



CASE STUDY

Barratt Redrow

Building a leading human rights framework

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Helping Barratt to strengthen its approach to human rights across a complex value chain

The brief

- How can Barratt strengthen its existing Human Rights policy in line with best practice?
- What are Barratt's most severe human rights risks across their value chain, from planning, to development, to use by customers?
- What are the gaps in Barratt's supply chain risk assessment and due diligence process and how can it be strengthened?
- What are the next steps that Barratt should take to manage and mitigate human rights risks in its supply chain?

The situation

Barratt Redrow PLC (formerly Barratt Developments PLC) is one of the UK's largest housebuilders, comprised of the brands Barratt, David Wilson Homes and Redrow.

The Group had taken ambitious action on environmental sustainability, and recognised that, in line with its ambition to be the leading national sustainable housebuilder, it required a more comprehensive approach to assess, prioritise and manage its human rights risks.

They sought a trusted adviser with expertise in human rights and the property and construction sector to develop their human rights framework and deliver on their vision of valuing every worker and championing fairness.

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Project deliverables



Recommendations and rationale for improvements to Barratt's human rights policy



Heatmap of Barratt's salient human rights impacts and risks across the value chain with rationale



Documented and clearly defined process for an ongoing cycle of supply chain risk assessment and due diligence



Risk assessments for high risk products and services



Supplier due diligence questionnaire and assessment guidance



Incident response plan to manage red flags, risks and impacts identified

How we helped

We assessed the existing human rights policy against authoritative global standards, external benchmarks and industry best practice – this ensured that recommended changes to the existing human rights policy were comprehensive, robust and actionable.

We created a concise briefing for the board which outlined proposed policy changes, their rationale and any associated implications.

The assessment of Barratt's human rights risks was conducted in line with the global standard, the UN Guiding Principles on Business and Human Rights and was based on a broad set of internationally recognised human rights that could impact rightsholder groups across the value chain: supply chain workers and communities, colleagues and on-site labour, customers and end-users and local communities. The actual and potential impacts were assessed and prioritised based on credible sources and the input of expert stakeholders.

We then prepared a report on the issues prioritised, including the rationale, methodology and recommended next steps. The third phase of work focused on tackling human rights risks linked to the products and services procured by the different business units. We mapped and assessed existing efforts at each stage of the human rights

due diligence process and set out gaps and recommendations. This included developing a risk register of high risk goods and services in the housebuilding supply chain, including high risk sourcing countries, and other risk factors, based on industry data.

We then created a tool to assess suppliers' exposure to and management of risks across subcontractors, labour agencies and group materials and services. This set out questions for suppliers and supplier managers to understand what risks suppliers could be exposed to and why, plus how effectively these risks were managed. It also included guidance on achieving minimum standards, as well as good and best practice to encourage continuous improvement.

In the last phase of work, we developed an incident response plan setting out how to respond to any red flags or identified violations. This was supported by a decision tree to guide action in a timely manner, proportionate and adapted to the circumstances of the specific cases.

What Barratt Redrow achieved

The team now has a better understanding of the business's most severe human rights risks and impacts across its value chain. It also has greater confidence in how to address them and prioritise their resources.

They have a pragmatic supply chain risk assessment and due diligence processes, with supporting tools for suppliers and supplier managers. These provide the means to achieve greater insight into where the high risk spend categories are across its different business units and functions and why, greater visibility of how exposed suppliers are to human rights risks and their effectiveness in managing these risks, and how to meet minimum standards and support continuous improvement.

The business has a best practice approach to follow for when red flags and violations are uncovered.

Key takeaways

- **Don't let perfection be the enemy of the good** – you don't need extensive supplier data mapped to raw materials in order to get started, there is lots of publicly available data on the key risks that suppliers sourcing high risk goods from high risk locations could be exposed to.
- **Even with the best policies and procedures, companies may cause or contribute to harms that it has not foreseen or been able to prevent.** It is important that businesses are prepared to respond to risks and adverse impacts that they uncover, and that colleagues are supported to investigate what went wrong – so that risks can be mitigated and negative impacts can be put right and recurrence prevented.

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If you want to know how we can help strengthen your approach to human rights, get in touch with Felix.Gummer@sancroft.com