



# Impact Report 2025.



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# Message from the CEO.

2025 was a year that reinforced who we are and what we're building at British Solar Renewables. We continued to evolve as an integrated independent power producer, strengthening our platform across the UK and Australia with the support of ICG, while staying focused on long-term stewardship and responsible delivery.

Over the year, we invested in the quality and resilience of the business. We strengthened operational capability, maintained a strong focus on safety and took important steps to articulate our values more clearly. The Nature Protection Pledge captured a long-standing belief that clean energy and care for the land must go hand in hand, while our rebrand helped express our purpose and long-term outlook more clearly.

I'm proud of the people behind this progress. Our teams continue to shape a culture built on professionalism, care and shared responsibility, and I'm grateful to the communities and landowners who work with us to deliver projects that are locally rooted and trusted.

As expectations of renewable energy continue to grow, I believe BSR is well placed to meet that challenge. We remain ambitious, clear in our direction and committed to delivering clean energy in a way that benefits people, places and the environment.

British Solar Renewables is driven by a clear purpose and a long-term commitment to clean energy. We focus on creating lasting value for people, places and the natural environment, and we take an integrated approach to responsible development across the UK and Australia. This report sets out the context we operate in and the impact we delivered during 2025.

*Tim Humpage*

Tim Humpage,  
CEO of British Solar  
Renewables



*Greyfaced Dartmoor Sheep at our Aller Langport solar park*

At the same time, the conversation around renewable energy has broadened. Clean power is increasingly viewed not only as a climate solution, but as a foundation for national resilience and long-term affordability for the consumer. That shift has brought greater attention to how projects benefit communities, support farming and how they contribute to nature recovery. Biodiversity Net Gain is now an everyday part of planning, and expectations for nature-focused development are higher than ever. Land use and food security remain part of public debate, reflecting the close connection between energy, agriculture and the wider environment.

Communities and other public stakeholders have also taken on a more prominent role. There is growing interest in how renewable projects create local value, how they are designed, and how they support the places in which they sit. At the same time, expectations for responsible sustainable supply chains and strong ESG practice have continued to rise, shaping how developers demonstrate transparency and long-term responsibility.

This is the landscape shaping our work in 2026. The energy sector is moving quickly, with clearer national ambition and higher expectations across nature, land and communities. It is also a landscape that opens the door to companies ready to take a long-term view and deliver clean energy in a way that supports people, places and the natural environment.

## THE LANDSCAPE

2025 in the clean energy sector was a time of momentous change, supported by government updates to the Clean Power 2030 programme, recent changes to connections processes and the latest market reforms. These changes mark a shift in how the system is evolving and how renewable energy projects are moving forward.

# What BSR Does.

British Solar Renewables is a fully independent power producer. We develop, build and operate our own renewable energy projects, which gives us accountability at every stage and helps deliver long-term value for the UK and Australia's energy systems.

## COMMUNITY ENGAGEMENT

We stay close to the people who live and work near our projects. We listen to local priorities and design our sites in ways that bring lasting benefit and address community concerns.

## LANDOWNER COLLABORATION

We work closely with landowners and farmers to develop solar, wind and battery projects that respect their land and support sustainable, long-term value. Our approach helps farming and renewable energy work together.

## NATURE PROTECTION

Nature sits at the heart of our development approach. Through our Nature Protection Pledge, our minimum 60% Biodiversity Net Gain target and our environmental partnerships, we aim to enhance habitats and support wildlife across our sites.

## POLICY ADVOCACY

We work with sector partners to help shape practical policies that support clean energy, national resilience and long-term community benefit.

## OUR MISSION

**We produce renewable power to deliver clean energy and support the transition to net zero.**

## OUR VISION

**We aim to drive the UK's renewable energy future by empowering communities, strengthening the economy and contributing to global climate action.**



# The principles behind our impact.

## Integrity in action

We keep our promises and take responsibility for the outcomes of our work.

## Collaboration at heart

We listen, respect different perspectives and work closely with partners and communities.

