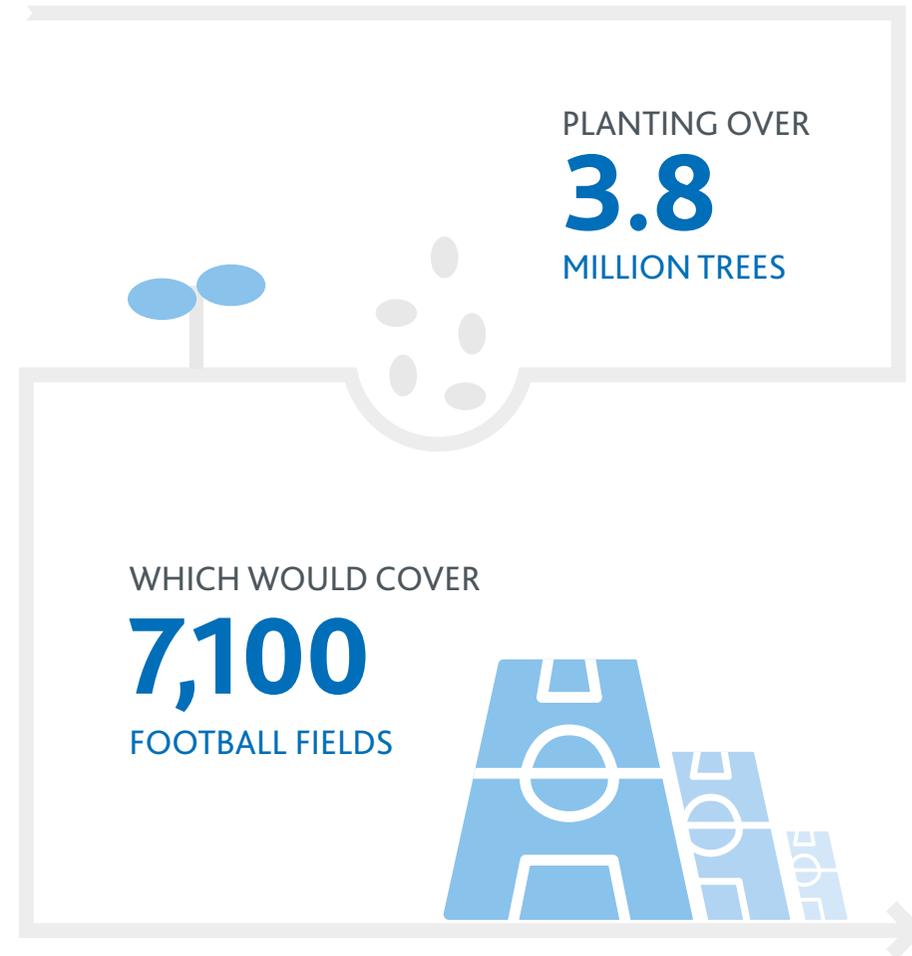
# Our contribution in tackling climate change

Globally we have developed and/or constructed over 17 gigawatts of renewable energy and this has resulted in avoided emissions of more than 19 million tonnes of CO<sub>2</sub> in 2019.

Our 17 GW project portfolio:



Avoiding 19 million tonnes of CO<sub>2</sub> is equivalent to:



# Our contribution in tackling climate change: Towards net zero

We have a history of decarbonising our operations, for example purchasing our electricity from renewable sources wherever possible. In 2019, in addition to reducing our emissions, we began our journey towards net zero.



In achieving net zero in our operations, we believe that offsetting our 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 estimated that in the 2019 financial year our greenhouse gas emissions totalled 7,500 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) which we have offset via forestation and renewable energy projects.

We selected accredited schemes to ensure that our voluntary offsets are verified cancellations of emissions.

| Scope                       | 2019 emissions ('000) tonnes CO <sub>2</sub> e |
|-----------------------------|--|
| 1. Direct emissions         | 2.6  |
| 2. Purchased electricity*   | 0.5  |
| 3. Employee business travel | 4.4  |

\*Market based approach

## Supporting native woodlands

Our selected forestation project from Forest Carbon, a leading developer of voluntary carbon woodland schemes in the UK, supports voluntary woodland creation in East Lothian, Scotland and is assured by the UK Government's Woodland Carbon Code. The project creates new native oak (75%) and silver birch (15%) woodland, which will connect two areas of existing mature native oak woodlands. The project has numerous other environmental benefits, including improved habitat for Black Grouse and the protection of 1 mile of watercourse, improving water quality. It will be managed with a 'Close to Nature Forestry' approach with a 100 year rotation meaning no clear-felling, selective thinning and re-planting, ultimately producing an all-age native broadleaf woodland.



