IMPACT REPORT

2025 Sustainability summary report

TECHNICAL CONSULTANCY AND OPERATIONAL SERVICES

Champions of renewables since 1995

natural power

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Overview

Natural Power's 2025 report marks an important step towards a more structured, transparent and data-led approach to sustainability management. During the year, the business strengthened its greenhouse gas inventory and expanded Scope 3 coverage, providing a clearer picture of its operational and value-chain impacts. It also continued to develop its approach to climate risk and adaptation, environmental management, employee wellbeing, inclusion, governance, innovation and circularity. Together, these activities provide a stronger foundation for setting priorities, improving accountability and embedding sustainability more consistently across business decisions, operations and client delivery.

Headline performance

Measure	2025 Result
Total greenhouse gas emissions	9,005.56 tCO_2e location-based / 8,950.65 tCO_2e market-based
Scope 1	860.79 tCO2e
Scope 2	125.53 tCO2e (location / 70.63 tCO2e (market)
Scope 3	8019.23 tCO2e tCO2e
Employees	551
Average training	69.5 hours per employee
Employee engagement	85%
Employee turnover	18.10%
Gender Split	65 % Male / 35% Female
LTIFR / TRIR	0.07 / 0.07
Renewable energy capacity supported	Over 500 GW since inception and over 38.2 GW during the year
Innovations implemented	36
Community initiatives supported	34
Total recycling rate	90.37%.



Strategic direction

- Move from establishing frameworks to delivering measurable performance.
- Improve ESG data quality, consistency and coverage, especially Scope 3.
- Integrate acquisitions into reporting and management systems.
- Set clearer targets and strengthen accountability.
- Embed sustainability more consistently into projects, procurement and decision-making.

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Business, purpose and sustainability strategy

Natural Power's role

Natural Power is a renewables-only consultancy supporting the full lifecycle of clean energy projects. Its services span advisory and analytics, consenting and planning, construction support, operations and asset management, and life extension and repowering. The business operates across the UK, US, Ireland and France, with recent expansion into Germany and Italy.

Its greatest sustainability impact is delivered through client work: enabling renewable energy projects to progress through complex technical, regulatory, environmental and operational challenges. The control centre supports approximately 33% of UK wind generation capacity.

Five strategic pillars

- **Caring for people:** wellbeing, development, inclusion and safe work.
- **Caring for the planet:** emissions, environmental management, biodiversity and resource use.
- **Inspiring change:** innovation, thought leadership and practical improvement.
- **Relationships that matter:** clients, suppliers, communities and partners.
- **Governance that makes a difference:** accountability, ethics, risk and transparency.

Governance and accountability

The Board provides oversight of ESG risks and opportunities; executive leadership is responsible for implementation; the Environment and Sustainability Community of Practice coordinates cross-functional action; and the sustainability lead coordinates strategy, reporting and programme delivery. Specialist functions including People and Culture, Health and Safety and Innovation support delivery.

Progress to date

Natural Power has moved from fragmented sustainability activity to a more coordinated model by establishing its first structured ESG strategy, formalising reporting, improving environmental data, embedding policies and standards, and creating cross-functional working arrangements.



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A message from our Managing Director

"At Natural Power, sustainability is not a separate agenda, it is part of who we are. As a business built on helping the global transition to renewable energy, we recognise both the opportunity and the responsibility we have to drive change where we can.

Over the past year, we have taken important steps to strengthen our approach. We have enhanced how we measure and understand our environmental impact, developed a clearer pathway towards net zero, and continued to embed sustainability across our operations and decision-making.

At the same time, our business continues to evolve. Our expansion into new markets, including recent acquisitions in Germany and Italy, reflects both our ambition for growth and our commitment to supporting the energy transition at scale. Over the last 30 years, we have supported the development and delivery of over 500GW of renewable energy projects globally, reinforcing our role as a trusted partner in enabling clean energy infrastructure. As we grow, it is critical that we do so responsibly and ensure that sustainability remains embedded across all areas of the business.

We are operating in a rapidly changing environment. The urgency of the climate challenge is increasing, expectations from stakeholders are rising, and the role of renewable energy has never been more important. In this context, we see sustainability not just as a responsibility but as a driver of long-term success.

This report marks an important step forward in how we communicate our progress. It is part of our commitment to transparency, accountability and continuous improvement. While we have made strong progress, we recognise there is more to do, particularly in strengthening our data, setting clear targets and continuing to challenge ourselves to improve.

We are confident in the direction we are taking and the role we can play in shaping a more sustainable future."