## Care for people and planet

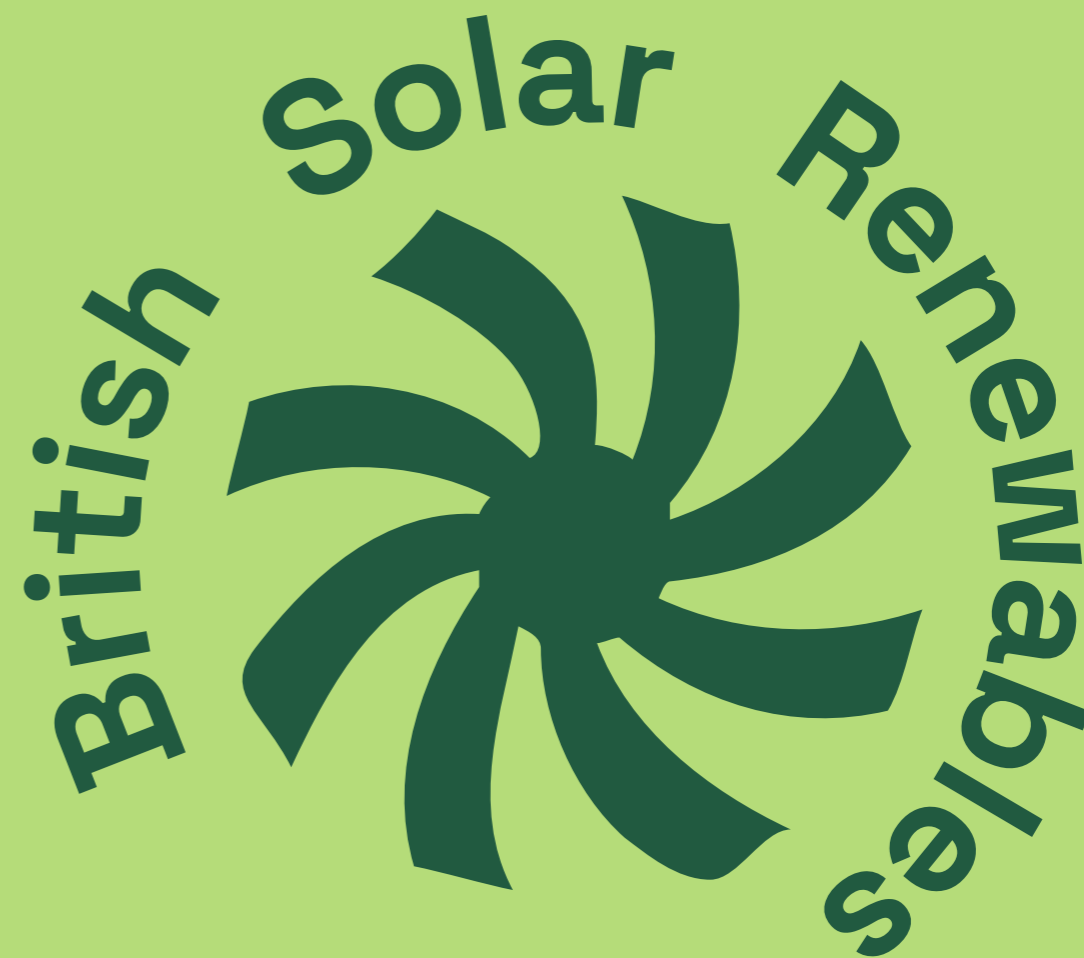
We protect biodiversity, prioritise safety and act in ways that support long-term environmental and social wellbeing.

## Future-focused leadership

We use our experience and innovation to support the UK's transition to clean energy.

## Local roots, global impact

We are proudly rooted in the UK and Australia, connected to the communities where we work and committed to contributing to global climate goals.



## British Solar Renewables Rebrand.

In 2025 we introduced a refreshed brand that reflects the business we are today. The update brings the whole company together under one name, British Solar Renewables, and presents a clear identity for our fully integrated approach across the UK and Australia.

The new mark is shaped by the technologies and natural environments at the heart of our work. Its form hints at solar, wind and the structure of a flower, while the irregular points reflect the organic patterns found in nature. The wider visual system, including the colour palette, draws on British agriculture and the landscapes where our projects take shape.

The rebrand marks an important moment for BSR. It presents a confident and unified business that is aligned with our mission and ready for the years ahead.

# Our ESG framework and the SDGs we support.

Our ESG commitments guide the decisions we make every day. They shape how we deliver renewable projects, support communities and uphold strong governance. The Sustainable Development Goals highlight the themes where our work can create long-term value across the UK and Australia.

We selected these SDGs because they reflect the areas where our work has the strongest alignment and the greatest potential for long-term environmental, social and governance impact.

## ENVIRONMENTAL ALIGNED SDGS: 7, 12, 13, 15

Focus: Clean energy generation, carbon reduction, biodiversity enhancement, responsible land and resource management.

## SOCIAL ALIGNED SDGS: 3, 4, 8, 11

Focus: Safety, skills and training, community benefit, wellbeing, inclusion and strong culture.

## GOVERNANCE ALIGNED SDGS: 12, 16

Focus: Ethical conduct, transparent decision making, supplier due diligence, data protection and compliance.





# 2025 Overview.

PORTFOLIO

**1.2GW** DEVELOPED  
ACROSS **71** PROJECTS

GENERATION

**348MW**  
CFD / PPA REVENUE SECURED OR IN PROGRESS

INVESTMENT

**129**  
FTES IN TOTAL



# Portfolio snapshot.

United Kingdom.



Australia.



