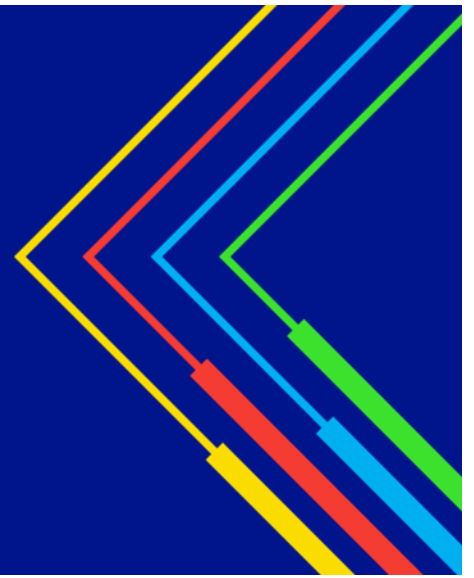


# National Grid

## A case study: UK Human Rights Capacity Building and Site Engagement



As part of our approach to preventing modern slavery and upholding human rights across our operations and supply chain, National Grid continues to strengthen due diligence within our programme to modernise the electricity transmission network. This multi-year programme involves thousands of workers employed across various contractors and subcontractors.

In line with our Human Rights Policy and Responsible Business Charter, we are building a consistent approach to identifying labour-related risks, supporting workers, and promoting acceptable and lawful working conditions. To further embed these standards, we partnered with Slave-Free Alliance to pilot a Human Rights Capacity Building and Site Engagement exercise at our Bramford to Twinstead project, delivered by Murphy Group, a National Grid contracted delivery partner responsible for site management at this location.

### Purpose and Scope of the Engagement

The engagement was designed to assess how effectively our modern slavery and human rights controls, and minimum requirements are being implemented on a live construction site and to identify opportunities to enhance our due diligence. Activities included:

- **Document Review:** Recruitment, onboarding, welfare, and grievance-related policies were reviewed for clarity, accessibility, and alignment with our human rights commitments.
- **Site Observations:** Walkthroughs of active work areas, worker amenities (including toilets, washing facilities, canteen and rest areas, and changing rooms), site access controls (including ID and swipe-access arrangements), and safety equipment were undertaken.
- **Toolbox Talks:** Modern slavery awareness and working conditions discussions were held with approximately 45 workers and supervisors.
- **Worker and Supervisor Discussions:** Small-group conversations with individuals from six nationalities, covering working conditions, communications, welfare, and understanding of rights and reporting channels.

## Key Findings

### Strengths Identified

- **Positive Site Culture:** Workers described supportive supervision, good team dynamics, and confidence in raising concerns.
- **Adequate Worker Amenities:** Worker amenities, including toilets, rest areas, changing facilities and canteen spaces, were clean, appropriately maintained, and suitable for the size and nature of the workforce.
- **Open Engagement:** Workers participated actively in discussions, demonstrating trust in site management.
- **Engaged Delivery Partner:** Murphy Group, as the principal contractor, demonstrated active engagement in health and safety, inclusion, and worker welfare through on-site management practices.

### Opportunities for Improvement

- **Modern Slavery Awareness:** Additional targeted training and clearer communication on red flags and reporting routes would strengthen prevention.
- **Visibility of Grievance Mechanisms:** Workers would benefit from more accessible, multilingual information on how to raise concerns safely.
- **Consistency Across Subcontractors:** Ensuring subcontractors apply consistent standards in relation to fair, transparent, and non-discriminatory recruitment practices, worker communications, and welfare arrangements.

### Impact and Next Steps

This pilot provided a practical model for integrating human rights due diligence into our major project delivery. Insights from the engagement are informing actions to:

- Strengthen modern slavery and human rights training.
- Improve visibility of reporting channels and escalation pathways.
- Enhance contractor onboarding and assurance processes.
- Embed relevant KPIs into contract management and project governance.
- Build a shared learning community across UK and US projects.

By scaling this approach across additional sites, we aim to foster greater consistency, strengthen worker voice, and support continuous improvement across our supply chain.

## **Appendix A: Glossary of Terms**

**Capacity Building:** Activities that strengthen the skills, knowledge, and capabilities of individuals and organisations to improve performance and uphold responsible labour standards.

**Human Rights Action Plan:** National Grid's strategic framework for embedding human rights considerations across operations, governance, and supply chain management.

**Modern Slavery:** Forms of severe exploitation including forced labour, human trafficking, debt bondage, and other practices that violate an individual's freedom and dignity.

**Slave-Free Alliance:** An independent organisation supporting businesses to strengthen modern slavery prevention and human rights due diligence.