# Climate-related opportunities and risks

As a renewable energy company, 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

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
- » Evaluation of procurement options 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 5.5GW 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 recent study by DNV GL, 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.

Our work with communities on behalf of our clients ensures that they maximise the opportunities presented by their community funds.

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.



# Working with local communities

## Murra Warra Wind Farm

Murra Warra Wind Farm in Victoria, Australia will be completed in two stages, with Stage 1 totalling 226MW. Throughout different phases of the project we have developed a strong relationship with the local community and look forward to continuing to support them.

Murra Warra Wind Farm has partnered with local primary schools to enhance their studies.

As part of the renewable energy component of the primary school curriculum, approximately 300 students from five local schools visited the site in 2019 to learn about how wind energy will power their future.

As part of their curriculum, a year 12 geography class from a local secondary school undertook a case study on change of agricultural land use regarding farms hosting the Murra Warra Wind Farm.

The project has also sponsored local events and clubs, including the Kalkee Football Netball Club and the Kalkee Tennis Club. The Kalkee Clubrooms overlook the wind farm and have provided an excellent venue for RES community events, and a social hub for workers from the project to share a meal with the locals.



# 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, HSQE Director, and our Group HR Director, who report directly to the CEO along with the 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.

## 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 which was launched last year. Across RES 74% of our staff have completed this training and we will continue to progress the programme in 2020 to aim for 100%.

## Whistleblowing

Our Global Whistleblowing Policy 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.

Additionally, this policy supports our core values - especially accountability. Safeguarding others, openness and vigilance are important aspects of collaboration, which is at the heart of what we do.

We also offer a hotline service that enables people to report relevant matters, anonymously if they so choose, in order that appropriate action can be taken quickly.

## The Way We Work

Working with RES means complying with the relevant national and international laws and regulations, and tasks are carried out with integrity and respect for our values. The safety and wellbeing of others around us, inside and outside the organisation is paramount. To support our high standards of professional and ethical conduct we will be launching a code of conduct - The Way We Work.



*Respecting the legislation where we work, ensuring and working to robust internal procedures and policies and simply taking care of your own safety and wellbeing as well as those around you - this is what you can expect at RES*

Gavin McAlpine, RES Chairman

# Sustainable procurement

RES evaluates procurement options 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.

RES 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

The founding principles of the Modern Slavery Act 2015 (MSA) align with our organisation's values and 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 periodically review risks in relation to modern slavery and have focused on major suppliers with a global manufacturing footprint, such as suppliers of wind turbines and electrical equipment to our projects. In relation to assessing the risk of modern slavery we are starting to work with suppliers of major equipment to identify any component manufacturing or sourcing from countries that could be considered higher risk.



# Our sustainable procurement principles

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



- » Act in accordance with our Business Ethics, HSQE 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.



- » Engage with industry bodies and our supply chain to protect the environment and reduce potential negative environmental impacts of components and materials;
- » Ensure that both RES and our supply chain take responsibility for products and services through improving waste and material management, repurposing, recyclability and promoting the use of sustainable materials where possible.



- » Take responsibility for the safety of ourselves and others to enable everybody to go home safe every day;
- » Support the principles of the Modern Slavery Act 2015 within our business practices and periodically review risks in relation to modern slavery;
- » Help to create a sustainable future and make a 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

**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.

## Goose refuge Jacks Lane Wind Farm, UK

During development of Jacks Lane Wind Farm we worked with ornithology consultants to design a refuge area to move birds away from the wind farm. The scheme, which aimed to attract the local pink-footed geese away from the turbines and provide a safe new habitat to enjoy, has been successful with thousands of birds flocking to the refuge. The refuge fields with their favoured feeding crops are closer to the birds' night nest, reducing their travel time and subsequent risks. Such has been the success of the new goose refuge that so far an average of 7,200 birds have been drawn to the new area after the completion of the wind farm, compared to 1,420 prior to the refuge being established.