**KEY (UK)**

- In Construction
- Consented
- Operational

**KEY (AUS)**

- In Development
- Operational

**UK strategy.**

UK PIPELINE: **14.5GW**  
 UK PIPELINE BY 2030: **1GWp** OF SOLAR  
 UK PIPELINE BY 2035: **3.5GWp** (SOLAR) AND **800MW** (BESS)

**Australia strategy.**

AUSTRALIA PIPELINE:  
**7.8GW - 3.9GWp** SOLAR AND **4.9GW** BESS

# Key highlights of 2025.

**£345million** FINANCING

**Launched the Nature Protection Pledge**

**6** SITES INTO PLANNING

**4** SITES ENERGISED, INCLUDING KERANG (AUSTRALIA), DENGIE, WHADDON, RAMPISHAM

**Acquired Little Crow**

**Progressed the social impact assessment (SIA) for the Mackenzie River project**

**42** NUMBER OF CONSULTATION EVENTS HELD

**58** NUMBER OF COUNCILLORS MET

**10** NUMBER OF RESIDENTS VISITED

**1042** RESIDENTS INTERACTED WITH

**6** NUMBER OF PARISH COUNCILS MET

**9** COUNCILS IN AUSTRALIA MET

**Became members of the Responsible Business Alliance and using their auditors, conducted our first supplier audits**



Kerang Solar Park, Australia



Kerang Solar Park energisation event

2025 in review summary.

2025 was a year of clear progress for BSR. The sector moved forward with stronger policy signals and a growing focus on responsible sustainable, nature-led development, and we continued to adapt our projects and our approach in response. We strengthened our long-term stewardship model, expanded our environmental partnerships and introduced new commitments through the Nature Protection Pledge. We also invested in our people, our communities and the systems that support safe, reliable delivery. It was a year shaped by rising expectations across the industry, particularly around responsible development, environmental stewardship and community value.

# Environment and land stewardship.

Hectare for hectare – well managed solar farms in agriculturally dominated East Anglia contained nearly three times as many birds than surrounding arable farmland. (RSPB)

There's enough land to restore nature and build the renewable energy infrastructure we need to reach net zero. (RSPB)

All solar farms in the UK currently account for 0.08% of total land use. To meet the government's net zero target, the Climate Change Committee estimates that we will need between 75-90GW of solar by 2050. (Solar Energy UK Briefing: Everything Under The Sun)

90GW of solar capacity would need just 0.39% of the land not already hosting a solar farm in the UK. (Solar Power Portal)