Ciaran Farrell
Managing Director

A message from our HSEQ Director

"This report represents a significant step in strengthening our approach to sustainability and ESG across Natural Power. It reflects a shift towards more structured, transparent and data-led reporting, and a clear intent to align with recognised best practice.

Over the past year, our focus has been on building on the strong foundations of sustainability that have been ever-present within Natural Power. We have enhanced our greenhouse gas emissions inventory to better align with net zero best practice, expanded our understanding of Scope 3 emissions and developed targets aligned with the Science Based Targets initiative framework.

Alongside this, we have continued to embed sustainability across key areas of the business, from innovation and circularity, to health, safety and wellbeing, and the development of our people. These are not standalone initiatives, but part of a broader effort to integrate sustainability into how we operate day to day.

This is not the end point. Our data, systems and processes will continue to develop, and with that, the depth and quality of our reporting will improve. What is important is that we are moving in the right direction, with a clear structure in place and a commitment to continuous improvement.

As we look ahead, our focus is on turning ambition into measurable outcomes. That means improving data quality, setting robust targets and ensuring sustainability is embedded into decision-making at every level of the organisation. "



Ewan Park
Director of HSEQ

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Materiality and stakeholder engagement

Natural Power completed an impact materiality assessment to identify the ESG topics most relevant to the business, its stakeholders, the environment and society. The assessment followed GRI principles and combined internal engagement, stakeholder mapping, external benchmarking and the environmental aspects and impacts register.

Assessment process

- Identify potential sustainability topics.
- Map internal and external stakeholders.
- Gather employee and leadership views through surveys.
- Review client, competitor and reporting-standard expectations.
- Score impact significance and stakeholder importance.
- Prioritise topics, develop the materiality matrix and validate outcomes.

Priority material topics

- Climate change and greenhouse gas emissions
- Biodiversity and environmental management
- Energy, waste and resource use
- Employee wellbeing, development and working conditions
- Equality, diversity and inclusion
- Health and safety
- Community engagement and social impact
- Client collaboration and satisfaction
- Innovation, circular economy and sustainable value chains
- Business ethics, governance, transparency, data security and privacy
- Supply chain responsibility and ethics

Limitations and next steps

External stakeholder input relied mainly on existing disclosures rather than direct consultation, and financial materiality was not assessed. A refreshed assessment is planned for 2026, with broader stakeholder engagement, consideration of double materiality and closer alignment with emerging ESRS expectations.



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Environmental performance

Greenhouse gas emissions

Scope	2025 emissions
Scope 1	860.79 tCO_2e
Scope 2	125.54 tCO_2e location-based / 70.63 tCO_2e market-based
Scope 3	8,019.23 tCO_2e
Total	9,005.56 tCO_2e location-based / 8,950.65 tCO_2e market-based

Scope 3 represents the majority of the footprint. Reporting covers categories 1–7, including purchased goods and services, capital goods, fuel- and energy-related activities, transport, waste, business travel and employee commuting. Italy and Germany are not yet included in the emissions boundary.

