MAKE uk
The Manufacturers' Organisation

In partnership with:
ecotricity Business

FROM CRISIS TO STABILITY:

A FUTURE ENERGY SYSTEM FOR MANUFACTURERS

Executive summary

The cost of energy has remained a primary concern for UK manufacturers with over half of our membership classifying it as their biggest challenge over the coming years. The escalating burden of energy prices is playing a determining role on companies' profitability particularly when coupled with a challenging business environment characterised by heightened capital costs and inconsistent demand. Businesses can only deliver growth if the government takes a serious and holistic approach to tackling high electricity prices for manufacturers.

The current crisis in energy markets, following the conflict in the Middle East, has shown that the UK can no longer rely on volatile fossil fuels to set the price of electricity. For instance, the UK Energy Research Centre (UKERC) has estimated that, despite only supplying a third of the country's electricity, gas-fired generators set the wholesale price of power around 90% of the time in 2025 exemplifying a systematic misbalance.[1]The economy cannot survive another price shock with the Climate Change Committee finding that the total additional cost of a single fossil fuel price spike of 2022 magnitude is likely to be as large as the total net additional cost of meeting the pathway to net zero across every year to 2050.[2]

The time for action is now, and industry can be the heart of decarbonisation within the country. If action is not taken now, then the risk of rapid deindustrialisation will grow at pace, and the country will be left behind by international competitors. The UK must kickstart the process of electrification within industry finding routes to bring down electricity prices through structural reforms, support funding for investment into new technologies and better prepare the grid for existing industrial demand.

[1]Expensive gas still biggest driver of high UK electricity bills, says UKERC - Carbon Brief
[2]Cost of Net Zero by 2050 less than a single fossil fuel price shock – CCC - Climate Change Committee

RECOMMENDATIONS

Create a tranche of short-term relief policies

- Remove policy levies from electricity bills into general taxation for immediate price relief
- Reduce business rates to increase investment into green technologies
- Create successor to Industrial Energy Transformation Fund to allow industry opportunity to electrify

Long-term structural reforms

- Find a way of breaking the link between gas and electricity prices
- Restructure the grid process with more focus on existing demand from end users

KEY STATS

- 90% of manufacturers' energy bills have increased at least moderately since 2022
- 13% of manufacturers would find a price shock terminal. A 13% decline in UK manufacturing activity would manifest a £85bn annual loss for the UK, with the majority of that loss, ~£50bn, occurring within supply chains for which the sector is a customer, and the loss of the worker spending impacts to their relevant local economies.
- 70% of manufacturers have passed the impacts of high energy costs onto consumers
- 74% of manufacturers believe that a renewable-led power system is the route to cheaper power
- 71% of manufacturers place at least some importance on net zero in their business operations
- 89% of manufacturers have started, or are progressing through, a strategic adoption of energy efficiency practices and technology.
- 63% of manufacturers have taken steps towards electrification and 87% are keen to invest more if the 'spark gap' between gas and electricity can be closed.

ecotricity Business

Viewpoint

Britain has a proud history of entrepreneurship centred around making things.

At Ecotricity, that's something we know firsthand. In the early 1990s, green energy didn't exist. That was when our founder, Dale Vince OBE, had an epiphany. For a few years, Dale had been living on the road using a small 50-watt windmill connected to old train batteries to run a couple of low-voltage lights and a water pump. However, Dale felt he'd taken low-impact living as far as he could and instead wanted to have a tangible, positive impact by building a large-scale windmill on the hill he was living on in Gloucestershire. Britain's first big windmills had been built at Delabole in Cornwall in 1991, showing the potential of this embryonic technology. Invigorated by the challenge, Dale immersed himself in aerodynamics, mechanics, electronics and statistics and, after five years, that first windmill at Lynch Knoll on the outskirts of Stroud was turning and generating electricity.

Since then, we have been at the forefront of the British green energy movement and supplied small- and large-scale manufacturing facilities over our 30-year history. It also means we have seen the challenges faced by this critical pillar of the British economy – especially over recent years. Since the energy crisis of 2022, energy costs have understandably been a major concern for British manufacturers, with over half of Make UK's membership identifying the cost of energy as their biggest challenge over the coming years.

However, as the research for this paper indicates, this challenge also presents a huge opportunity. 74% of Make UK members surveyed for this paper have identified that a renewable-led power system is the route to cheaper power. That is something we agree with. The price shocks seen since 2022 have come directly as a result of our country's dependence on fossil fuels and the volatility of global geopolitics. The way off this pricing rollercoaster is true energy independence through the deployment of homegrown green energy.

We are starting to see the scale up of renewables in this country. We've come from renewables accounting for just 2% of electricity generation in the UK in 1991 to 42% in 2024/25, with this government pledging in its 2024 manifesto to double onshore wind, triple solar power, and quadruple offshore wind by 2030.

However, this needs to be accompanied by policymaking that passes these benefits on to businesses and homes. For example, Britain needs to break the link, or in other words, move on from our dated system where electricity is paid for at the price of the most expensive source needed to meet demand at any given time, which is almost always gas. As this paper explores, instead of sticking with 'pay-as-clear' pricing, the UK could adopt a 'pay-as-bid' system. Under this model, each electricity generator is paid the amount they actually bid - not the highest price on the market. This is the most direct and fair way to ensure households and businesses benefit from the falling cost of green energy

Britain has been at the forefront of so many revolutions. Smart policymaking can put us at the forefront of the industrial revolution of the 21st century: the green revolution. That is why we are proud to have worked with our partners at Make UK on this whitepaper, which we believe clearly sets out how we can spark that green revolution for British manufacturing.

State of play

Manufacturers' experience of the UK energy market has been characterised by crisis and persistent high cost. Our surveying has consistently found that energy costs is a primary concern within an environment that has been squeezing manufacturing since Covid through rising employment costs, high business rates and global trade barriers. Since 2022, this uncertainty has been manifested in the non-domestic energy market which in turn has filtered through to the business environment worsening outcomes from consumers and restricting sectoral growth.

The UK's energy market has become an outlier on electricity prices since the 2022 energy crisis. While other European countries, such as Germany, France and Spain, saw industrial electricity prices level off and reduce after a spike in 2022 and 2023, the UK has seen a more pronounced spike which has been slower to reduce. There are several factors causing this:

- **Reliance on gas to set the marginal price:** Data has shown that when gas sets the price, wholesale electricity prices are higher. In 2025 the UK was using gas as the price setter for 75-80% of hours, with average day-ahead prices above €90/MWh. Finland, by contrast, has gas setting prices just 15% of the time, with average prices around €42/MWh.[3] These impacts become particularly pronounced when there is a fossil fuel-based price shock.

- **Policy costs added onto electricity bills:** The UK system raises funds for environment and social levies through charges onto electricity bills rather than gas or general taxation. This creates a set of perverse outcomes where electricity users are paying inflated costs increasing the spark gap between gas and electricity.

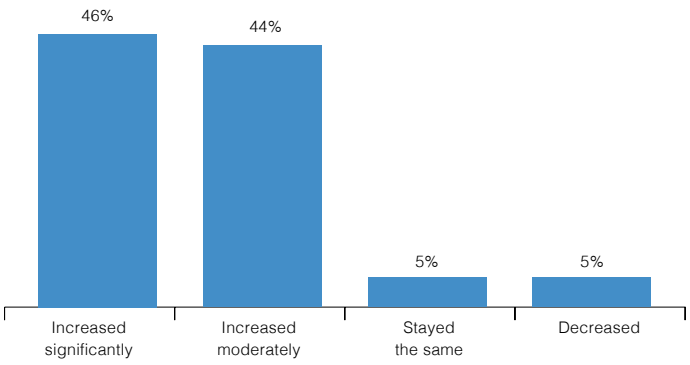
- **Aging and inefficient infrastructure:** Much of the nation's energy grid is outdated. The average electrical transformer is 63 years old, which is near the end of these systems' typical useful life. Even without large environmental projects, the UK must replace this infrastructure with newer versions before long to prevent blackouts. Because the grid is so old, it's also largely a one-way system. Electricity flows from power plants to customers and any excess goes to waste, with curtailment costs in Great Britain as a result of this aging infrastructure costing Great Britain more than £1bn in 2025.[4] Energy storage and transformers that can divert energy back and forth in multiple directions are relatively rare. This means that flexibility is constrained and customers are paying additional costs to manage those constraints. The Government has increased revenue towards the grid but much of this is acquired through electricity bills adding further cost pressures.