**Our  
impact.**

# Energy generation impact.



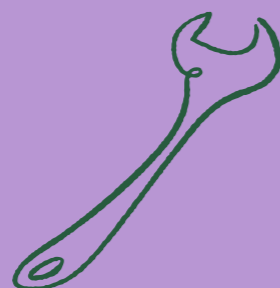
**96,923**

homes powered from projects being developed in 2025



**103,189**

tonnes of CO<sup>2</sup> emissions avoided from projects being developed in 2025



**2**

Solartainer units installed at sites to cut carbon emissions and reduce noise

**619,250** MWh

of renewable energy generated annually across the UK and beyond



## BNG and environmental achievements.

**2** NEWT LICENSES OBTAINED

**24** BAT BOXES PUT UP

**165%** AVERAGE BNG UPLIFT ON SITES THAT RECEIVED PLANNING CONSENT IN 2025

**746** TREES PLANTED

**8** LOG PILES

**2** HIBERNACULA

**56,511** METRES OF NATIVE HEDGEROWS PLANTED

**99%** DECREASE IN SINGLE-USE PLASTIC WATER BOTTLES ON SITES IN 2 YEARS

**48** SKYLARK PLOTS

**34** BIRD BOXES PUT UP



Image: Bird and bat box installed at a Solar Park

## Nature Protection Pledge.

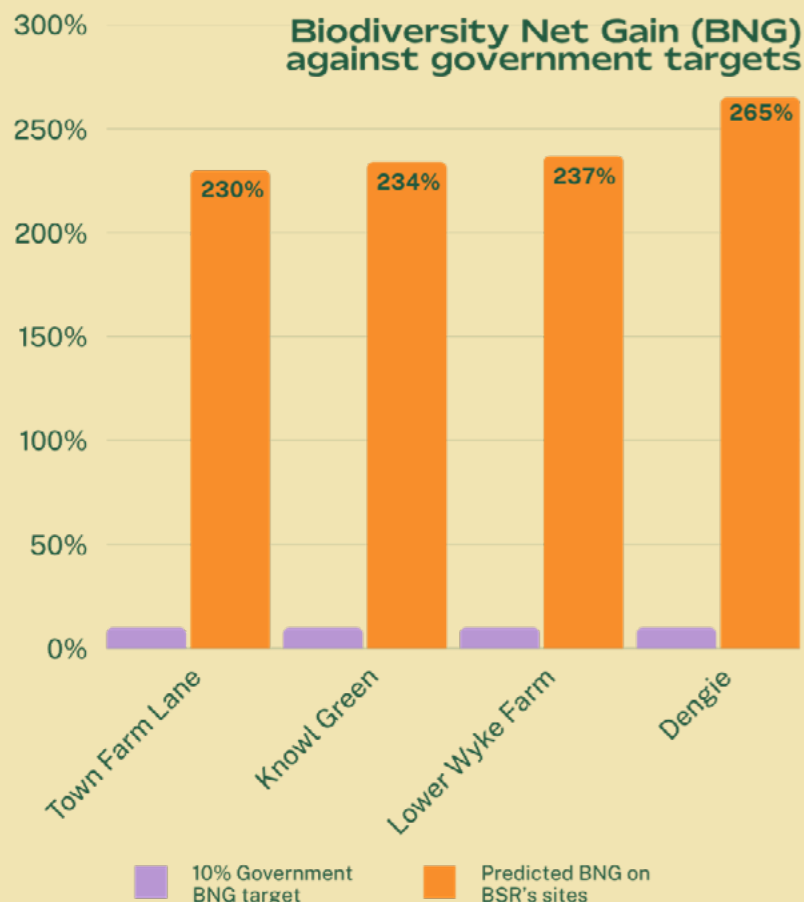
**13** CLIMATE ACTION

**15** LIFE ON LAND

In 2025 we launched the Nature Protection Pledge, our commitment to ensuring that every project protects, restores and enhances the land we work on. The pledge is a practical expression of our belief that renewable energy and nature should support one another. It sets out a higher standard for development and strengthens our focus on measurable environmental gain across all sites.

Biodiversity underpins healthy ecosystems and fertile soils. Our work shows that renewable energy projects can help support these outcomes. Our sites bring together clean energy generation, responsible land management and opportunities for habitats to thrive. This approach helps improve soil structure, support pollinators and create long-term environmental value for people and the planet.

The pledge also carries significance for the wider industry. It offers a framework that other responsible developers can adopt and encourages shared accountability for protecting land and wildlife. By calling for higher standards in nature stewardship, we aim to support a renewable energy sector that delivers clean power while leaving ecosystems stronger than we found them.

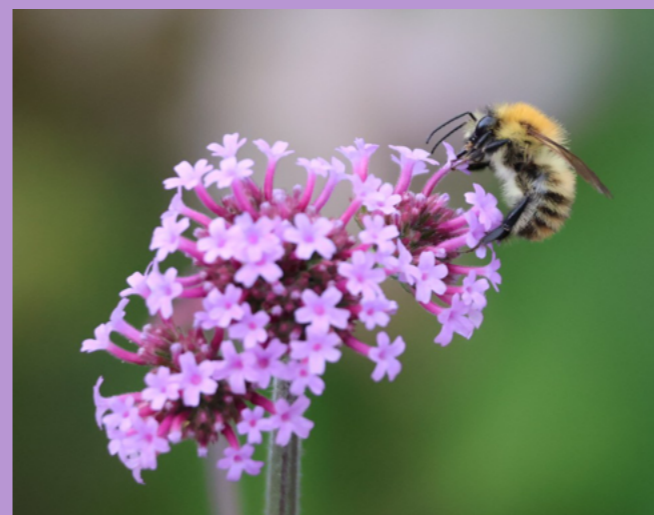


## Wildlife and habitat initiatives.

**15** LIFE ON LAND

We take a proactive approach to supporting wildlife and improving habitats across our sites, using evidence-led initiatives that help strengthen local ecosystems and enhance biodiversity over time.

**BEE HABITAT CREATION AT DENGIE SOLAR PARK:** At Dengie Solar Park in Essex, we are transforming former arable land into a habitat designed to support pollinators, particularly bees. Informed by guidance from the Bumblebee Conservation Trust, the site includes wildflower rich areas, hedgerows and nesting features that provide forage and shelter for Bumblebees throughout the year. The landscape plan strengthens local ecological networks and supports the recovery of threatened species, demonstrating how solar sites can contribute to healthier, more resilient ecosystems.

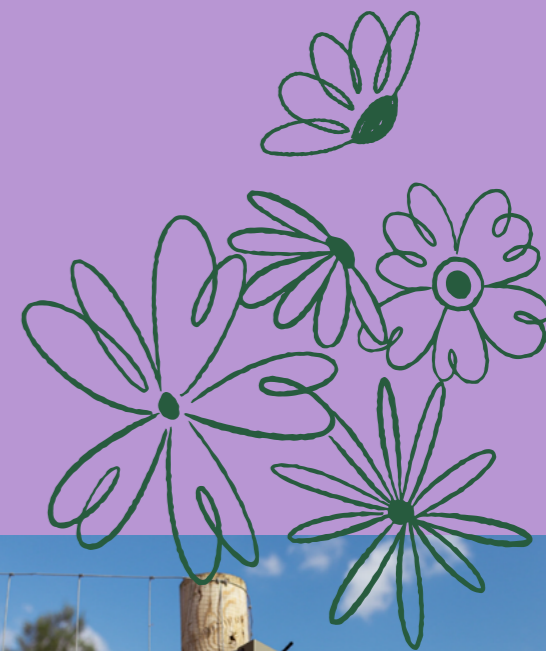


Bumblebee perched on a *verbena bonariensis*



Installing bat monitors at Aller Langport Solar Park

**BAT SURVEY PROGRAMME:** Through our voluntary bat survey programme, we monitor bat activity across multiple solar parks each year on a seasonal basis. These ongoing studies help us understand how our projects interact with local ecosystems and how habitat creation supports species diversity over time. Even where surveys were not required by planning consent, we carried them out to build a consistent dataset that contributes to national conservation efforts. So far, species such as Alcahoe, Barbastelle and Common Pipistrelle have been recorded on our sites, showing how well-designed solar landscapes can support wildlife.