Climate risk and resilience

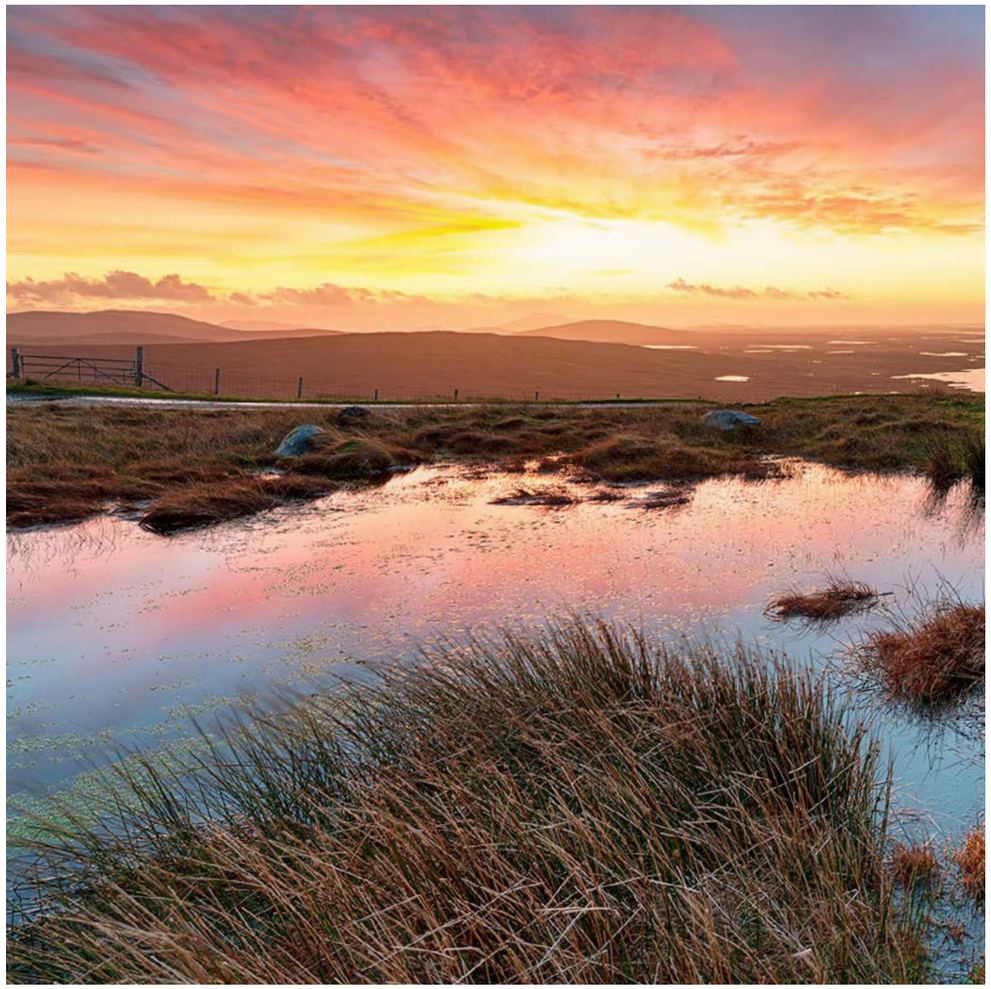
An initial climate risk and adaptation framework was developed using recognised climate science and regional datasets. Risks were assessed across people, premises, operations, supply chain, market and financial performance. Principal risks include extreme heat, flooding and storms, wildfires, infrastructure degradation, regulatory scrutiny and insurance or financial impacts.

Environmental management and biodiversity

- ISO 14001 certification maintained across UK and Ireland.
- Achilles audit score: 100%.
- 30 internal environmental audits completed.
- No significant environmental incidents reported in the reporting period.

Priorities

Validate emissions targets, integrate acquisitions, improve value-chain data, engage suppliers, implement reduction initiatives, embed climate risks into enterprise risk management and develop a more measurable approach to biodiversity. Future efforts will look at how we can improve the quality, consistency and coverage of environmental data to support more informed decision-making. Greater engagement with suppliers will help improve understanding of value-chain impacts and identify opportunities for emissions reductions. The business will also continue to strengthen its approach to climate resilience by working to embed these considerations more consistently within planning, risk management and operational activities.



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People, development, health and safety

Workforce and engagement

Measure	2025 result
Total employees	551
Turnover / retention	18.10% / 81.90%
Median length of service	2 years
Average training hours	69.5 per employee
Survey participation	88%
Engagement index	85%

Learning and development is supported through structured programmes, leadership development, departmental budgets, mandatory training, internal platforms and bite-sized learning. Alongside building capability, Natural Power places a strong emphasis on protecting the health, safety and wellbeing of its people, particularly given the field-based, remote and higher-risk nature of some activities. Established management systems, risk assessments, training, communication and performance monitoring support a proactive safety culture, while wellbeing and psychological safety measures help identify where further support is needed. The report highlights the importance of integrating safety and wellbeing into project planning, workload management and day-to-day decision-making, so that delivery pressures are balanced with sustainable working practices and a consistent employee experience across the business.

Health, safety and wellbeing

- LTIFR: 0.07
- TRIR: 0.07
- Recordable incidents: 1
- Near-miss reports: 19
- Wellbeing index: 78%
- Psychological safety index: 78%
- ISO 45001 recertification achieved in UK and Irish operations.

Initiatives included practical risk-assessment training, mental health awareness for field teams, an emergency rescue drill at Stornoway Windfarm, workstation and ControlCentre induction training, and wider use of SafetyCulture for reporting and action tracking.

Next steps

Further develop our proactive approach to safety behaviours, improve consistency across locations, use safety data more effectively and embed wellbeing considerations into operational planning and decision-making. Future efforts will focus on strengthening the use of leading indicators and reporting data to identify trends, target improvements and support informed decision-making. Greater consistency in safety practices and wellbeing initiatives across locations will help ensure a positive and safe employee experience. Continued emphasis will be placed on integrating health, safety and wellbeing considerations into everyday operations, project planning and workload management.