- **An isolated energy market:** As part of the EU Exit process, the UK left the EU's internal energy market which has increased inefficiencies in electricity trade. Energy UK estimates that moving from implicit to explicit trading has increased day ahead interconnector trading by £17m each year. They estimate that the cumulative impact of the trading arrangements has added up to 0.7% on electricity costs. This was up to £370m in 2022 alone, and it could rise to £500m a year by the end of this parliament. More inefficient trading has also meant that, in exporting energy to the EU, the UK is not seeing the return it might otherwise expect.[5]

These factors have resulted in energy prices that are higher than the International Energy Agency member countries' median, and the highest in the G7. These costs are projected to rise further as new transmission investments and the financing of new nuclear power feed into bills.[6] Our members report consistently aligns with these trends, with 90% finding that bills have increased at least moderately since 2022. This is consistent with broader mapping of energy prices which indicate that, whilst there has been a drop since the peak of the crisis, costs remain higher than their pre-crisis levels.[7] This sustained cost pressure has a broad impact on the economy impacting on consumer power, growth and industrial productivity. For instance, ONS analysis found that energy-intensive manufacturing industries have collectively decreased the volume of output by one-third since the start of 2021 and are reaching the lowest level since the start of the available time series in 1990.[8]

[3] Jan Rosenow data
[4] Montel | 2025 GB and Ireland Curtailment Report
[5] https://www.energy-uk.org.uk/wp-content/uploads/2024/10/Energy-UK-Explains-The-cost-of-inaction-on-Europe-October-2024.pdf
[6] Industrial energy price statistics
[7] Gas and electricity prices during the 'energy crisis' and beyond - House of Commons Library
[8] The impact of higher energy costs on UK businesses - Office for National Statistics

Chart 1: Energy costs have increased since 2022 crisis



Source: Make UK/ Ecotricity Energy Costs Survey 2026

Successive Governments have failed to deliver a structure suitable for a renewable led power system, failing to suitably invest in aging grid infrastructure and levies levelled on electricity users rather than focusing on high emitters to accelerate the transition. The lack of structural response to the crisis in 2022 has led to Britain's industrial core having to continually adapt to the challenging business environment, hampering competitiveness and reducing production.

This has been exemplified by the conflict in the Middle East, which could put the country on course for deindustrialisation if sufficient action isn't taken. Conflict in the Middle East is disrupting global energy supply and driving up prices, exposing the UK's continued vulnerability to fossil fuel shocks. This has led to the global benchmark oil price, Brent crude, rising to above $120 (£89) a barrel and briefly hitting $122, its highest price since 2022[9] and the month-ahead UK wholesale gas price hitting 172p a therm, the highest level since August 2022.[10]

Forecasts from Cornwall Insight have shown that business energy costs are set to soar, with electricity bills increasing by an average of 10% to 30% since late February, depending on sector and the size of the organisation. Gas price rises are steeper still, with Cornwall Insight forecasts showing bill increases of between 25% and 80%, due to the conflict in the Middle East and the uncertainty surrounding the region's stability in the coming years continuing to drive wholesale prices higher.[11]

Worryingly, our analysis has found manufacturers may not have faced the full impacts of rising costs due to the timing of upcoming contract renewals. The data indicates that there is a pinch point in the coming months which could significantly change the complexion of the crisis plunging the UK into further economic difficulty if not correctly addressed.

MARGINAL PRICING

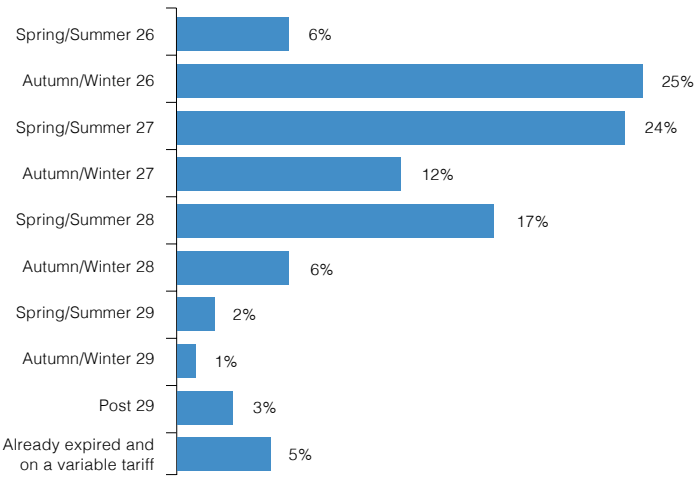
The system aims to dispatch the cheapest generation first and ensure that the system reaches demand at the minimum total cost. It is generally considered to provide efficient dispatch and transparent pricing signals. Theoretically, the proportion of time that gas sets the price should fall over time as low-carbon power increases share. The crisis has shown that marginal pricing does have risks when fossil fuel driven price shocks hit the market, as seen in 2022 and the current crisis, as it can raise prices overall.

POLICY COSTS

One of the major drivers of high electricity prices for UK manufacturers compared to European counterparts is the UK's decision to place most of its electricity policy levies – taxes – directly onto electricity bills. This includes the Renewables Obligation (RO), Feed-in Tariffs (FiT), Capacity Market (CM), Climate Change Levy (CCL), and Contracts for Difference (CfD).

Whilst these levies often provide social and environmental benefits, the balance has hit electricity users hardest restricting competitiveness against gas and creating an outcome oppositional to the decarbonisation goals of the Government.

Chart 2: At what point in the next three years is your contract due to expire?



Source: Make UK/ Ecotricity Energy Costs Survey 2026

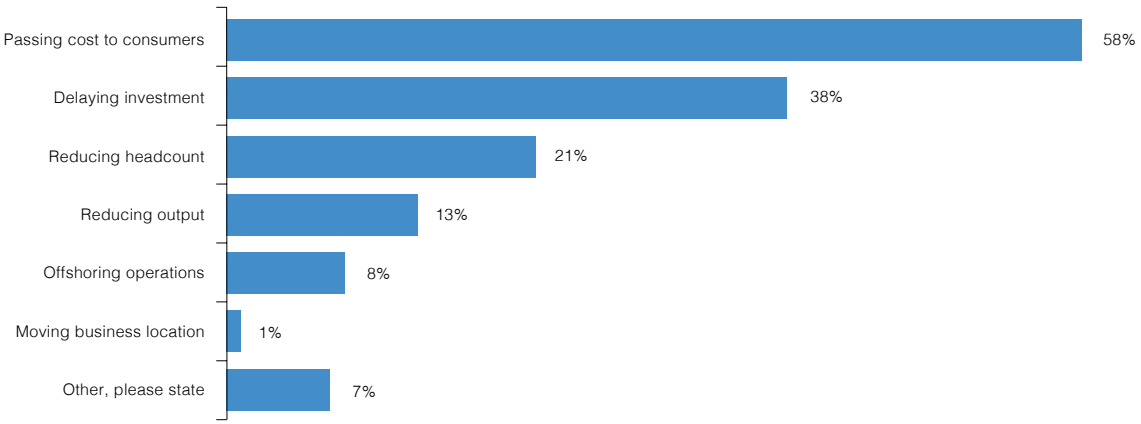
[9] Oil price briefly hits $120 after reports of 'extended' Iran blockade - BBC News
[10] Oil and gas prices jump after Iran and Israel attack gasfields | Oil | The Guardian
[11] Cornwall Insight analysis

This concern is reflected by manufacturers' outlook on the crisis, where 62% of businesses are feeling their operations have been impacted by global uncertainties and 13% feeling that projected energy cost rises could be life threatening to their operations. If this were to close those businesses then Make UK estimates that a 13% decline in UK manufacturing activity would manifest a £85bn annual loss for the UK, with the majority of that loss ,~£50bn, occurring within supply chains for which the sector is a customer, and the loss of the worker spending impacts to their relevant local economies.

The impacts of a business environment constrained by high costs create economy wide shockwaves. Our data shows that 58% of manufacturers are passing increased costs through to consumers raising prices creating inflationary pressures. This is coupled with 21% being forced to reduce their headcount which further reduces the spending power within the economy. The broader concern underlying this is that businesses no longer see the UK as an investable environment with 38% of respondents delaying investment. This is restrictive on growth and ultimately results in the offshoring of operations and the deindustrialisation of the UK. Addressing energy prices is therefore a key to a strong economy helping to reduce consumer costs and prompting a healthier employment market whilst preserving investment in the country. An inefficient and ineffective response to the current crisis will only increase the potential impacts particularly in light of delays to contract renewals.