Sheep resting in the shade under solar panels at Aller Langport Solar Park

## Sustainable farming and land management.

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION **15** LIFE ON LAND

We take a responsible approach to land management, working with landowners to integrate sustainable farming practices that support healthy soils, thriving habitats and productive landscapes. By managing land in ways that complement renewable energy generation, we help create sites that work for nature, agriculture and local communities.

These sustainable practices include using grazing to manage vegetation in a way that supports both biodiversity and soil health. At several locations, including sites grazed by rare Grey Face Dartmoor sheep, we use rotational and conservation grazing to allow wildflowers to establish, protect soil structure and reduce the need for mechanical maintenance. By planning grazing around flowering seasons and habitat needs, we help create conditions where livestock, wild plants and pollinators can thrive.

We use planting schemes that select species suited to the light and shade conditions around solar panels. We also remove injurious weeds such as ragwort by hand, avoiding herbicides and maintaining safe conditions for grazing while protecting neighbouring land.

We are strengthening our approach to land management through voluntary soil sampling across our sites. By understanding local soil conditions, we can work more closely with our consultants to select tree, hedgerow and habitat species that are suited to each location. This helps ensure planting is resilient, long-lasting and informed by evidence.

## Environmental partnerships.

**13** CLIMATE ACTION

**15** LIFE ON LAND

We work with specialist organisations to strengthen our environmental approach and create better outcomes for nature across our sites.

**BUMBLEBEE CONSERVATION TRUST:** In 2025 we began a partnership with the Bumblebee Conservation Trust to help create and protect habitats for pollinators, including the rare Shril Carder bee. The partnership supports the development of pollinator-friendly habitats across our sites through shared guidance, site assessments and long-term monitoring. This collaboration strengthens our Nature Protection Pledge and helps ensure our projects contribute to healthier ecosystems and supports pollinator populations.

**SOLAR ENERGY UK:** We are members of the Solar Energy UK Natural Capital Steering Group, which brings together organisations committed to improving ecological outcomes across the renewable energy sector. The group focuses on identifying barriers to delivering and measuring biodiversity and developing practical actions to overcome them. Our involvement helps strengthen industry standards and supports a more consistent and nature-focussed approach to solar development.



Bumblebee Conservation Trust seed scattering

Fran Button at the SEUK Summer Reception



## Responsible project development.

We take a careful and responsible approach to project development, ensuring our sites are designed and delivered in ways that respect land, heritage and local communities. This includes protecting sensitive features, minimising disturbance and working closely with partners to support long-term environmental and cultural outcomes.

A scar tree located just outside the project boundary in Australia has been identified as culturally significant. Scar trees are created when bark is removed for traditional purposes such as tools, shelters or ceremonial objects, and they are important markers of Aboriginal heritage. We have incorporated the tree into our land management plans by protecting the surrounding area, avoiding disturbance and ensuring it remains preserved and respected throughout the life of the project.

During early ecological surveys for one of our projects, we identified corn buntings on site, a bird species of particular conservation concern. Their presence shaped the way we approached the design and construction of the project. Working with our ecologists, we adjusted the site layout, protected key areas of habitat and planned land management around the birds' breeding and feeding needs. This ensured the species could remain on the land and continue to use it throughout the lifetime of the project. It is a practical example of how we adapt our proposals in response to the landscapes we work in and the wildlife that depends on them.

As well as design and land-use considerations, responsible project development includes how projects are delivered on site, particularly during construction.

With construction activity increasing, we trialled Solartainer units at Dengie and Town Farm as a renewable alternative to diesel generators. The trials delivered strong results, with carbon savings of **46.38 tonnes** at Dengie and **41.94 tonnes** at Town Farm, alongside noise reductions of up to **93%**. The performance at Dengie shows clear potential for wider use, and we are now assessing where this technology could be applied across future projects.



An Australian scar tree

# Q+A with Fran Button.

## WHY DID BSR INTRODUCE THE NATURE PROTECTION PLEDGE, AND WHAT DOES IT MEAN FOR HOW WE DEVELOP PROJECTS?

We introduced the Nature Protection Pledge to set a clear standard for responsible land management and to give communities confidence in how we look after the sites of our projects. It reflects our belief that renewable energy must develop in step with nature, and that every site needs a design tailored to its own soils, ecology and local habitats. As an IPP we look after our sites for decades, so the pledge guides stewardship across the full lifecycle, not just during planning or construction. It also provides a transparent framework that aims to raise standards across the wider industry.

## HOW IS BSR DELIVERING ENVIRONMENTAL VALUE BEYOND COMPLIANCE, PARTICULARLY AS EXPECTATIONS FOR NATURE FOCUSED DEVELOPMENT CONTINUE TO GROW?

We set a minimum target of at least 60% biodiversity net gain on every solar site submitted to planning, far above the 10% legal requirement, and many of our projects reach more than 180% through habitat design tailored to the land. Our work is evidence-led. Soil sampling, ecological assessments and input from specialist partners such as the Bumblebee Conservation Trust help shape planting choices, habitat creation and long-term management. We use locally sourced seed mixes, restore hedgerows and create grassland, wetland and pollinator areas that support ecological improvement over time. Independent ecologists assess our sites using the statutory Biodiversity Metric, and the results show clear improvements in habitat quality across operational projects. The consistency between our monitoring, scientific research and external assessments gives us confidence in our approach.



