

## Responsible Business Committee report



### Tony Wood

Chair of the Responsible Business Committee

#### Role of the Committee

- Assists the Board in fulfilling its oversight responsibilities in respect of the Company's role as a responsible business.
- Responsible for monitoring and, where appropriate, challenging strategies, policies, initiatives and risk exposure relating to political, societal and regulatory matters, as well as performance against climate- and sustainability-related targets.
- Provides oversight of reputational risk across the Company's stakeholder groups.

#### Composition

The Committee comprises five independent Non-executive Directors. The Committee held one orientation meeting and two further scheduled meetings during the year. One ad hoc meeting with the Audit & Risk Committee was also held.



Our CTP and Responsible Business Charter can be found on our website [nationalgrid.com/responsibility](https://nationalgrid.com/responsibility)



The Terms of Reference of the Responsible Business Committee are available on our website [nationalgrid.com/about-us/corporate-information/corporate-governance](https://nationalgrid.com/about-us/corporate-information/corporate-governance)

#### Membership

- Tony Wood (Chair)
- Ian Livingston
- Anne Robinson
- Earl Shipp
- Jonathan Silver

The Responsible Business Committee was established during the year following a committee restructure as detailed on page 89.

The creation of the Committee reflects the increasingly complex external environment in which the Group operates, characterised by heightened political, societal and regulatory scrutiny, evolving stakeholder expectations, and a rapidly changing climate and sustainability landscape. The Board determined that these interrelated matters warranted more focused and integrated oversight at Board committee level.

The Committee's remit encompasses three principal areas of focus: sustainability (including climate change), reputation, and regulatory and political matters. In this context, the Committee monitors and, where appropriate, challenges the Company's strategies, policies, initiatives and risk exposure relating to customer, political, societal and regulatory issues, as well as performance against climate- and sustainability-related targets.

As part of the committee refreshment, the Committee took responsibility for monitoring and oversight of the following Group Principal Risks: political and societal expectations; climate change mitigation; and satisfactory regulatory outcomes. The Committee will continue to give focus to ensure mitigations are appropriate to the changing external environment. The Committee also has oversight of reputational risk across the Company's key stakeholder groups.

During the initial period of operation, the Committee focused on establishing a robust governance framework and forward agenda planner, and on developing a shared understanding of the external context across our areas of responsibility. It also confirmed its approach to oversight and reporting. This included consideration of the Company's Responsible Business strategy and climate targets, and the development of enhanced reputation monitoring and reporting.

#### Key activities during the year

- Oversaw the Group's sustainability and climate agenda, including progress against climate commitments, the Climate Change Mitigation Group Principal Risk and related disclosures.
- Reviewed Responsible Business reporting, reputation and stakeholder engagement, ensuring disclosures and external positioning remained credible, balanced and aligned with stakeholder expectations.
- Monitored regulatory, political and societal developments, including related Group Principal Risks, policy engagement and ESG-linked performance measures.

#### External affairs

The Committee considered the external environment affecting the Company's role as a responsible business, including political, societal and regulatory developments across the Group's jurisdictions. The Committee discussed how heightened stakeholder scrutiny, affordability pressures, geopolitical developments and evolving regulatory expectations interact with the Company's sustainability commitments, reputation and long-term outcomes.

#### Sustainability

In relation to sustainability and climate change, the Committee received updates on the Company's Responsible Business strategy, including progress against climate targets and plans to refresh the Responsible Business Charter. The Committee discussed the challenges presented by the rapidly changing external environment and the implications for the Company's climate commitments, disclosures and external narrative. During the year, the Committee held a joint meeting with the Audit & Risk Committee to review the Climate change mitigation Group Principal Risk and the Group's approach to sustainability reporting. Prior to the Committee restructure, climate-related matters were overseen by the former Safety & Sustainability Committee, which in May 2025 reviewed progress against Scope 1 and 2 targets, discussed Scope 3 dependencies and considered key external uncertainties.

#### Reputation

The Committee also focused on reputation and stakeholder sentiment, recognising reputation as a critical business asset and an important component of the Company's licence to operate. During the year, the Committee oversaw the development of an enhanced approach to reputation management, including the introduction of a reputation dashboard designed to provide clearer insight into stakeholder sentiment, including customers, regulators and government, employees, suppliers and the general public. Where appropriate, the Committee consolidates inputs from other committees to avoid duplication while providing a holistic view. The dashboard also provides insight into emerging issues and reputational signals across geographies. The Committee discussed how this insight could be used alongside existing risk frameworks to support earlier identification of emerging risks and opportunities.

The Committee reviewed the broader regulatory landscape in the Company's jurisdictions and considered how the Company positions itself to support satisfactory regulatory outcomes over the longer term.

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13 May 2026