The UK must take efficient action now moving to a renewable led power system, which is supported by 74% of manufacturers, as quickly as possible whilst addressing the immediate cost pressures created by policy costs and an ineffective pricing system. This Government must rise to meet the moment, as the cost of another fossil fuel price spike of 2022 magnitude is likely to be as large as the total net additional cost of meeting the pathway to net zero across every year to 2050 and could be fatal for the UK's manufacturing sector.[12]

Chart 3: Business response to increased prices



Source: Make UK/ Ecotricity Energy Costs Survey 2026

[12]Cost of Net Zero by 2050 less than a single fossil fuel price shock – CCC - Climate Change Committee

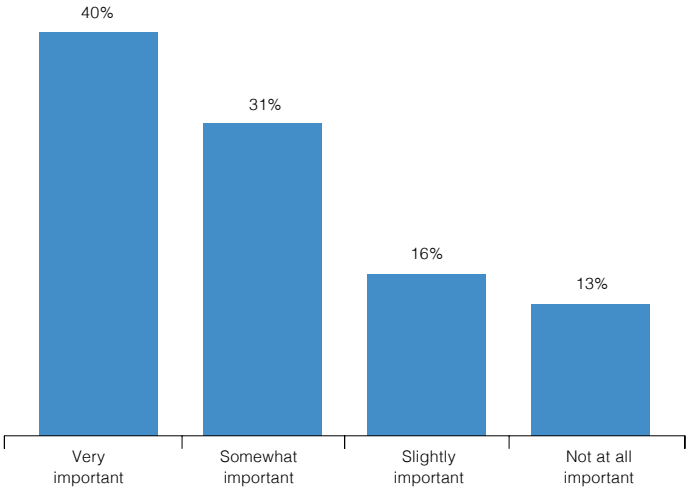
Net zero sentiment

Without ambitious action to tackle the high cost of energy, there has been a creeping decline of net zero consensus in the political and media sphere, creating additional challenges for policy makers. This has included groups questioning the 2050 target in the legally binding Climate Change Act; increased calls for extending license agreements in the North Sea; and even some demands for cutting all renewable subsidies.

This is not surprising when recent data from the National Energy System Operator (NESO) demonstrates the immediate challenge behind reaching net zero, which can provoke alarmist responses within a cost-of-living crisis. Their analysis shows that costs peak at about £460bn by 2029, before falling to about 5% of GDP by 2050 (roughly £220bn a year). Whilst this cost is eventually offset over the next 25 years, saving £36bn a year compared with a scenario in which the UK takes slower climate action, there has been a failure to communicate the benefits that are associated with this action and how costs will be balanced across the whole of society.[13]

Despite this, public sentiment remains high around the issue of climate change with 72% concerned about the impact in the UK but consensus is dropping on whether the UK should do more (33%) and increased concerns about the cost of transition (44%).[14] Therefore, *there is a greater need for action to demonstrate the value of net zero in helping to tackle the challenges of cost of living whether through cheaper electricity, business efficiency or improved growth through infrastructure installation.*

Chart 4: How important do you consider net zero to your business operations?



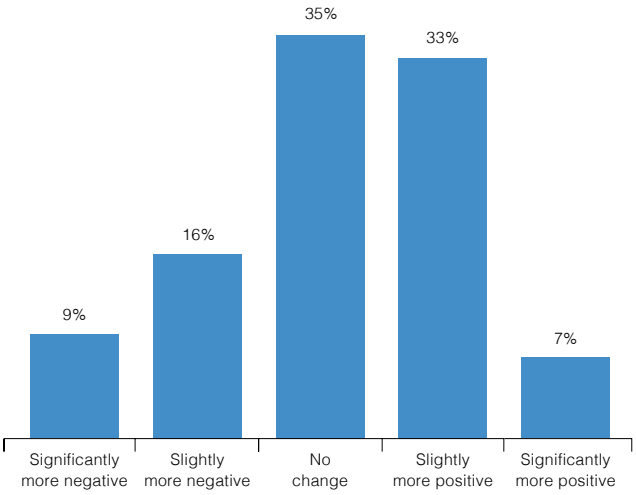
Source: Make UK/ Ecotricity Energy Costs Survey 2026

The industry sentiment tracks with public consensus and demonstrates that, despite the prevailing narrative in the media, the appetite to reach targets set by the Climate Change Act remain high. Our research has shown that 71% of manufactures consider net zero important to their business operations, which indicates an understanding of the competitive advantages presented by the transition. Our research has previously found that, whilst opportunities vary between different manufacturing types, the sector has found that decarbonisation has led to efficiency benefits reducing their overall operating costs; future proofing their businesses against global trends and creating new revenue streams through participation in the circular economy.[15]

Manufacturers often find that certainty is key to allowing them to compete, and this is reflected in their views on the Climate Change Act. When previously surveyed, we found that a majority of manufacturers (57%) consider that achieving our targets would be beneficial to their operations and believe that the UK can achieve them (52%).[16] Giving manufacturers the certainty to deliver on these targets with a predictable investment environment helps to improve competitiveness, especially in a crowded international business environment where competitors are in environments where clean production may be more advanced. At a fundamental level, manufacturers are finding that customer sentiment on net zero remains unchanged and is almost twice as likely to be growing in positivity than negativity. This suggests that changing tact may dampen customer appetite and ultimately have a pronounced impact on their bottom line.

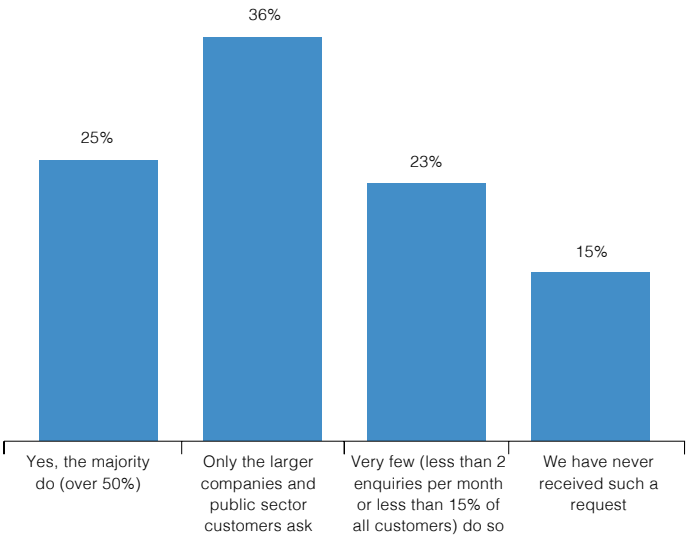
[13] Future Energy Scenarios (FES) | National Energy System Operator
[14] Britain sees double digit drop in those who feel individual action on climate change is needed, as world passes 1.5˚c temperature increase | Ipsos
[15] Manufacturing A Sustainable Future: Capitalising on Green Technologies | Make UK
[16] Shape of British Industry | Make UK

Chart 5: Customer sentiment on net zero



Source: Make UK/ Ecotricity Energy Costs Survey 2026

Chart 6: customer engagement with ESG targets



Source: Make UK/ Ecotricity Energy Costs Survey 2026

This is further highlighted by customers' engagement with Environmental, Social, and Governance (ESG) targets, where 61% of members are finding customers enquiring on standards being applied. This exemplifies how attaching these targets to production have provided consumers with greater ability to align their values with manufacturers who are committed to tackling climate change and this may give them a competitive edge in tender applications.

ESG IN THE UK

Research from the University of Nottingham has found that 83% of organisations consider ESG to be important and provided some definition as to what actions businesses were taking to represent this.

Their research found focus in five key areas:

- **Saving energy in premises -** for example, installing solar panels, motion sensors and LEDs, moving to smaller sites, refitting buildings for energy-use optimisation, changing heating, ventilation and air conditioning systems.
- **Recycling/ reusing -** for example, recycling/ reusing paper, waste, packaging, furniture and IT.
- **Training –** for example, training on reducing environmental impact as well as DEI issues.
- **Travel -** for example, introducing electric vehicle fleets and chargers. Reducing business travel and increasing homeworking.
- **Procurement and investment -** for example, changing supply chains, conducting due diligence of new partners, changing energy provider to green/renewable.[17]

The value that manufacturers see in the UK's climate targets indicates the benefit that is created from Government having clear policy goals and remaining strategically committed to those (which can be equally applied when thinking about the Industrial Strategy). Our research has found that policy uncertainty is the biggest blocker to investment as this allows them to strategically plan their future operations with confidence. This lays the groundwork for continual ambition in the climate space.