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Inclusion, communities and social value

Diversity, equity and inclusion

Measure	2025 result
Workforce gender balance	64.97% male / 35.03% female
Inclusion index	86%
Gender pay gap	20% mean / 18% median
Employee survey participation	88%

Natural Power's approach to diversity, equity and inclusion is supported by a formal policy, a dedicated employee group, awareness campaigns and learning programmes designed to build understanding and encourage participation across the business. During the year, activities focused on creating a more informed and supportive workplace, including a neurodiversity workshop with autistic speaker and writer Katie Forbes, the introduction of a Menopause Support at Work Policy, Pride engagement activities and recognition of International Women in Engineering Day. Together, these initiatives helped raise awareness of different experiences and workplace needs, create opportunities for open discussion and reinforce the importance of ensuring employees feel valued, respected and able to contribute.

The report recognises the need for more structured measurement, clearer targets and more consistent integration of inclusion into everyday business practices.

Community and social impact

Measure	2025 result
Community investment	£20,000
Initiatives supported	34
Employee volunteering	138 hours

Natural Power's community activity combines centrally supported programmes with locally relevant fundraising, employee volunteering, school engagement and consultation linked to project delivery. This approach allows teams to respond to local priorities while using their skills and sector experience to create longer-term value, including raising awareness of renewable energy careers, supporting education and strengthening relationships with the communities in which the business operates. During the year, colleagues delivered an interactive careers session for more than 200 pupils at Dalbeattie High School, using practical demonstrations and real-world insight to highlight pathways into renewable energy, engineering and STEM roles. Natural Power also hosted 32 international students through the University of Glasgow's ESSAM summer school, providing insight into the renewable energy sector and inviting students to develop ideas in response to current sustainability and commercial challenges. Together, these initiatives supported knowledge sharing, future workforce development and closer links between business, education and local communities.

Next steps

Improve diversity data, expand participation, structure the community programme more clearly, strengthen impact measurement and align activities more closely with business priorities. Future efforts will focus on developing a more consistent approach to measuring the outcomes and value created through community and inclusion initiatives. Greater participation across the business will help broaden engagement and ensure activities reflect the interests of employees and local communities. A more structured programme will support clearer objectives, improved reporting and stronger alignment with Natural Power's wider social value ambitions.

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Governance, ethics, risk and supply chain

Governance

The Board oversees business performance, risk and strategic direction, supported by executive leadership and functional teams. ESG oversight is in place, governance reviews occur quarterly and no governance-related incidents were reported.

- Board: 50% executive directors and 50% independent non-executive directors.
- Board gender balance: 67% male and 33% female.
- Board tenure: 72% have served nine years or more.

Ethics and compliance

Controls include the Code of Conduct, anti-bribery and corruption measures and confidential whistleblowing arrangements. Training completion was 100%; no whistleblowing reports or compliance violations were recorded; two formal grievances and two disciplinary procedures were reported.

Risk and information security

- 11 key risks are recorded on the top-level risk register.
- Risk reviews take place quarterly and ESG risks are included.
- ISO 27001 certification was maintained and expanded.
- No data breaches were reported.
- Cybersecurity training completion was 100%.

Supply chain

Supplier onboarding and periodic risk-based review are established. The report states that 357 suppliers were assessed through onboarding and 69 were subject to periodic review. Future work will introduce a more structured sustainable procurement approach, clearer ESG expectations, better data collection and stronger supplier engagement.

Priority improvement

Clarify ownership of ESG topics, integrate sustainability more formally into decisions, strengthen ethical-policy awareness, expand ESG and climate risk integration, and improve visibility of supply-chain impacts. Future efforts will focus on embedding ESG considerations more consistently within governance, risk management and business planning processes. Greater clarity around responsibilities and accountability will help drive progress and support more effective decision-making. The business will also seek to improve understanding of supply-chain impacts and strengthen engagement with suppliers on sustainability-related issues and expectations.



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Client impact, innovation and circularity

Client impact

Natural Power's main positive impact comes through enabling the development, operation and long-term performance of renewable energy projects. Through technical, environmental, planning, construction and operational support, the business helps clients navigate complex challenges, manage risks and make informed decisions across the project lifecycle. This contribution extends from early-stage feasibility and consenting through to construction, asset management, life extension and repowering, helping renewable energy projects progress efficiently and continue generating value over time. The scale of this work is reflected in Natural Power's track record: the business has supported more than 9,000 projects across 71 countries and more than 500 GW of renewable energy capacity since its inception. During 2025 alone, it supported projects representing more than 38.2 GW across wind, solar and energy storage, demonstrating the reach of its client work and its wider contribution to the global energy transition.