Fran Button, Deputy CEO of British Solar Renewables



## WHAT ROLE DOES LONG-TERM LAND STEWARDSHIP PLAY IN SHAPING THE PERFORMANCE OF OUR PROJECTS AND THE LANDSCAPES AROUND THEM?

Land stewardship is fundamental to the long-term performance of our sites. When land is managed carefully, it supports healthy soils, stable habitats and landscapes that can cope with adverse weather conditions and climate change. Because we develop, build and operate our sites, we can refine grazing, vegetation management and planting as habitats mature and as conditions change. Soil management plans and water-sensitive design also help maintain long-term resilience. This sustained approach supports nature, regenerative farming and clean energy generation in parallel, and ensures the land remains productive and diverse throughout the life of the project.

## HOW DO SOLAR, FARMING AND NATURE WORK TOGETHER ON SHARED LAND, AND WHAT HAS BSR LEARNED FROM THIS APPROACH?

Our experience shows that solar, farming and nature can support one another when land is managed with care. Conservation and rotational grazing help maintain vegetation, improve soil structure and strengthen pollinator habitats. Examples such as the grazing of Grey Face Dartmoor sheep at one of our sites show how livestock can work alongside seasonal set-asides and wildflower establishment. For farmers leasing land, solar does not replace farming; it complements it by providing a reliable income stream, supporting diversification and helping farms remain resilient to changing weather and market conditions, while the land continues to generate clean energy.

## LOOKING AHEAD, WHERE DO YOU SEE THE BIGGEST OPPORTUNITIES FOR BSR TO LEAD ON NATURE-LED, RESPONSIBLE DEVELOPMENT ACROSS THE UK?

We see a clear opportunity to demonstrate how nature-led solar and agriculture work at scale and to share that evidence openly. Over the coming years, we will expand long-term monitoring across our portfolio and publish clearer data on habitat condition, soil health and pollinator activity. Our IPP model allows us to trial new approaches to land management, seed mixes, grazing and water features over decades, and we plan to build on this by strengthening collaborations with scientists, ecologists and landowners. We also want to support rural resilience by showing how solar can sit alongside food production, improve soils and strengthen pollinator populations. By sharing what we learn, we can help raise industry standards and encourage a nature first approach to clean energy across the UK.



# Communities.



## 2025 Funding agreed

**£50,000** committed through the Knowl Green Community Benefit Fund

**£25,000** released to begin insulation and efficiency upgrades

### COMMUNITY BENEFIT FUNDS

## Belchamp St Paul Energy Savings Project.

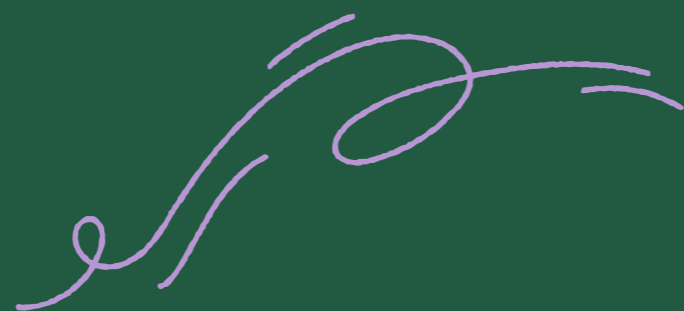

**7** AFFORDABLE AND CLEAN ENERGY

**8** DECENT WORK AND ECONOMIC GROWTH

**11** SUSTAINABLE CITIES AND COMMUNITIES

Through the Knowl Green Community Benefit Fund, we agreed a £50,000 contribution to the Belchamp St Paul Energy Savings Project, helping deliver the final phase of upgrades to a community house serving seven rural parishes. This forms part of a wider £100,000 Community Benefit Fund linked to the project, with the remaining funding to be distributed to local initiatives through the Essex Community Foundation.

Our funding is enabling essential insulation and energy-efficiency improvements that will make the building warmer, more affordable to run and suitable for use throughout the year. This means local groups and vulnerable residents can rely on the space in all seasons, not just the warmer months. Once complete, the work is expected to significantly reduce heating demand and cut annual energy costs, creating long-term value for the community and strengthening an important local asset.

## Early 2026 Remaining funds released

Second **£25,000** disbursed to complete Phase 3 works



## 2026-2027 Benefits realised

Heating demand reduced by up to **78%**

Energy costs reduced by at least **50%**

Warm, accessible year-round space for **7** rural parishes





The team planting snowdrop bulbs for the Shepton Snowdrops Project

SPONSORSHIPS AND DONATIONS

# Shepton Mallet & Surrounding Areas

**£5,120**  
CONTRIBUTED IN 2025

SUPPORTED EVENTS:

- \* **Collett Park Day**
- \* **James Allen Trail plaques**
- \* **Shepton Snowdrops**
- \* **Mid Somerset Show**

We supported events that bring people together, strengthen local identity and contribute to cultural and economic life in the communities closest to our projects.