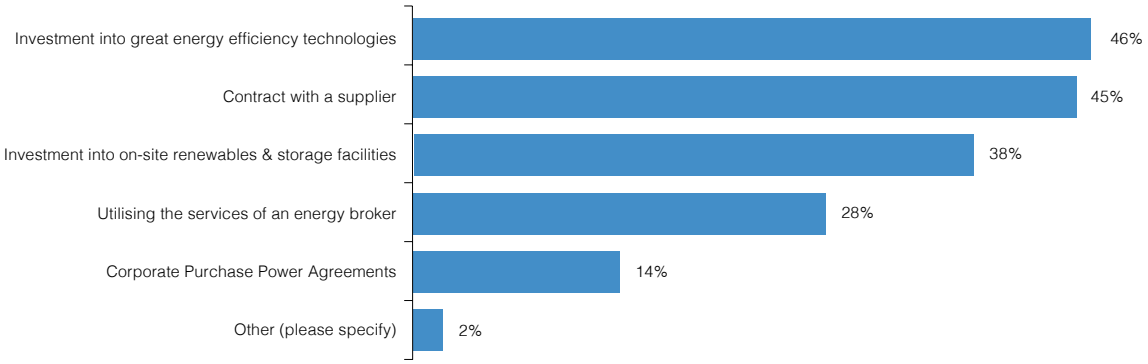
[17] esg-sustainability-communication-credibility-report.pdf

How are manufacturers approaching the challenge?

Industrial decarbonisation presents an opportunity to boost investment in manufacturing and gain a competitive advantage in low-carbon production.

This requires a supportive policy environment in order to enable manufacturers to remain globally competitive while decarbonising and avoid the risk that energy-intensive manufacturers leave the UK. Our research has found that manufacturers are taking several steps to address a challenging business environment utilising decarbonisation as a route to reduce operating costs and remain competitive.

Chart 7: Response to the crisis



Source: Make UK/ Ecotricity Energy Costs Survey 2026

Energy efficiency

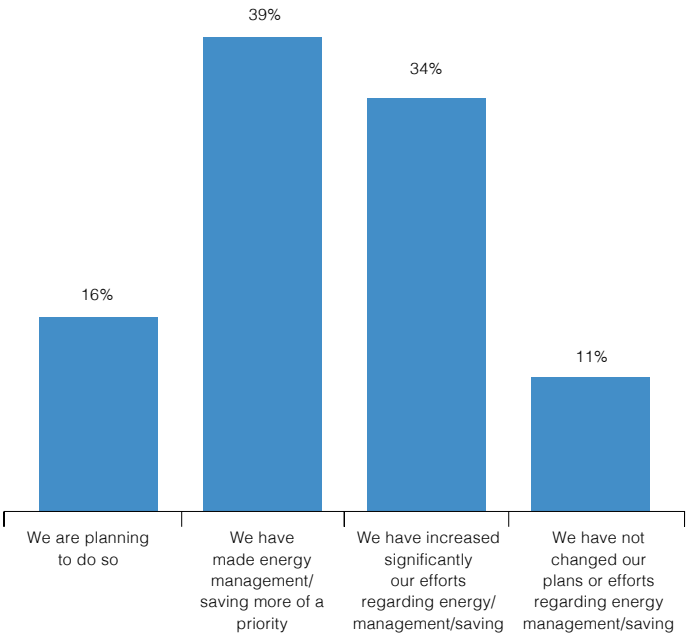
Manufacturing equipment is designed to minimise energy waste, but friction between moving parts, electrical resistance, unwanted sound energy and from exothermic or endothermic processes requiring cooling or heating inevitably cause some energy waste. As technology advances, machines and devices become more energy efficient.

Approaches may differ between sectors, but manufacturers often approach the challenge through undertaking low-cost, low-effort measures such as auditing the site, adopting best practices or a different supplier contract alongside more complex measures such as replacing aging equipment and utilising AI to find additional savings.

In response to the recent crisis, we have seen a large percent of manufacturers focus more attention on energy efficiency (mirroring the response to the last energy crisis) as a way to reduce costs and increase outputs. Our surveying has shown that 89% of manufacturers are beginning, or progressing through, a strategic adoption of efficiency practices and technology.

Whilst manufacturers are ambitious in this space, they cannot always do these things alone, and a policy environment which helps and not hampers commitments to drive energy efficiency is needed to create further progress.

Chart 8: Energy efficiency investment as a result of increased costs



Source: Make UK/ Ecotricity Energy Costs Survey 2026

DAVID NIEPER

Derbyshire-based fashion firm David Nieper have remained consistently ambitious in the climate space pledging to reach net zero by 2030. Alongside installation of solar panels, the company has invested in energy-efficient innovations like modular boilers, air source heat pumps, double glazing, triple-layered roofs, low-energy lighting, and auto-stop sewing machine motors – all working together to keep energy use as lean as possible.

Within the garment production process, the sewing phase typically requires most energy consumption. David Nieper's solar panels, energy efficient machinery and LED lighting means the average power required to make each garment has been reduced by 37.5%, dropping from 8.03kWh to 5.16kWh per garment.

This has seen the company cut factory carbon emissions by 44% since 2020 and demonstrating what can be achieved through efficiency measures

Electrification

Alongside energy efficiency, industrial electrification can reshape industrial emissions trajectories, reduce energy import dependency and improve resilience to energy price volatility.

Engineering studies show that up to 90% of industrial energy demand could ultimately be electrified with existing and emerging technologies.[18] The Committee for Climate Change has made it clear that the next phase of industrial decarbonisation will require a significant movement towards electrification and the sector can completely decarbonise by 2050 if uptake if sufficient.[19]

Existing technologies can deliver meaningful electrification now. Industrial heat pumps, electric boilers, and resistance heating are commercially available today and can address large shares of low- and medium-temperature heat demand — the low-hanging fruit of industrial electrification. Crucially electrification exists as a methodology that could enable an industrial decoupling from fossil fuel outputs solving many of the price concerns outlined.

Our data has shown that the sector is rising to the challenge with 63% taking steps towards electrification and 87% keen to invest more if the 'spark gap' between gas and electricity can be closed.

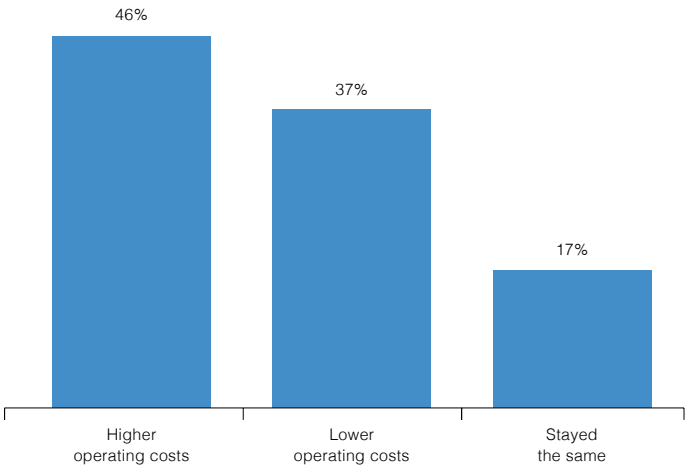
CASE STUDY: SCHNEIDER ELECTRIC SCARBOROUGH PLANT

Schneider Electric's new £42 million smart plant in Scarborough is designed as a model for low carbon manufacturing, combining self-generation and full electrification to achieve net-zero operations. Net Zero in Scope 1 and 2 emissions, the site uses fully electric systems, including one of Europe's first electric paint lines, eliminating onsite fossil fuel use.

Around 30% of the plant's energy is produced on-site via solar PV, reducing reliance on the grid and cutting emissions, whilst digital controls optimise energy use across the site, maximising efficiency and renewable consumption. There are also 30 on-site chargers supporting the shift to electric transport. Schneider Electric's Scarborough plant demonstrates how pairing solar self-generation with electrified processes and digital optimisation can significantly decarbonise industrial operations while boosting efficiency and flexibility.