Innovation

Measure	2025 result
Employees invited to participate	551
Ideas submitted	77
Innovations implemented	36
Innovation hours	68,295.62

Examples include a chain-hoist retrofit that reduced annual maintenance costs from approximately £28,000–£31,000 to around £8,000; targeted blade leading-edge repairs; a yaw-motor removal tool; cable temperature monitoring; and automatic generator lubrication.

Circularity and resource efficiency

Measure	2025 result
Total reported weight	52.44 tonnes.
Onsite recovery	25.25 tonnes.
Offsite recovery	22.11 tonnes.
Total recycling	90.37%.

Further examples include extended-life turbine oil, with potential lifecycle savings exceeding £1 million, and battery-pack optimisation that reduced replacement cost per blade from about £1,614 to £408 while cutting waste.

Next steps

Scale successful innovations, improve impact measurement, develop a structured circularity strategy, strengthen external collaboration and embed circular principles into client projects. Greater focus will be placed on understanding and quantifying the environmental, operational and commercial benefits delivered through innovation activities. Opportunities to reduce waste, extend asset life and improve resource efficiency will be explored across both internal operations and client-facing services. Collaboration with employees, clients and industry partners will help identify and share best practice, supporting the wider adoption of circular approaches across the business.

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Key disclosure alignment

This table reproduces all metrics disclosed in the original report for the selected priority topics.

Material topic	Metric	2025 data	GRI standard	ESRS standard
Emissions and climate	Total emissions	9,005.56 tCO_2e location-based / 8,950.65 tCO_2e market-based	GRI 305	ESRS E1-6
	Scope 1, 2 and 3 emissions	Scope 1: 860.79 tCO_2e; Scope 2: 125.54 tCO_2e location-based / 70.63 tCO_2e market-based; Scope 3: 8,019.23 tCO_2e	GRI 305-1/2/3	ESRS E1-6
	Climate risks/opportunities	57	GRI 201	ESRS E1-9
Health, safety and wellbeing	Safe days	306	GRI 403	ESRS S1-14
	LTIFR	0.07	GRI 403-9	ESRS S1-14
	TRIR	0.07	GRI 403-9	ESRS S1-14
	Fatal accidents	0	GRI 403-9	ESRS S1-14
	Wellbeing initiatives	8	GRI 403	ESRS S1
	Overall wellbeing index	78%	GRI 403	ESRS S1
	Overall psychological safety index	78%	GRI 2-29	ESRS S1-12
Training and development	Average training hours per employee	69.5	GRI 404-1	ESRS S1-13
Equality, diversity and inclusion	Gender pay ratio	Mean difference: 20%; median difference: 18%	GRI 405-2	ESRS S1-16
	Gender balance of workforce	35.03% female; 64.97% male	GRI 405-1	ESRS S1-9
	Diversity of senior leadership	20% female; 80% male	GRI 405-1	ESRS S1-9
	Employee survey results	Participation 88%; engagement 85%; inclusion 86%; wellbeing 78%; psychological safety 78%	GRI 2-29	ESRS S1-12
Employment culture	Total headcount	551	GRI 2-7	ESRS S1-6
	Turnover rate	18.10%	GRI 401-1	ESRS S1-6
	Voluntary turnover	13.60%	GRI 401	ESRS S1
	Survey participation	88%	GRI 2-29	ESRS S1-12
	Engagement score	85%	GRI 2-29	ESRS S1-12
	Fair remuneration practices	Employees are paid an adequate wage, in line with applicable benchmarks	GRI 202-1	ESRS S1-10

Final thoughts

Natural Power has established a credible foundation for sustainability management and reporting, supported by clearer governance, improved data and a more structured understanding of its environmental, social and operational impacts. The next phase is to build on these foundations and translate frameworks, commitments and better information into consistent, measurable outcomes across a growing international business. This will require the effective integration of newly acquired operations, clearer targets and responsibilities, stronger value-chain information and continued investment in the systems and capabilities needed to monitor progress. It will also depend on sustainability becoming an increasingly routine part of operational planning, commercial decision-making, project delivery and supplier engagement, rather than being treated as a separate activity. By combining stronger accountability with employee participation, client collaboration, practical innovation and transparent reporting, Natural Power can strengthen its own performance while increasing the positive contribution it makes to the wider energy transition.

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