Photo by Jeffrey Hamilton

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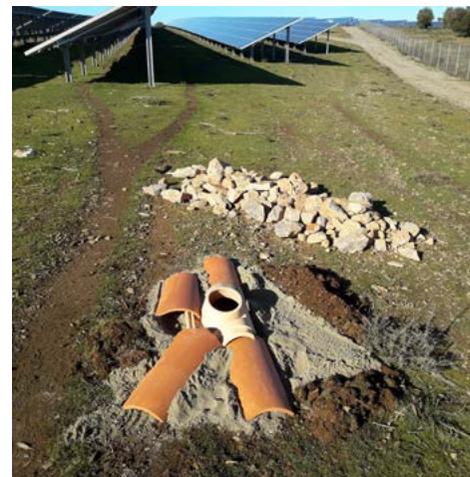
*Sustainability lies at the core of Jacks Lane, aiming to provide safe, clean energy, while ensuring we protect the local environment and its wildlife. It's for that reason we are so pleased with the results of the refuge so far.*

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Andy Chinery, Asset Manager

## Supporting conservation: The jewelled lizard Lé Camazou Solar Farm, France

The Lé Camazou Solar Farm, covers an area of 20 hectares and is under close environmental monitoring. The implementation of vegetation management by sheep grazing on the site has led to the natural development of grassland. These new habitats have enabled the site to be recolonized by the jewelled lizard (*Timon lepidus*), the largest species of lizard in Europe. As the protection of this species is subject to a national action, this repopulation represents strong conservation in the local area. In order to help maintain the local population, a network of artificial refuges were created in February 2019, which are now occupied by the lizards. We are proud that appropriate habitat management on this solar farm has enhanced the local ecology and promoted biodiversity.



# Material management: responsible construction

We work with our supply chain to ensure we take responsibility for products and services through improving waste management and recyclability, and promoting the use of sustainable alternative materials where possible. We also use innovative construction processes to reuse and reduce consumption of material.

## Solwaybank Wind Farm, UK

Construction of Solwaybank, an onshore wind farm in Scotland, UK, focused on sourcing local stone utilised for the site. A total of 20,000m<sup>3</sup> of material was sourced onsite using the local borrow-pits. This reduced onsite traffic and pollution, resulting in the equivalent of approximately 4,000 vehicle movements being taken off the road. During construction it was necessary to convert the turbine bases to accept a new turbine type following the original supplier entering into administration. An innovative solution devised by our engineers resulted in the avoidance of 800 vehicle movements and 4,000m<sup>3</sup> of concrete waste from the project.



## La Roche Quatre Rivières Wind Farm, France

We worked with a local, eco-friendly concrete supplier, Dijon Béton, for the foundations of this French onshore wind farm. Their concrete plant recycles water and collects rain water in a closed-circuit reservoir. It uses this to make concrete and to treat any waste concrete, by separating water, cement and aggregates, which can then be reused again to produce standard concrete. During construction, we focused on working with local contractors. Sourcing 52% local and regional contractors resulted in a lower carbon footprint and local economic development. The site manager offered all employees and subcontractors on-site a metal water bottle with a locally designed logo, to be filled with tap water, to avoid the use of plastic bottles. Site events had to respect our single-use plastic policy and re-useable cups were used for all staff.



# Material management: recycling in our technologies

At RES, we work alongside OEMs and industry bodies to maximise recycling in our technologies from turbine blades and PV modules to batteries. In 2019, we set up our Technology Recycling TaskForce to coordinate our efforts across the organisation. We are also active on WindEurope's Sustainability Taskforce, supporting their initiatives on blade recycling.

RES has been supporting many of our clients with end-of-life strategies for their renewable assets, both repowering and life extension, and has seen first-hand the numerous benefits of starting this process early. We work with our clients to find suitable solutions, such as reuse and recycling, for assets at this stage.



## Supporting the next generation of engineers

Engineers from RES lent their expertise and guidance to students who were tasked with designing and manufacturing turbines out of recyclable materials. As part of the project, the students had to develop initial prototype designs, then engage with industry experts to improve the dynamics and functionality of their prototypes to produce a further five turbines.