[18] High Voltage: The global potential for industrial electrification
[19] The Seventh Carbon Budget - Climate Change Committee

Chart 9: Operating cost of electrification

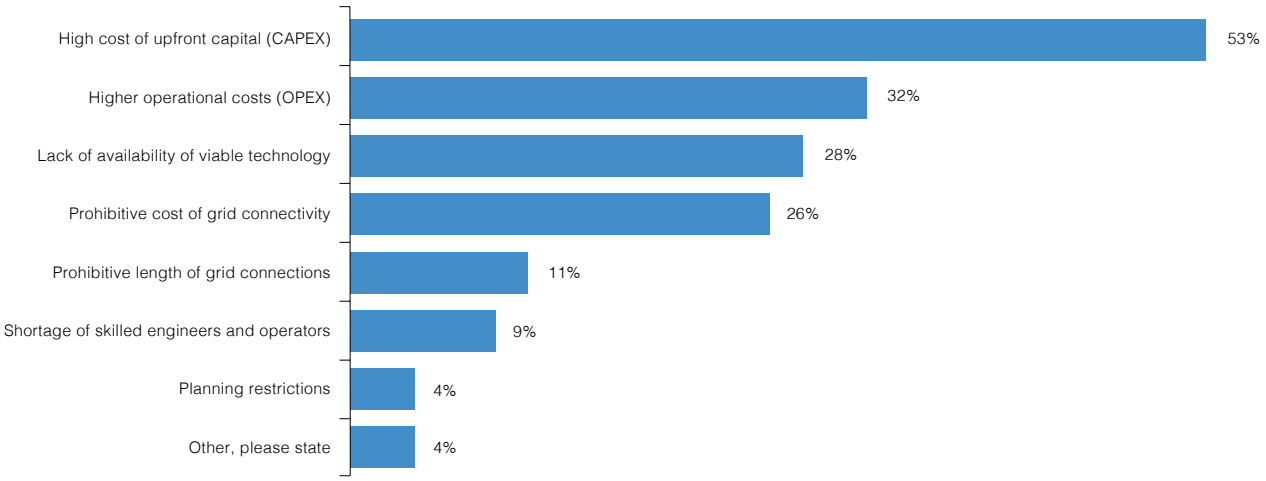


Source: Make UK/ Ecotricity Energy Costs Survey 2026

However, despite the positive movements towards electrification, there are clear blockers to increased adoption which is driven by the 'spark gap' and unaffordability of the transition within a challenging business environment. For instance, our data suggests that those businesses that have invested into the transition have mixed experiences on cost reductions where it would be fair to equate this to the inflated cost of electricity. These outcomes are further compounded by a high cost of CAPEX making the initial investment necessary harder to justify.

If Government can address inflated electricity costs and support upfront investments, then the business case for electrification is made much easier. This would contribute significantly to the UK's energy security and operational resilience, shielding industry from the worst impacts of fossil fuel shocks.

Chart 10: Blockers to electrification



Source: Make UK/ Ecotricity Energy Costs Survey 2026

On-site renewables

On-site renewable generation is increasingly seen as the most effective defence against uncertainty in energy markets. By producing electricity where it's consumed (and combining it with battery storage and smart energy management) manufacturers can lock in greater price stability, reduce their dependency on the market, and move closer to sustainability targets without sacrificing profitability.[20]

Onsite renewables refer to clean energy systems like solar panels, wind turbines and battery storage that are installed at a manufacturing facility allowing businesses to generate electricity directly where it's consumed. Unlike electricity purchased from the wider grid, onsite renewables give manufacturers direct control over their energy supply, reducing exposure to market volatility, and offering increased energy independence and reliability.

These systems operate "behind the meter," meaning the energy produced is used onsite or stored in batteries for future use, with any surplus sold back to the grid. By producing power on premises, manufacturers avoid the unpredictable price swings typical of grid electricity and position their operations for long-term resilience and cost stability. This is a key step to reach energy independence, resilience against volatile fossil fuel markets, and could provide a competitive advantage. We have previously surveyed manufacturers where 50% felt renewable energy to be the most important area in which to engage with green technology and feel that this is an area that the Government should be encouraging much further as part of a future electricity system.[21]

This approach is reliant on investment, space and planning which often restricts more manufacturers from adopting them particularly in circumstances where facilities may be rented. Government must consider ways to break down barriers further to allow greater innovation and helping business contribute more to the transition.

NUMATIC SOLAR FARM

Numatic have just spent £1.5m on new solar panels at their Chard factory. The installation is aiming to generate around 15% to 20% of total energy and they expect that the main part of the site will be able to go off grid for a few hours a day in the brighter periods.

Planning work started in mid-2023 and the installation went live in Feb 2026. The installation is a 1.7 MW array comprising 2672 panels. The installation has generated 435 MWh since go live and should save around £300,000 pa which is particularly effective over a crisis period.

They have faced some hurdles as they are capped at the amounts they can export to the grid and cannot fully utilise all the energy produced. In order to take advantage of excess energy, Numatic will need to invest in batteries and storage facilities. If export conditions are allowed then this sort of installation could provide valuable flexibility to the power system bringing down costs overall for wider consumers.

[20] Onsite Renewables for Manufacturers | Cut Energy Costs
[21] Manufacturing A Sustainable Future: Capitalising on Green Technologies | Make UK

What does energy reform look like?

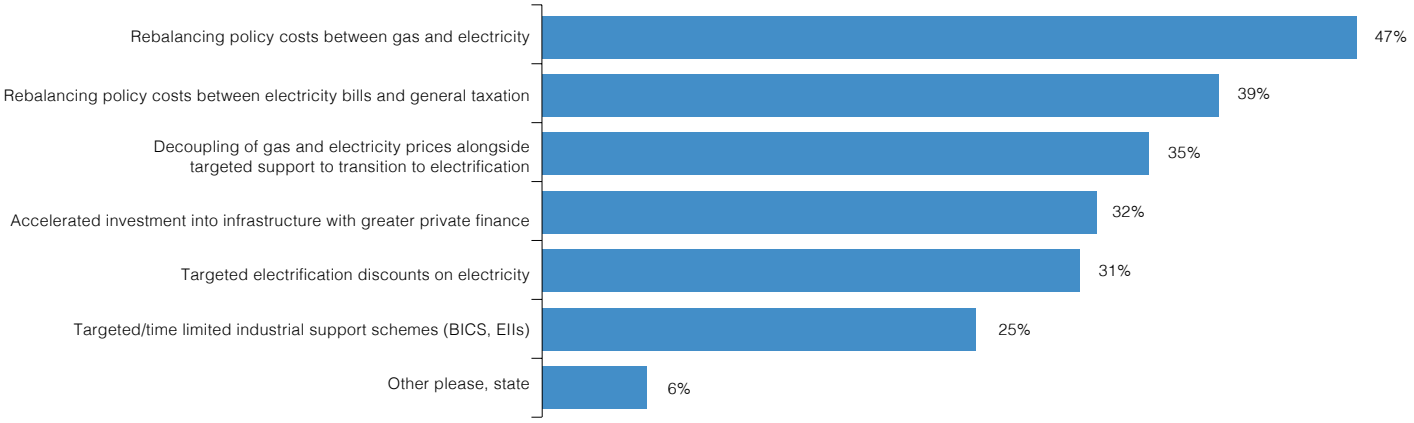
There is a developing consensus that structural changes are required to the UK energy market to bring down prices, reduce long-term reliance on fossil fuels and improve the UK's energy security. In recent moves, the Government has set out a legislative drive to achieve these goals.

This has included:

- Decoupling gas and electricity prices through introduction of voluntary long-term contracts for low-carbon generators and updates to the Electricity Generators Levy.
- Reformed national pricing delivery plan which explores how and where new investment happens across our power system and improving the efficiency of how our system operates.
- The Energy Independence Bill was announced as part of the Kings Speech on 13 May 2026. The legislation focused on expanding domestic generation, with particular emphasis on nuclear and renewables, strengthening the UK's ability to produce secure, low-carbon energy placing security at the heart of it.

Along with Government appetite for reform, manufacturers have indicated a desire to see more fundamental shifts happening in the market. They have identified several policy options that would tackle some of the issues inherent within the UK's energy system and begin to see fundamental reform that could tackle the cost pressures faced by them accelerating the transition to electrification. There is also a preference for long-lasting change rather than reliance on support schemes that do not tackle root causes.

Chart 11: Approaches to take to bring down energy costs



Source: Make UK/ Ecotricity Energy Costs Survey 2026

Existing mechanisms

For manufacturing and steel, there are a number of price relief schemes. However, questions persist over the effectiveness of these, and changes are required to ensure that they correctly meet the requirements of the sectors.

The Government has been supporting the steel sector through the British Industry Supercharger, which removes all policy costs from energy bills; and the Network Charging Compensation package, which provides a 90% relief on costs to maintain the UK energy grid. Alongside this, the Government is implementing the British Industrial Competitiveness Scheme (BICS) which provides relief of up to 25% for 10,000 manufacturers through removal of Renewable Obligation, Feed in Tariff and some Capacity Market charges.

Make UK remain supportive of the BICS as a short-term bridging measure to more fundamental shifts, however the current proposal only covers 1 in 10 manufacturers and will not be sufficient to protect the vast majority of manufacturers. If this scheme is to have an impact, it must cover all 130,000 manufacturers and set the framework for permanent removals.

For the steel industry, it is essential that Government considers expansion of eligibility for the British Industry Supercharger package to cover a wider share of energy-intensive industries. While recent reforms have improved the depth of support available to eligible companies, the scope of eligibility has not been broadened. As a result, a number of downstream companies remain excluded despite facing the same internationally uncompetitive electricity costs as eligible firms. Widening access to the scheme is necessary to ensure a level playing field across the sector and to strengthen the competitiveness of UK steel production.

