

GRAHAM

FIR Strategy

2026 - 2030

**Delivering
lasting impact**

Introduction

Why Fairness, Inclusion and Respect (FIR) Matters

Fairness, Inclusion and Respect (FIR) isn't just a nice-to-have, it's essential. It's good for people, and it's good for business. A diverse and inclusive workplace helps us attract and retain top talent, boosts engagement, drives innovation, and strengthens performance across the board.

At GRAHAM, we value the unique perspectives and experiences our people bring. When individuals feel respected and included, they're more likely to collaborate, innovate, and thrive. That's how we build a high-performing culture, and a sustainable business.

FIR Strategy

A Straightforward Approach to Inclusion at GRAHAM

This strategy is our roadmap to becoming a truly inclusive employer. It's about ensuring that every person at GRAHAM feels respected, valued, and supported in their growth and success. It's also about aligning our people practices with our business goals, so inclusion isn't an add-on, it's built into everything we do.

Our FIR approach is built on a simple but powerful framework:



We're focused on:



Attracting and developing the right people for the right roles



Creating a culture of belonging and respect



Equipping them with the skills and motivation to succeed



Measuring progress and continuously improving

We're not just thinking about today, we're building for the world of work in 2030. That means using data, listening to our people, and staying agile as work practices evolve.

How We Work: A Clear Structure

Core People Principles

These Principles guide everything we do

Everyone belongs



We live our values



Personal development drives success



Well-being is key to performance



Employee voices matter



Engagement is personal



When we consistently live by these Principles, a culture of inclusion and belonging develops and is sustained organically.



The Five Pillars

To stay focused and consistent, we've built our Strategy around five key pillars:



Attract talent

Recruiting the best people with the right skills and potential to grow with us



Develop talent

Supporting our people so that they can deliver to the highest standards, fulfil their potential and work towards achieving their career aspirations



Engage talent

Building a culture and modern working environment that promotes engagement, collaboration and innovation



Retain talent

Rewarding our people and recognising their contribution to the delivery of the organisation's strategic goals



Lead talent

Providing excellent leadership and management



These Pillars help us organise our actions, align with our Talent and Constructing with Purpose Strategies, and make sure our actions are targeted and effective.

Proactive Enablers

Each Pillar is powered by the key business enablers that make things happen

- Leaders live the Strategy
- A professional People team drives innovation and implementation
- Effective two-way communications
- A supportive and empowering digital environment
- Benchmarking and data analysis
- Organisational agility
- Change management mechanics



PURPOSE, PRIORITISE, PROVE

We take a practical, results-driven approach to FIR

- **PURPOSE:** Each Pillar starts with a clear ambition: what we want our inclusion landscape to look like by 2030.
- **PRIORITISE:** We focus on six priority areas under each purpose to drive impact.
- **PROVE:** We set clear action targets and measure success against eight best practice benchmarks.

This structure ensures that everyone knows what success looks like, how we'll achieve it, and the role they play in making it happen.





ATTRACT



PRIORITISE: TARGETS

PURPOSE:

A Destination for Diverse Talent

By 2030, GRAHAM is recognised as an inclusive employer of choice—actively attracting diverse, high-quality talent through fair, respectful, and engaging recruitment practices. Our brand reflects a workplace where people from all backgrounds feel welcome, valued, and excited to build their careers.



Champion Inclusive Employer Branding

- We share real stories from employees that promote and reflect diverse experiences and career journeys.
- We use inclusive language and imagery across all recruitment channels.
- The GRAHAM career brand promotes a sense of belonging, growth, and thriving within a modern workplace that champions flexible, progressive career journeys.



Build Diverse Talent Pipelines

- We focus on values alignment, not just technical fit.
- We expand outreach to underrepresented groups and non-traditional talent pools.
- We partner with community organisations, schools, and networks to reach and increase diverse candidates.





Engage the Next Generation

- We create multiple entry points for young people, including apprenticeships, internships, and graduate schemes.
- Our platforms and messaging resonate with younger audiences.
- We host inclusive events and workshops to introduce young people to the industry.



Deliver an Inclusive Onboarding Experience

- We ensure accessible and inclusive engagement starts from the application stage.
- We personalise onboarding plans with input from managers and mentors.
- New hires understand and experience GRAHAM's inclusive values from day one.



Embed Inclusive Technology

- We use AI tools to reduce bias in job descriptions and screening.
- We collect and analyse candidate feedback to drive actions that improve the recruitment experience.
- We leverage data analytics to identify gaps and opportunities in outreach, increasing conversion rates for diverse groups.