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*I was very happy to meet and support the next generation of engineers. It has been great to see the students' innovative wind turbines designs using recycled materials.*

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Andy Chinery, Asset Manager



# Material management: reducing our single use plastic consumption

Last year we made the commitment to map out our usage of single use-plastic (SUP) and continuously implement reduction measures. We have developed a framework with the aim to identify and reduce consumption ensuring any decisions on SUP usage will be made considering health and safety, lifecycle assessments and relevant legislation.

We recognise that reducing our single-use plastic requires a collaborative approach across our value chain.

In 2019, we signed 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 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.



In 2020, we will be stepping up our efforts by increasing the focus on this objective within our supply chain.

To help support our staff reduce consumption of single-use plastics some regions provided everyone with a reusable water bottle and coffee-cup.

As part of our efforts to keep plastic out of the environment RES teams also took part in the #TrashTag Challenge, with one team in France collecting over 1,000 litres of waste in just two hours.

*We took our zero plastic policy one step further by organising a TrashTag Challenge to help clean up our local industrial park. It was surprising what we found!*

Myriam Beaupied, Communication Assistant



# Renewables powering, heating and cooling our offices

We have a sustainable approach to our office spaces at RES and source renewable power, heating and cooling at our RES managed sites globally.

Our environmentally friendly head office building uses high standards of energy efficiency and sustainable design techniques, in addition to a range of renewable energy technologies on-site, including a wind turbine and solar panels.



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. We also encourage employees to car share for their commute.

Transportation contributes to ~30% of global emissions, which is why at RES we encourage everyone to maximise their use of video conferencing, reduce non-essential travel and consider more sustainable travel methods. In 2019 we offset all employee business travel.

## Cycling to work

RES offers a cycle to work scheme to support low carbon commuting for our employees.

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*RES has a fantastic cycle to work policy and benefits which encouraged me to commute by bicycle.*

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Robin Drevet, Market Analyst



## Sustainable travel challenge

This year we held the Sustainable Travel Challenge for our staff to challenge themselves to commute more sustainably. Eco-friendly commuting included walking, running, cycling, sharing a car with colleagues, taking public transport and even rollerblades! Some offices also offered bike servicing on the day to encourage cycling.

On average we saved 1.75kg CO<sub>2</sub>e per person who commuted more sustainably. Of those who participated 90% said they would consider sustainable commuting more frequently after taking part.





# SOCIAL

Provide a safe and healthy work environment, which 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