Alongside this, Government should look to reform the network charging compensation mechanism to address the significant cash flow burden it creates for energy-intensive industries. Unlike renewable levies, where eligible companies are exempted from paying costs upfront, businesses currently pay network charges in full and are only reimbursed approximately 12 months later. This delay ties up substantial working capital at a time of elevated energy prices and financial pressure. Government should move towards an upfront exemption model, or otherwise significantly shorten the reimbursement period.

For manufacturers, they remain supportive of the BICS as a short-term bridging measure to more fundamental shifts, however, the current proposal only covers 1 in 10 manufacturers and will not be sufficient to protect the vast majority of manufacturers. If this scheme is to have an impact, it must cover all 130,000 manufacturers and set the framework for permanent removals.

Rebalancing policy costs

One of the major drivers of high electricity prices for UK manufacturers compared to European counterparts is the UK's decision to place most of its electricity policy levies – taxes – directly onto electricity bills. This includes the Renewables Obligation (RO), Feed-in Tariffs (FiT), Capacity Market, Climate Change Levy (CCL), and Contracts for Difference (CfD), with some of these (like the CCL) not paid by domestic consumers This has increased prices for UK manufacturers, creating a significant disadvantage compared to international competitors. While these levies were essential to the growth of clean electricity, they now hinder decarbonisation and growth in the UK and need a rethink.

Manufacturers are keen to see this balance addressed by Government either through rebalancing onto gas bills or general taxation. Despite the sector priority to see bills rebalancing onto gas, we understand that there is a need for fairness in the market, and this means that rebalancing onto general taxation should be prioritised. This could provide an effective and efficient price reduction whilst more fundamental structural changes are under way.

The Government has demonstrated an understanding of the drag caused by policy costs through the introduction of the BICS and existence of the British Industry Supercharger (BIS). They have also indicated the potential to bring those costs into general taxation through the recent removal of the renewable obligation from domestic bills implemented in April 2026.[22] These have been delivered at pace, indicating the potential as an efficient move that can deliver alongside long-term structural change.

Moving policy costs into general taxation would end a system that picks winners and losers (as we have seen with BICS) and deliver a clear, structural solution to the UK's longstanding competitiveness challenge. It would signal that Government is serious about restoring industrial competitiveness.

Our modelling has indicated that this policy would deliver measurable economic growth. Every £10 reduction per MWh in energy bills across manufacturing boosts the economy by £800 million (0.03%) a year if sustained over the medium term (with an associated direct fiscal cost of £750 million a year).

With fiscal headroom limited, we would recommend taking a phased approach to address this problem prioritising RO, FiT and CCL which would move around £1.6bn of policy cost into general taxation. If successful, Government could explore an economy-wide approach to policy costs with the potential to reduce bills by £210 per year for the average household.

We consider removing policy levies as one of the most efficient ways to reduce prices for manufacturing customers for good. It would improve industrial competitiveness and properly align incentives to accelerate decarbonisation. Critically it would protect jobs – and predominantly regional jobs – here in the UK by making electrification more economically viable.

For every **£10/MWH**
reduction in manufacturers' energy bills,
the economy could be boosted by
£800M PER YEAR

[22] RO to Exchequer and ECO costs schemes: guidance for suppliers (HTML) - GOV.UK

HOW GERMANY REBALANCED ENERGY COSTS

There is an international precedent for policy cost rebalancing. In 2022, Germany removed renewable policy costs, firstly from industry to increase competitiveness then from all bills, in the face of high electricity bills resulting from gas price spikes.

Electricity customers in Germany no longer pay the Erneuerbare-Energien-Gesetz (EEG) levy from July 2022. The EEG levy was introduced in 2000 and was known as the “green power surcharge”, to subsidise the expansion of solar, wind, biomass and hydropower plants. The Federal Government will instead use revenue from the special Energy and Climate Fund (EKF) to subsidise renewable energy projects. The EKF fund is partly self-financing as it invests in clean energy projects but also receives income from national emissions trading and CO^2 pricing.

The EU Clean Industrial Energy Deal and Affordable Energy Plan published in February 2025 suggests Member States remove levies and taxes from electricity as far as possible to enable electrification and includes proposals for a new Industrial Decarbonisation Bank that will provide capital support.[23]

[22]Reducing non-domestic electricity prices to drive economic growth - Energy UK

Decoupling

The rebalancing of policy costs onto general taxation can only be considered as an immediate measure to provide relief and must be taken alongside a long-term solution to the UK's structural issues which allow gas to act as a price setter driving persistent high electricity prices since 2022.[24]

Recently, Government has shown appetite to tackle this problem through a more practical approach that doesn't split the wholesale market but seeks to unlink generator revenue from rising wholesale prices, transferring a portion of that revenue to consumers. This move will be well received by manufacturers where 35% of respondents have identified this as an action that Government should be taking to address persistent high prices.

The Government approach has proposed two key measures which act as a carrot and stick for generators:

- Extending and deepening the Electricity Generator Levy (EGL) ,a windfall revenue tax, which will now run beyond 2028 with an increased marginal revenue tax rate of 55% for earnings above £82 per MWh, effective from 1 July. This would apply to non-CfD renewables and legacy nuclear plants.
- Introducing a new 'Wholesale Contract for Difference' (WCfD) that would offer legacy generators a fixed 'strike' price contract with the first WCfD allocation in 2027.

The success of this intervention will depend on the WCfD strike price and the details of the scheme. CfDs do offer a means to transfer value from generators to consumers, but this only works if the contract allocation process is competitive, and generators have an incentive to offer a low price (lower than the prevailing wholesale price forecast) to avoid market price risk.

Alongside this, the EGL must be proportionate to avoid distortions within the market. There must be further consideration on how the money can be used for consumer benefit. Currently, the revenue from the EGL and the oil and gas Energy Profits Levy (EPL) goes to the Treasury as a form of corporation tax, not directly to consumers. We would recommend using this as part of the process of addressing policy costs by potentially lower the costs of those levies. Whilst some analysts believe this may help to stabilise prices during turbulent times but the rest of the energy market will continue to set prices based on the most expensive source on the grid, which is usually fossil gas. Unfortunately, this move feels like too little too late and looking at the Government's own projections, we can see that these measures will reduce the amount of time that gas sets the price by just 10 per cent in around five years' time, so the effect on energy prices will be minimal.[25]

Pay as bid

The debate on breaking the link between gas and electricity was sparked through the advent of the Government's Review of Electricity Market Arrangements (REMA) programme and has been raging on since with proposals such as Pot Zero developing as a result of this.

We would recommend continuing to explore more fundamental shifts in the structure of energy markets and are supportive of moving away from a 'pay-as-clear' system to a 'pay-as-bid system'. In 'pay-as-clear', every generator gets paid the price of the most expensive type of electricity needed at that point in time. In 'pay-as-bid', every generator gets paid the price they bid, rather than the highest price bid for that period.

This would decouple the price of electricity from the price of gas and bring down wholesale costs. By ensuring that the price every generator receives would be closer to the true cost of generating that source of energy/their true running costs, the UK would be able to take advantage of its growing renewable energy capacity which typically runs cheaper than gas.

If we could successfully break the link, consumers would have significant protections against price spikes. For instance,

[24] Expensive gas still biggest driver of high UK electricity bills, says UKERC - Carbon Brief
[25] Good news and bad news: Our Breaking the Link campaign is working – but we need to go further | Ecotricity

Ecotricity's analysis previously found that, if we experienced a similar energy crisis in 2025, breaking the link would save £41.6bn on energy bills. This would mean £29.4bn in savings for businesses. The savings are even more stark if we look to 2030. Even if the government achieves their 2030 Clean Power target, we are still just as vulnerable to fluctuations in gas prices unless we break the link. An energy price crisis in 2030 could add £86.7bn to bills unless we break the link. That means an extra £61.3bn for businesses.[26]

This indicates how considerable the value in ambitious action can be but unfortunately analysis shows that Government isn't rising to the challenge and should revisit the more fundamental options that were part of the REMA process.

HOW IBERIA BROKE THE LINK WITH GAS PRICES

The Iberian Exception was a temporary, emergency market intervention approved by the European Commission in June 2022. It allowed Spain and Portugal to decouple the price of electricity from natural gas prices during the energy crisis that followed Russia's invasion of Ukraine. The mechanism introduced a price ceiling on natural gas used by power stations. It started at €40 per megawatt-hour (MWh) in June 2022 and gradually increased monthly to €65/MWh by the end of the scheme in 2023. Gas plant operators had to buy gas at European market rates, which were much higher than the cap. To prevent them from going bankrupt, they were compensated for the difference between the actual gas price and the cap.