Fair and Equitable Selection Processes Underpin Our Ethos

- We train hiring managers in inclusive recruitment practices.
- We use structured interviews and diverse panels to reduce bias.
- We monitor and adjust processes to remove barriers for underrepresented groups.





ATTRACT



PROVE: TARGETS



TO ENSURE WE MAKE REAL PROGRESS WE MEASURE SUCCESS THROUGH

Career site engagement –
traffic, time spent, and
conversion rates by
demographics

01

Diversity metrics –
pipeline analytics, including
applicant demographics,
shortlisting, and hiring rates

02

Attraction –
percentage of new
hires mirrors industry
benchmark data

03

Candidate experience –
inclusion and accessibility
feedback from applicants

04

New Starter experience –
inclusivity and engagement
feedback using onboarding
analytics across diverse
demographics

05

Recruitment efficiency –
percentage of hiring
managers completing
inclusive recruitment training

06

**Accessibility and
adjustments** –
percentage of workplace
adjustments requested
and fulfilled

07

New Generation recruitment –
percentage of diverse recruits
who are young people on
structured learning pathways

08







DEVELOP



PRIORITISE: TARGETS

PURPOSE:

A Culture Where Everyone Grows

By 2030, GRAHAM is known for its inclusive culture—where every individual, regardless of background, has access to meaningful development opportunities. Our skills rich, values-led workforce aligns personal growth with business success, ensuring everyone has equal opportunity, as well as the tools, support, and confidence to thrive.



Embed FIR Learning

- We embed FIR training into every role as a core expectation
- We provide relevant and current FIR content through diverse learning styles including e-learning modules.
- We ensure FIR training remains up to date and impactful.



Build Inclusive Core Skills

- We standardise essential skills and behaviours across the business to ensure consistency and fairness.
- We deliver mandatory training that educates and raises awareness about accessibility, respect, and inclusion.
- We adapt content and delivery to reach site-based teams effectively.





Strengthen Early Career Development

- We build on the IGNITE programme to offer leadership and personal development for young people.
- We provide flexible career pathways that encourage exploration and growth.
- Reverse mentoring drives two-way generational and cultural learning, understanding and respect.



Develop Inclusive Leaders

- We embed GRAHAM's inclusive Respect competency behaviour into leadership programmes and promotional processes.
- We actively support diverse and non-traditional candidates for leadership roles through mentoring and targeted programmes.
- We provide on-demand leadership learning that blends technical knowledge with lived experience.



Create Transparent Career Pathways

- We align career development with both business needs and personal ambition.
- We ensure promotion and progression opportunities are visible, fair, and accessible.
- We offer flexible roles and learning options to support diverse career journeys.



Learning Systems Encourage Inclusivity

- Diverse learning styles are understood, and programmes / systems drive inclusion.
- Adjustments to learning and development are accessible, clear and create equity of provision.
- Inclusion is embedded in the design and usability of learning resources and systems.