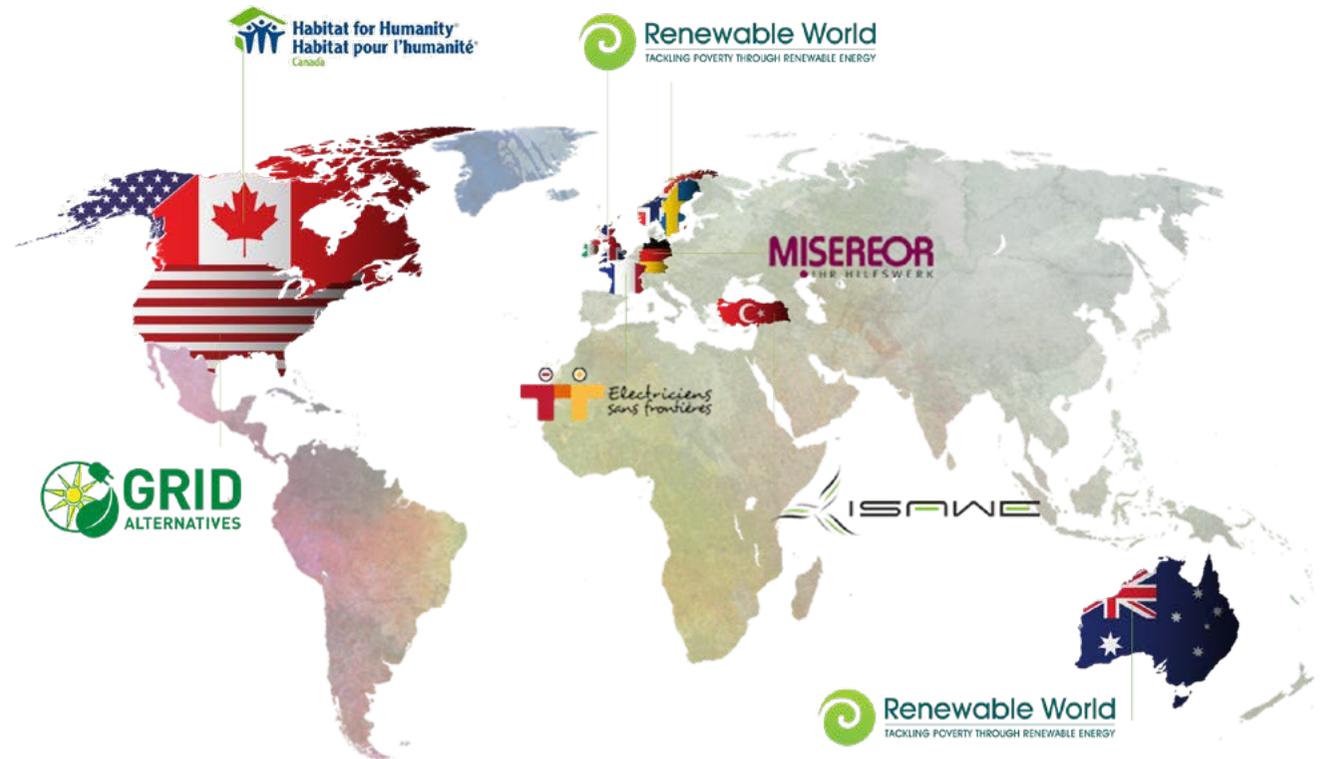
Our vision, of a future where everyone has access to affordable zero carbon energy, is the foundation for our corporate charity policy. We aim to ensure that our business has the broadest positive influence possible, helping to create a sustainable future and make a positive impact on our communities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

In 2019 we raised an incredible £164,500 for our chosen charities.

## 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.

## RES' national charities



# Volunteering in Nepal



In March 2019, we partnered with GRID Alternatives to organise a volunteering trip to Nepal. Eleven RES employees from across our geographies and disciplines took part in the group volunteering project in Bardia National Park to install an off-grid PV installation on a wildlife observation tower.

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*It was an honour to participate in this initiative. The experience united all of our RES PACE values, equally enriching both the lives of the residents of Bardia National Park as well as those from the RES project team.*

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Tanya Jackson, Asset Manager

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*It was a privilege to be part of a project which epitomises social enterprise by generating income for distribution to the local community while simultaneously retaining and hopefully increasing biodiversity in the region.*

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Fergal Duffy, Contracts Manager



We are immensely proud of the multi-national team who contributed to this project, which made a big difference to the local Nepalese community by providing renewable power to support the local economy. The Bathampur Community Forest User Group can now power their Green Tower with clean energy for many years to come, affording them the opportunity to generate additional revenue to fund conservation initiatives in their buffer zone and employ additional members of their community.

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*I was blown away by the team's hard work and pro-activeness through the entirety of the installation, and of course, greatly appreciated sharing their expertise and renewable energy knowledge, especially in matters of safety.*

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GRID Alternatives' International Program Manager



# Volunteering in action

## Volunteering with Take 3 for the Sea, Australia

A group from Australia volunteered with not-for-profit company, Take 3 for the Sea, to clean up a beautiful beach and reserve Clontarf in Sydney by removing small plastics and other material which animals might mistakenly ingest.

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*The passion for the cause was obvious and very engaging. I learnt lots about the different plastic types and how deep they can reach into the environment. Overall a good time spent as a team and a great success for the environment!*

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Rhys Devanny, Development Project Assistant



## RES women volunteer to build rooftop solar, US

GRID Alternatives' Women in Solar programme hosts a 'We Build' event to help foster a diverse, equitable and inclusive solar industry by providing pathways to technical careers for women. This year we joined an all-woman volunteer team to install a 40-kilowatt solar array on the rooftop of a new building that sets aside units for low-income veterans. The projected impact of the solar array is \$234,000 of savings for the affordable housing facility over the lifetime of the system and 1,355 tons of carbon emissions prevented.