This compensation was funded by a surcharge levied on all electricity consumers, making the intervention revenue neutral for the Spanish and Portuguese governments, whilst holding down prices market-wide.

The Iberian exception worked to delink Iberian wholesale power prices from the ongoing gas price crisis and held down consumer prices and inflation.[27]

[26] GBF-BreakingTheLinkReport-April.pdf
[27] Disconnect – Time to Return to Delinking Gas and Power Prices? | UKERC | The UK Energy Research Centre

Unlocking investment

Manufacturers have a considerable appetite to move forward with energy efficiency, electrification and installation of on-site renewables but are restricted by available finance and incentive to support that transition. 32% of manufacturers want to have greater access to finance to invest into infrastructure and 31% are looking for a successor to the Industrial Energy Transformation Fund (IETF) which could support a first-step electrification policy like a Targeted Electrification Discount (TED) to overcome investment obstacles.

Business rate relief

Finance within the sector is impacted by the disproportionately high amount of business rates. According to recent government data, the total rateable value of the "Industry" sector that covers manufacturing has increased by 35% since 2017 and now accounts for more than 25% of the total rateable value of all properties across England and Wales.[28]

At the same time, the sector does not benefit from most business rates reliefs – including those implemented during the pandemic to support other high employment sectors like hospitality and retail. The sector is expected to pay even higher rates once planned business rates reforms come into force that will impose a higher multiplier on properties valued over £500,000. This will include hundreds of manufacturing sites.[29]

One way to redress the imbalance in the business rates system would be to introduce long-term relief for green investments. As well as reducing the overall business rates burden on manufacturers, this would remove a key barrier to investment in green technology and machinery. This would be an affordable, pro-growth reform that can help the UK meet net zero faster and more efficiently.

Despite recent reforms, the current business rates system continues to penalise businesses investing in green plant and machinery where the rateable value of their properties increase as a result. This results in higher business rates.

This perverse outcome can be addressed through two simple changes:

i. **Extending the duration of the Green Investment Relief from 12 months to three years.** This would better align the relief with the return on capital investment in green technology. The relief should also be extended to 2050, in line with Government's net zero target, rather than the current sunset clause in 2035.
ii. **Introducing a new targeted business rates exemption for investment in green plant and machinery.** This would effectively broaden the eligibility criteria to include a broader definition of energy-saving technologies and building upgrades.

Introducing a broader exemption for investment in green plant and machinery could be delivered using existing powers by extending the Green Investment Relief. While the exact definition of which assets should be covered by an expanded relief should be the subject of a post-Budget consultation process, there are several categories of green technology that are used in manufacturing and industrial operations that should be included:

- Process electrification – replacement of combustion-driven process machinery with electric equivalents;
- Energy management systems – digital controls and sub-metering that measurably reduce energy consumption;
- Electric vehicle infrastructure – eHGV or forklift charging assets directly tied to manufacturing operations; and
- On-site renewable energy and heat pump technologies where not covered by existing definitions.

What are the impacts?

Our analysis indicates that the measure could support substantial volumes of private investment. Analysis shows that a £200 million reduction in business rates liabilities is associated with **£700 million of capital investment** in 2029-30. Over the lifetime of the measure, that is around **£3 of private investment for every £1 of tax relief**.

Extending the existing relief would cost £85 million in 2029-30, while the introduction of extended eligibility would cost a further £65 million. This reflects a 50% expansion of the current tax base, adding half as much additional relief as is

[28]Valuation Office Agency - Non-domestic rating: stock of properties statistical commentary
[29]Non-domestic rating: property counts and rateable value (RV) for properties in England with RV over £500,000

currently provided. Taken together with the existing relief, the total fiscal cost would be around £200 million in 2029-30.

The overall cost and investment impact will depend on the eligibility criteria adopted. **Under a broader eligibility scenario that is comparable in coverage to the existing relief, the total cost would rise to around £260 million, supporting £950 million of investment.** A narrower scope that provides 20% greater relief value than at present, would cost £160 million and support £560 million of investment. These figures represent reasonable upper and lower bounds of economic impact and associated fiscal cost.

By adopting this approach, manufacturers could take advantage of the option of installing on-site renewables which supports them to achieve energy independence and resilience against volatile fossil fuel markets providing them a source of low-cost energy.

Electrification Accelerator Fund

Manufacturers have been left without investment support into electrification after the closure of the IETF which provided a route for businesses with high energy use to cut their energy bills and carbon emissions through investing in energy efficiency and low carbon technologies. Industry retains an appetite to move toward electrification but will require support if energy prices remain high.

We would suggest a model that could act as a complementary mechanism to the Demand for Constraints programme, supporting uptake. The proposal is that this would wrap around other Government schemes to support manufacturers that present viable electrification opportunities but fall out of scope, focusing on operational cost support, alleviating a key blocker for industrial fuel switching. In some cases, excess CAPEX between upgrading traditional technologies and switching to an electricity-based technology would be financed or included in the discount amount.

This should include consideration of ways that eligibility could be fast-tracked for those in constrained areas, if they include flexibility readiness measures in their plans (such as battery storage).

An electrification accelerator scheme could offer further benefits in the future, with a turn-key solution for manufacturers, so long as businesses commit to investing. These might include:

- A single, coordinated access point providing clear information on electrification pathways and demystifying the process of securing grid connections.
- Support for consultation for onsite electrification options, which could include on-site generation (with excess not sold into the grid) in areas with slower grid build-out.
- Further CapEx support for those who need it, with a form of repayable funding drawn down potentially from the National Wealth Fund or other viable sources.

Broader considerations

Manufacturers have a considerable appetite to move forward with energy efficiency, electrification and installation of on-site renewables but are restricted by available finance and incentive to support that transition. 32% of manufacturers want to have greater access to finance to invest into infrastructure and 31% are looking for a successor to the Industrial Energy Transformation Fund (IETF) through something like a Targeted Electrification Discount (TED) to overcome investment obstacles.

Two-way CfD

We have previously explored the potential of a two-way CfD for industrial users, and this could be a way of providing immediate and repeated price certainty at a level that restores competitiveness with European counterparts, helping to stabilise costs for UK manufacturers. This could provide a useful bridge before long-term reform reducing industrial exposure to wholesale electricity prices in an environment where price shocks are becoming increasingly common.

In this mechanism, the Government would set the electricity price at the level of wholesale prices in key countries like France or Germany (known as the strike price). If the GB wholesale price is above the strike price, the government would pay manufacturers and subsidise their energy costs. If the GB wholesale price is below this strike price, manufacturers pay the difference back to the government. This ensures a balanced mechanism and a degree of risk sharing between parties. Crucially, the CfD would not apply in the afternoon peak demand hours of 16.00 – 19.00, thereby reducing overall electricity demand, the need for the most carbon-intensive generators to produce power, and reduce costs for other electricity users.

We would recommend that the strike price could be set at regular intervals to reflect changes in wholesale electricity prices and provide manufacturers with much-needed protection from price volatility and the calculation could be an ex-post reconciliation, calculated at the end of each regulatory period, for example quarterly. If prices deviate significantly from the strike price, Government could also consider a ceiling on any compensation. The policy has already been implemented in Italy, and a similar policy exists in France. It would be recommended that one-year CfD contracts are offered, allowing manufacturers to decide each year whether to participate, in line with the French scheme.

Aside from a consultation phase to correctly set the strike price and agree upon time between intervals, this policy would be easily implemented and well understood relying upon the existing CfD mechanism.

This policy was originally proposed by UK Steel and the respected energy consultancy, Baringa, aimed at Energy Intensive Industries (EIIs), who are most exposed to high industrial electricity prices. We would recommend that Government prioritise EIIs with a potential to widen scope dependent on success.