**8** DECENT WORK AND ECONOMIC GROWTH

**11** SUSTAINABLE CITIES AND COMMUNITIES

# Our people and culture.



## Workforce snapshot.

TOTAL NUMBER OF EMPLOYEES: **158**

TOTAL NUMBER OF HIRES IN 2025: **26**

UK **139** VS AUSTRALIA **19**

PERCENTAGE OF WOMEN: **39.2%**

PERCENTAGE OF MEN: **60.8%**

NUMBER OF NATIONALITIES REPRESENTED: **14**

PERCENTAGE OF STAFF WITH 3+ YEARS AT BSR: **46%**

PERCENTAGE OF NEW STARTERS IN THEIR FIRST YEAR: **19.6%**

PROMOTIONS OR INTERNAL MOVES IN 2025: **17**

NEW ROLES CREATED: **31**

The team at Kilver Court Gardens for our monthly contact days

## Skills and training.

**4** QUALITY EDUCATION

**8** DECENT WORK AND ECONOMIC GROWTH



### TRAINING DELIVERED IN 2025

**124** COLLEAGUES TRAINED

**45** DISTINCT COURSES

**17** DEPARTMENTS INVOLVED

**517** TOTAL TRAINING RECORDS

We continued to invest in the development of our people, with colleagues across the business taking part in a wide range of training that supported technical excellence, leadership capability, safety and wellbeing. From specialist electrical qualifications to project management and mental health first aid, the breadth of learning reflects the importance we place on building the skills needed for safe, high-quality delivery.

## Impact and outcomes.

**8** DECENT WORK AND ECONOMIC GROWTH

### INTERNAL PROGRESSION SUPPORTED BY TRAINING

- \* O&M Service Technician → O&M Maintenance Operative
- \* Senior Site Acquisition Manager → Contracts Manager
- \* Site Foreman → Site Manager

### KEY FOCUS AREAS STRENGTHENED

- \* Presentation skills
- \* Project management capability (APM PMQ)



The team at Shepton Mallet Prison for the monthly contact days

## What this meant for our teams.

Training made a clear difference across the business. It supported colleagues moving into new roles, strengthened project delivery skills and helped teams build confidence in the areas we focused on most, including communication and project management. The progression we saw this year shows how ongoing development is shaping capability and helping people take the next step in their careers.

## Future direction.

Next year we will continue to strengthen how we support people's development. Line management and EDI training will be introduced across the business. We will also continue to support colleagues undertaking the APM PMQ, using the updated six-week, in-person format introduced by APM. This approach will remain in place for 2026 and helps provide clearer progression pathways and more accessible, focused development opportunities across the organisation.



The team at the Shepton Snowdrops Project ready to plant snowdrop bulbs

## Safety and wellbeing.

### Colleagues strengthened their first aid and mental health skills this year, helping us build a safer, more confident and better supported workforce.

Safety is central to how we work. Our “everyone safe always” mission guides every stage of our operations and is supported by a transparent, inclusive safety culture led by our teams on site and in the office. This year we strengthened our approach through regular audits, senior management site visits and increased near miss reporting. Training has continued to play a key role, with colleagues undertaking IOSH health and safety training alongside refreshed first aid and mental health training. Our network of Mental Health First Aiders has also grown across the business.

Practical improvements have supported these efforts, including improved pedestrian and vehicle separation on sites, defibrillators available across our operations, and first aid kits issued in every BSR-provided vehicle. Together, these measures, supported by ISO 45001 and our wider management systems, help protect our people and maintain a working environment built on care, responsibility and good practice.

## Volunteering and engagement.

In 2025 we continued to play an active role in the communities where we work. Our teams supported local events and initiatives throughout the year, from helping plant Shepton Snowdrops to taking part in the Children’s Parliament as judges and prize sponsors. We also contributed to well-loved regional events, including the Mid-Somerset Show, the Lantern Festival and local heritage activities such as hedge-laying and the vintage tractor run. These activities reflect our commitment to being present, approachable and engaged, and to supporting the organisations and volunteers who help strengthen community life.



# Offices and internal initiatives.

**11** SUSTAINABLE CITIES AND COMMUNITIES

## CULTURE AND ENGAGEMENT

Colleagues played an active role in shaping our culture this year, creating regular opportunities to connect, share experiences and support one another. Employee-led groups grew in both visibility and participation, and our contact days, volunteering and staff events helped bring teams together across locations and functions. These moments helped keep our culture open, collaborative and rooted in genuine connection.

## EMPLOYEE-LED GROUPS

**Menopause Coffee Club** • **Book Club** • **Summer Survival Squad** • **LGBTQ+ Meet-up**

We continued to build confidence and support across the business through refresher training for our 35 Mental Health First Aiders, alongside activities and awareness moments that encouraged conversations about wellbeing. Our employee survey results reflected the impact of this approach, with satisfaction scores of 78.9% in the UK and 76% in Australia, and strong feedback on our culture, inclusivity and the value colleagues place on meaningful time spent together.