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*The We Build day was an awesome event for many reasons. We got hands-on experience in racking and module installation, and it was a great way to get to know other talented ladies in the industry, including the amazing women we have at RES!*

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Sonya Burke, Data Analyst



# Health and safety

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

To deliver this goal we use our 'Safety Leap Forward' programme. This provides a focus for key activities aimed to improve how we manage safety risks and how we shape the culture and behaviours of the people in our team and others that work with us.

## 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 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 such as 9001-2015 for quality, OHSAS 18001 for safety management and 14001 for environmental management.

## Key elements of our Safety Leap Forward Programme



# Safety performance in 2019

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 2019 our Lost Time Accident Frequency Rate (number of lost time accidents individual per 100,000 hours) was 0.16\*, a decrease from 0.26 in 2018.

**0.16** per 100,000 hours worked

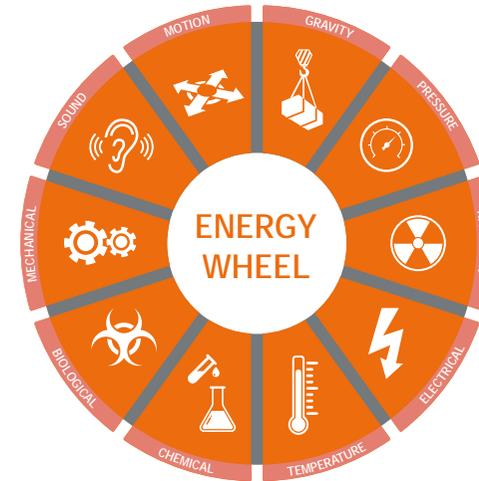
For our US division, Total Recordable Incident Rate (TRIR) is used as a benchmark. As such in 2019, the rate was 1.5 as recorded in the Occupational Safety and Health Administration logs for work-related injuries and illnesses. This compares well with industry standards in the US.

**1.5** per 200,000 hours worked

We achieved this by focusing on awareness campaigns on hazards that are relevant to us and the industry as a whole. These ongoing campaigns are focused on the Energy Wheel and Life-Savers models.

\*This includes all accidents that have resulted in the injured person not being able to return to work for more than one day. Typically the UK uses the RIDDOR values, which only includes accidents where the individual is off work for more than seven days, i.e. a circa 20% reduction in the 2019/20 stated value

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



# RES safety weeks

Our safety week across our US construction sites included a planned series of company-wide dialogues across every project site to share best practices and address emerging safety challenges. We focused on the importance of safety and the responsibility we each have in sending everyone **Home Safe Every Day**. Each day prioritized selected on selected safety principles on this year's theme "Un-Expect It" to drive conversations around and awareness of the hazards that are inherent to the work we do. This event was in participation with OSHA's Safe + Sound Week.

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*Our primary commitment to our workforce, and to our customers, is that everyone goes home safe every day. Safety Week allowed us time as an organization to reinforce the tools and procedures we have in place to support a culture where everyone chooses to work safe every day.*

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Michael Sinclair-Williams, HSQE Director



Following the successes of safety week in the US we also ran similar programmes in our other geographies to raise awareness of hazards and share our learning on health and safety.

## HOME SAFE EVERY DAY



# Learning and development

The significant impact of our people on our business performance is immense. It is a priority for us to develop their capabilities in areas which will grow our business and their careers with RES.

## The RES mentoring programme

We have a global mentoring programme that is open to all employees. The purpose of the programme is to support 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 38 years of innovating on renewable energy projects. This knowledge is invaluable to enabling future success. Mentoring is a way of using that knowledge within the business and making it accessible to people in order for them to accelerate their learning and development of their skills.

Mentoring also enables relationships to be built across disciplines and enhances collaboration.