Grid infrastructure

A reform agenda on energy requires a more holistic approach to grid infrastructure. The Industrial Strategy identified grid connections as a key blocker to competitive industrial activity and increased electrification.[30] This proposed to address connection problems through:

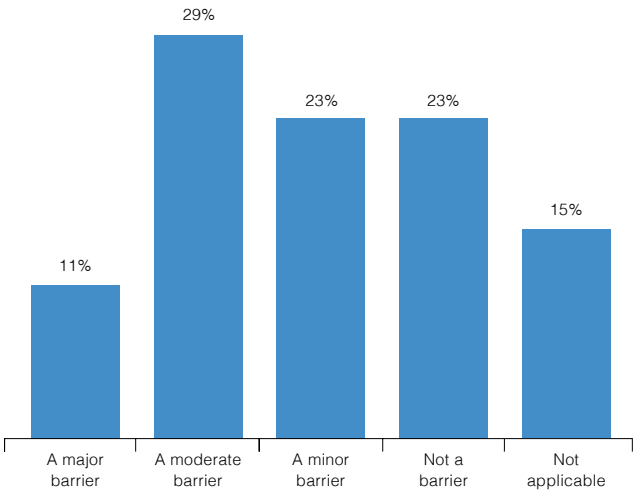
- **A new 'Connections Accelerator Service'** will provide support connecting to the grid for demand projects
- **New powers in the Planning and Infrastructure Bill** to amend regulatory processes and accelerate connections for strategically important projects.
- **Ofgem's end-to-end review of the connections process**

Disappointingly, since the ambitious policy outline, progress has stalled and focused on consultations. The tone from Government has felt focused on new generation such as data centres rather than the existing demand that is yet to connect. This has been presenting a blocker to manufacturers for further investment.

If Government is serious about enabling existing industry to decarbonise, then grid connections need to be focused

[30] The UK's Modern Industrial Strategy

Chart 12: Level of blocker created by grid infrastructure



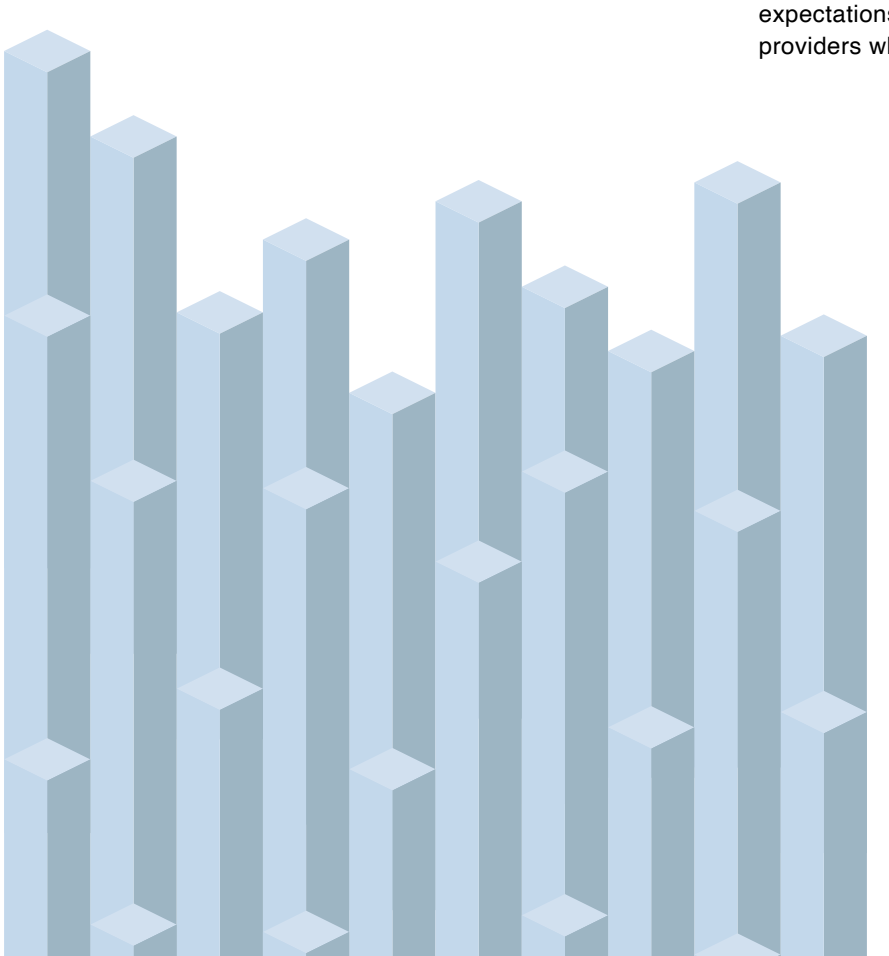
Source: Make UK/ Ecotricity Energy Costs Survey 2026

alongside any direct pricing interventions. As a starting point, we would like to see Government:

- **Refocus demand around existing industrial sites:** The narrative thus far has been dominated by resourcing new demand from data centres forgetting many of our members existing needs. This means that a substantial area of existing demand is being overlooked in favour of speculative bids. We look like to see a more holistic approach taken which co-locates high demand and utilises the flexibility that can be provided by existing industrials.

- **Clarifying roles & responsibilities:** Throughout the recent consultation phase, there have been documents from various sources asking similar questions making it very hard for business to decipher the purpose of each. The failure to establish a singular authority on these questions is diluting the decision making and creating further barriers to entry for manufacturers. Government should decide how it wants to lead the process and how National Grid and Ofgem factor into this.

- **Setting & penalising poor outcomes:** The manufacturers that have managed to find their way through the grid process are often left unsatisfied by the service they have received within the process. The lack of coherent timelines leads to poor business outcomes preventing proper planning. We would like to see more stringent expectations set on infrastructure and consequences on providers who fail to meet deadlines.



Recommendations

There has never been a better time for a significant reform of the UK energy system. The recent price shocks created by conflict in the Middle East have exposed the fault lines within the system and established that incrementalism will not solve the problems at hand.

To protect industry, drive investment and produce growth the Government must now consider a more fundamental reform agenda which focuses on immediate intervention alongside structural changes. We understand that this will require a phased approach with a policy tranche focused on immediate cost pressures and unlocking investment alongside a more fundamental tranche to secure the long-term competitiveness of the country.

We recommend the following approach for immediate intervention due to relative the ease of implementation:

- **Prioritise addressing policy costs by moving them onto general taxation.** We understand the value that these policy levies have on driving improvements, but the current balance is punishing end users transitioning to clean power. This is the most efficient way of driving down costswhilst undergoing more fundamental reforms. This would provide a powerful signal to industry that the UK is serious about competing in the modern global economy in vital strategic industries and is almost unanimously supported by energy-intensive industries, manufacturers, and the energy sector. The Government has shown that this intervention can be made quickly through the Autumn Budget and, therefore, we believe that it is an appropriate immediate intervention.
- **Business rate relief:** Alongside immediate price support, the Government must focus on how to support investment into green technologies to allow manufacturers to decarbonise their operations and move away from volatile fossil fuel markets. Business rate relief would be an effective way of opening up those investment channels by offering an incentive for green investments.
- **A successor to the IETF:** This would support businesses by strengthening the operational benefits of electrification. It is concerning to see figures that suggest limited cost benefits to electrification. If Government can provide a vehicle that rewards action in this space by bringing down the OPEX, then the equation becomes simpler for manufacturers and the high appetite in the sector can be matched by investment.

Alongside this, we recommend that the Government accelerate programmes for structural reform in the long-term:

- **Breaking the link between gas & electricity:** We would recommend that Government take a careful, detailed design and implementation to ensure value for money and to avoid further market distortion. Market reform must be carefully designed to avoid unintended distortions, but we feel that the risks of inaction are greater. The Government should therefore accelerate work on credible mechanisms to reduce the role of gas in setting electricity prices, including serious consideration of pay-as-bid or other approaches that more directly break the link between gas and power prices putting forward more substantial steps than what has currently been proposed.
- **Improving grid connectivity:** The current design of grid infrastructure is a blocker to more investment. The Government must take a more holistic approach to support existing demand and provide greater certainty to businesses intending to take the next step to decarbonise their operations. We will return to this in the coming months with a manufacturing grid strategy.

MAKE uk
The Manufacturers' Organisation

Make UK is backing manufacturing – helping our sector to engineer a digital, global and green future. From the First Industrial Revolution to the emergence of the Fourth, the manufacturing sector has been the UK's economic engine and the world's workshop. The 20,000 manufacturers we represent have created the new technologies of today and are designing the innovations of tomorrow. By investing in their people, they continue to compete on a global stage, providing the solutions to the world's biggest challenges. Together, manufacturing is changing, adapting and transforming to meet the future needs of the UK economy. A forward-thinking, bold and versatile sector, manufacturers are engineering their own future.

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ecotricity Business

We're Ecotricity, and we are the founders of the global green energy supply movement. As well as being an energy supplier to businesses across the UK, we've been committed to ending the use of fossil fuels by building windmills and funding other green projects nationwide since we were founded by Dale Vince OBE in 1995.

We believe that this is what makes us different from other energy companies, including the 'green' ones. By building new wind and sun parks across the country, we have been increasing the amount of renewables in Britain, rather than just trading what already exists.

Plus, we're always researching and developing newer, bigger and more efficient ways of generating green electricity to service the manufacturing sector. Our goal is to completely replace electricity made by burning fossil fuels.

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