## OFFICE ENVIRONMENT

Our offices continued to evolve this year as we created spaces that better support how our teams work. The renovation and expansion of the Shepton Mallet office opened up new areas for central services, improving flow and giving teams room to collaborate more easily. We also introduced small but meaningful changes across both offices, including stand-up desks, additional plants, free fruit each week and free period products. Together, these updates help create a working environment that feels supportive, practical and built around the needs of the people who use it every day.

## HEALTH, WELLBEING AND INCLUSION

<b>3</b> GOOD HEALTH AND WELL-BEING	<b>8</b> DECENT WORK AND ECONOMIC GROWTH
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People have straightforward routes to access support at BSR. Private healthcare and our employee assistance programme are available to everyone, and a network of 35 Mental Health First Aiders is in place across the business with refreshed training. We keep conversations active by sharing resources around national awareness moments so colleagues know where to find help when they need it. We are widening access and setting clear standards for behaviour. Job adverts now invite applications even when candidates do not meet every requirement, and companywide harassment training has been delivered to reinforce a respectful working environment. Together, these measures make support visible, easy to reach and part of daily working life.



Images L: The winning team of the BSR Sports Day social, R: Aerial view of the BSR Shepton Mallet offices

# Integrity and governance.



## Ethical business practice.

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

We take a rigorous approach to ethical business practice and responsible sourcing. All suppliers are assessed against our Sustainable Procurement Policy and Supplier Code of Conduct, supported by EcoVadis evaluations that help us identify risks early and work with partners on continual improvement. Our memberships of the Responsible Business Alliance, the Solar Stewardship Initiative, Solar Energy UK and the Supply Chain Sustainability School strengthen this approach by providing independent insight and shared standards. These activities sit alongside company-wide policies on ESG, health and safety, GDPR, cybersecurity, AI, anti-bribery and modern slavery, supported by mandatory training that ensures good practice is embedded throughout the business.

*Image: Rob Peters, CCO and Chris Hewett, CEO of Solar Energy UK at their Spring members event*

**Responsible  
sourcing is  
central to how  
we operate,  
and we hold  
ourselves and  
our partners to  
high standards at  
every step.**

## Responsible Business Alliance.

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

In 2025 we became a Supporter Member of the Responsible Business Alliance, the world's largest coalition focused on improving social, environmental and ethical standards in global supply chains. This strengthens our commitment to transparency and responsible practice, supports our work to uphold strong labour and environmental standards and informs how we assess and engage our suppliers. The RBA framework helps us align with leading international practices and maintain a consistent, ethical approach across our procurement activities.

## ISO Certifications.

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

### UK



ISO 9001 \* ISO 45001 \* ISO 50001

### AUSTRALIA

#### ISO 14001

Our certifications support consistent, safe and high-quality delivery across the business. These standards help us manage energy use more efficiently across our sites and offices and support consistent, high-quality delivery. Together, they provide a framework that underpins continuous improvement and supports strong governance throughout our operations.

## Fleet electrification.



**45.7%**  
OF VEHICLES NOW ELECTRIC

A cleaner fleet that supports our emissions reduction goals and safer, more efficient travel.

**7** AFFORDABLE AND CLEAN ENERGY

**13** CLIMATE ACTION

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



BSR team collaborating at their desks

## Cyber security.

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

We take a layered and continually evolving approach to cyber security, recognising that protecting our people, systems, and data is fundamental to maintaining trust and delivering services effectively. Our controls are designed to prevent, detect, and respond to threats, combining secure network architecture, encrypted devices, and role-based access aligned to the principle of least privilege.

These technical measures are supported by active monitoring, regular audits, and ongoing staff training informed by best practice, helping colleagues identify risks such as phishing and handle data securely. Cyber Essentials accreditation provides independent assurance of our controls and supports a consistent, risk-based approach to information security, reflecting our commitment to continuous improvement and strong governance.

## AI Policy.

**16** PEACE, JUSTICE AND STRONG INSTITUTIONS

We promote the safe and responsible use of artificial intelligence across the business. Our guidance focuses on protecting people and data by ensuring that confidential or identifying information is never entered into AI tools, and that any platforms used meet our security and compliance standards. Staff are encouraged to treat AI as a supportive tool rather than a source of verified information, and to check accuracy before relying on outputs. As AI becomes more widely used across the industry, we continue to update our internal guidance, review emerging risks and ensure that our governance approach keeps pace with evolving technology.

Our long-term commitments guide how we develop projects, work with people and care for the landscapes we steward. They shape the decisions we make today and the impact we aim to create over the years ahead.

**WE COMMIT TO:**

**Keep everyone who works with and for us healthy and safe.**

**Help tackle climate change by creating reliable, sustainable and profitable renewable energy.**

**Minimise the impact of our business activities through responsible operations, sustainable procurement and consumption.**

**Engage with and make a positive impact in our communities.**

**Increase biodiversity and support healthy ecosystems on the land within our stewardship.**

**Treat everyone with respect, equality and dignity.**

**Looking ahead.**



**British Solar  
Renewables**

**Explore our latest work and insights  
on our website**