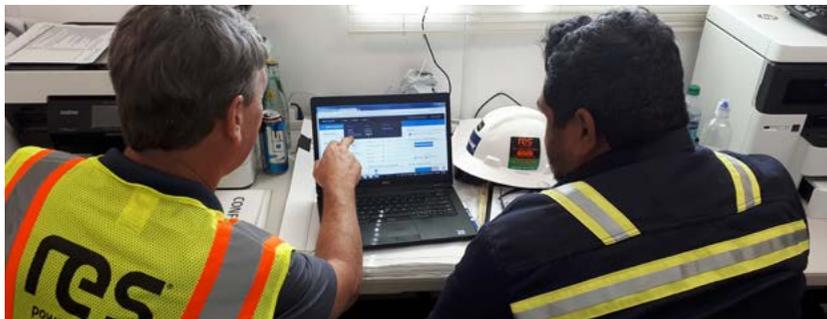


Our online platform called the HUB is our one-stop shop for all aspects of recruitment, onboarding, learning, career development and performance management. The HUB supports our key training initiatives across RES, with curated content that allows learning to be accessed when needed, any place, anywhere at anytime!

The HUB also supports the business in tracking training compliance to ensure our employees are current and competent in relation to mandatory training requirements.

We offer support to employees through sponsored learning and education. Employees can work towards professional accreditation, through apprenticeships, university/college courses and sponsoring of other professional qualifications. This enables RES to remain at the forefront, ensuring our employees have the right skills, knowledge and abilities to be a world leader in renewable energy.

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 unconscious bias training programmes for all managers across the business.



# Diversity and inclusion

We believe that diverse teams add value to the company by enabling us to respond positively and flexibly to changes in competitive domestic and international markets. With all our actions, we focus on creating an inclusive environment where diverse voices are heard and respected across our organisation. Our global Diversity Group drives our Diversity and Inclusion (D&I) Strategy as well as regional D&I groups in the UK and the US.

## 2019 objectives included:

1. Talent Management and Succession: Introduced reciprocal mentoring by actively partnering members of the Group Executive team with colleagues from under represented groups, such as a different gender, ethnicity, age or background.
2. Data: Broadened data collection on recruitment, promotions and development, to cover all underrepresented groups not just gender.
3. Rewards and benefits: Reviewed and improved our flexible working policy in all 10 countries. Return to work coaching has been made available for new parents and an alternative work schedule policy has been introduced in the US.
4. Recruitment: Started checking for language bias using external software. Trained recruitment managers to use appropriate language in job descriptions to attract all talent.
5. Culture: Continued to train managers in unconscious bias to avoid bias in day to day interactions. At the end of 2019, 85% of managers across the globe have completed unconscious bias training and we're targeting 100% by the end of 2020.

Our focus on 2019 was on gender diversity. For 2020 our focus is 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.

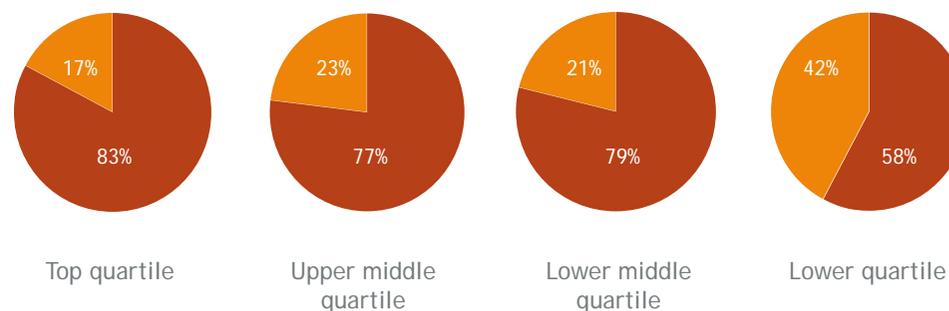
*At RES we believe that creating a diverse and inclusive culture not only improves business performance and agility but is also more rewarding for our employees, allowing us to attract and retain the best talent in the industry.*

Rachel Ruffle, Northern Europe CEO

## Gender Pay Gap

At RES we value a diverse workforce where everyone is rewarded fairly for what they do and the contribution they make in delivering our vision. From our base year in 2017, we have reduced our gender pay gap and seen an increase in the proportion of women in our upper pay quartiles in the UK.

## Proportion of women by pay quartile in the UK:



# Diversity and inclusion in action: gender diversity

## Women in Power: Highlighting careers in the power & energy sectors

We participated in a panel discussion, organised by WISE (Women in Science and Engineering). The event gathered women from a variety of companies who have forged a career in the power sector, to share their experiences in the field and offer career guidance.

*It was engaging to hear from other women in alternate branches of the power sector and see some fantastic achievements in the industry by these women. I was encouraged by the careers of senior and upcoming younger colleagues. It was also an eye opener as to how far we have progressed in terms of gender inclusion and parity in the power and heavy industry sectors. But also listening to some feedback made me think how good we have it here at RES (flexible working, WISE campaign, active steps to promote gender balance etc), we should keep trail blazing and setting the course in being rid of all and every disparity in the workplace.*

Bola Sangosanya, Electrical Engineer



## International Women's Day and Women In Construction

We are committed to creating an inclusive environment where diverse voices are heard and respected in all areas of our organisation. RES celebrated International Women's Day (IWD) in 2019 by wearing purple and sharing short films celebrating the careers of women from across the company. We also highlighted the contributions that women make to the success of our construction business.



# Our 2020 sustainability objectives

In 2020, 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 2020 sustainability objectives



### Business

Position the company for sustainable growth by combining long-term strategic thinking with focused short-term action

- » Demonstrate responsible procurement and develop sustainability within our supply chain
- » Evolve the company strategy, market positioning and approach to achieve continued sustainable growth
- » Embed 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



### Environment

Manage our activities to maximise the environmental benefits of our projects and our business

- » 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
- » Offset our direct and indirect (purchased electricity and employee business travel) emissions
- » Map out our usage of single use-plastic and continuously implement reduction measures
- » Work alongside Original Equipment Manufacturers (OEMs) and industry bodies to maximise recycling in our technologies e.g. turbine blades, batteries and PV modules



### Social

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

- » Achieve a market leading safety record (Lost Time Accidents per 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. Train 100% of our leaders in unconscious bias
- » Promote the professional and personal development of employees. Measure the average number of internal training hours per employee

# 2019 performance summary

| Highlighted 2019 sustainability objectives   | 2019 Key figures and performance summary   |
|--|--|
| <b>Business</b>  |  |
| Demonstrate responsible procurement and develop a long-term framework agreement on sustainability with our supply chain                                | Strategic discussions with our supply chain to promote sustainable procurement aligned to our sustainability principles. Ran workshop to evolve procurement policies and processes to embody our sustainability approach |
| Evolve the company strategy, market positioning and approach to achieve continued sustainable growth   | Objective met  |
| Embed the use of relevant key performance indicators (KPIs) to drive operational performance improvement   | Objective met  |
| Invest in the expansion and the ability of leadership and management cadre   | Objective met. Tailored Global Mentoring Programme   |
| <b>Environment</b>   |  |
| Assess the amount of displaced carbon from our developed and constructed wind and solar projects   | ~19.2 million tonnes CO <sub>2</sub> e displaced annually  |
| Measure our direct and indirect (purchased electricity and employee business travel) emissions and continuously implement emissions reduction measures | 7,500 tonnes CO <sub>2</sub> e. Promoted more sustainable travel to reduce associated emissions  |
| Offset our direct and indirect (purchased electricity and employee business travel) emissions  | Objective met  |
| Map out our usage of single use-plastic and continuously implement reduction measures  | Developed a framework with the aim to identify and reduce consumption. Joined New Plastics Economy Global Commitment   |
| Work alongside OEMs and industry bodies to maximise recycling in our technologies e.g. turbine blades, batteries and PV modules                        | Set up our Technology Recycling TaskForce to coordinate our efforts across the Group. Active in industry body focus groups   |
| <b>Social</b>  |  |
| Achieve a market leading safety record (accidents per hours worked)  | Lost Time Accident Frequency Rate (number of lost time accidents individual per 100,000 hours) of 0.16   |
| Contribute to our communities and stakeholders. Measure the number of hours given to our communities, charities and volunteering                       | 693 hours within office hours of volunteering recorded   |
| Promote diversity and inclusion across the group. Train 100% of our leaders in unconscious bias  | 85% trained (15% are new managers still to be trained)   |
| Promote the professional and personal development of employees. Measure the average number of internal training hours per employee                     | Average of 30 hours internal training per employee   |



Do you have questions or comments?

Contact us at [sustainability@res-group.com](mailto:sustainability@res-group.com) | [www.res-group.com](http://www.res-group.com)

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Melissa Charlton  
Head of Sustainability and Senior Strategy Analyst