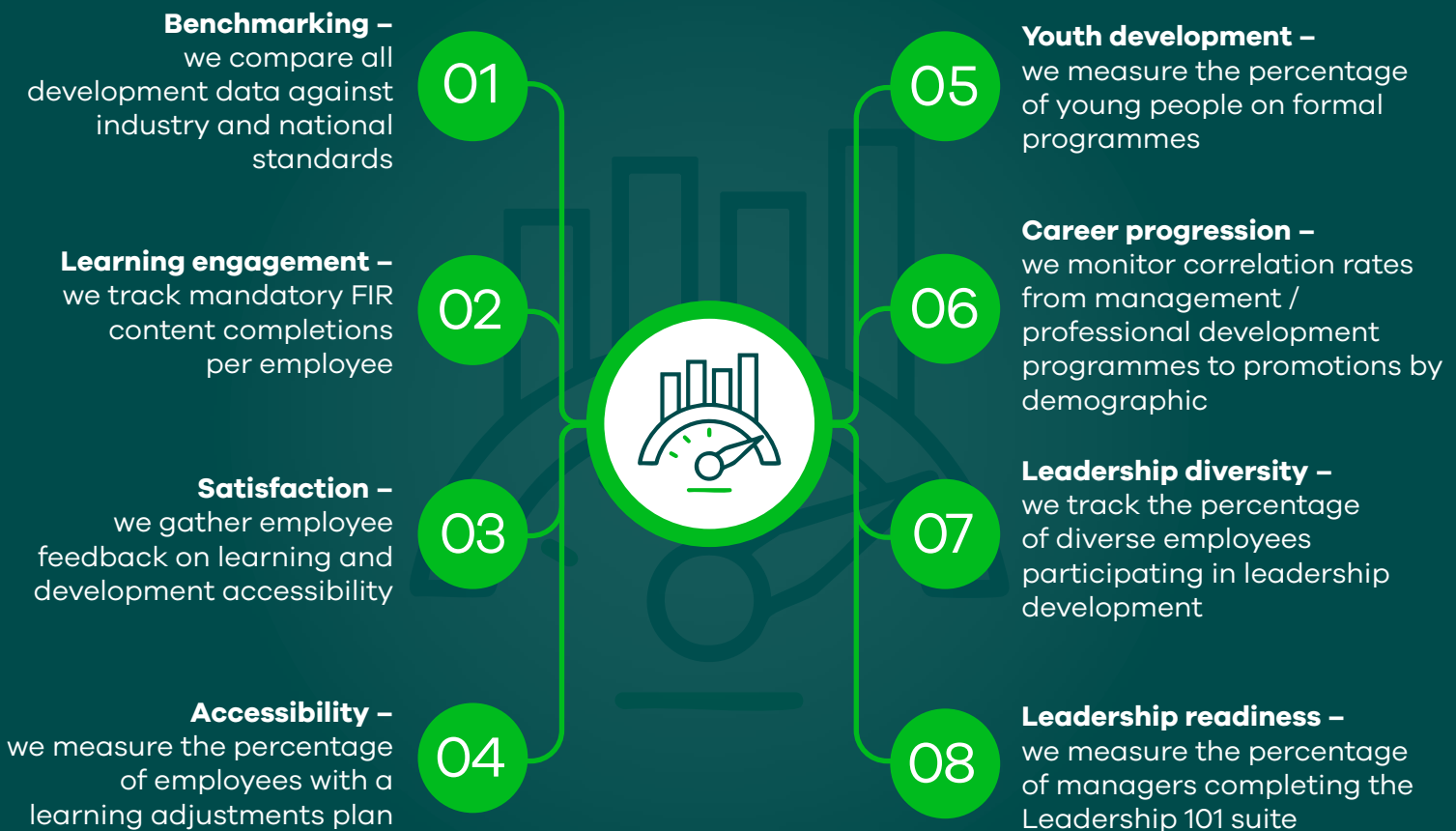
DEVELOP



PROVE: TARGETS



TO TRACK PROGRESS AND ENSURE ACCOUNTABILITY, WE MONITOR







ENGAGE



PRIORITISE: TARGETS

PURPOSE:

A Culture of Belonging, Built Together

By 2030, GRAHAM is recognised as a workplace where every voice matters, and every individual feels seen, heard, and valued. A culture of belonging is fostered through open dialogue, inclusive communication, and meaningful employee partnerships. This ensures engagement is not just encouraged but embedded in our work practices as the tools, support, and confidence to thrive.



Everyone Belongs

- We clearly showcase through communication media how every role contributes to GRAHAM's success.
- We celebrate difference as a driver of innovation and strength.
- We provide safe spaces where people speak up when their experience doesn't align with our values, and we take transparent action that creates positive change.



Every Voice Matters

- We use innovative methods to ensure the voices of all employees, including those who are hard to reach or disengaged, are collected and valued, building confidence in our people processes.
- Our Employee Networks serve as sources of rich employee market intelligence, informing and actively engaging in the development of targeted, nuanced programmes and processes.
- We run targeted outreach programmes to ensure solutions are driven by people, for people.





Transparent, Inclusive Communication

- We share business updates in clear, accessible formats that reflect diverse communication preferences.
- We use interactive tools (e.g. live Q&As, polls, forums) to encourage two-way dialogue.
- We value cross-team and cross-employee group communication as a way to build stronger connections, understanding, and tolerance of individual differences.



Build a Modern, Inclusive Working Culture

- Our leaders and managers adopt progressive workplace practices that reflect evolving societal expectations.
- We support wellbeing and work-life balance through flexible, meaningful work patterns.
- We empower employees to shape their roles and working environments.



One GRAHAM People

- We embed business values and purpose across all teams, locations, and functions, creating a shared GRAHAM identity.
- We ensure a consistent employee experience, so everyone feels equally supported, no matter where or for whom they work.
- We recognise and celebrate individual and team contributions in ways that reflect our inclusive culture.



Feedback as a Driver for Change

- We use employee feedback to drive real individual and workplace improvements.
- We encourage open, honest conversations about what's working, and what's not, to shape people's experience, innovation, and improvement.
- We actively use engagement insights to shape culture, drive performance, and build trust.





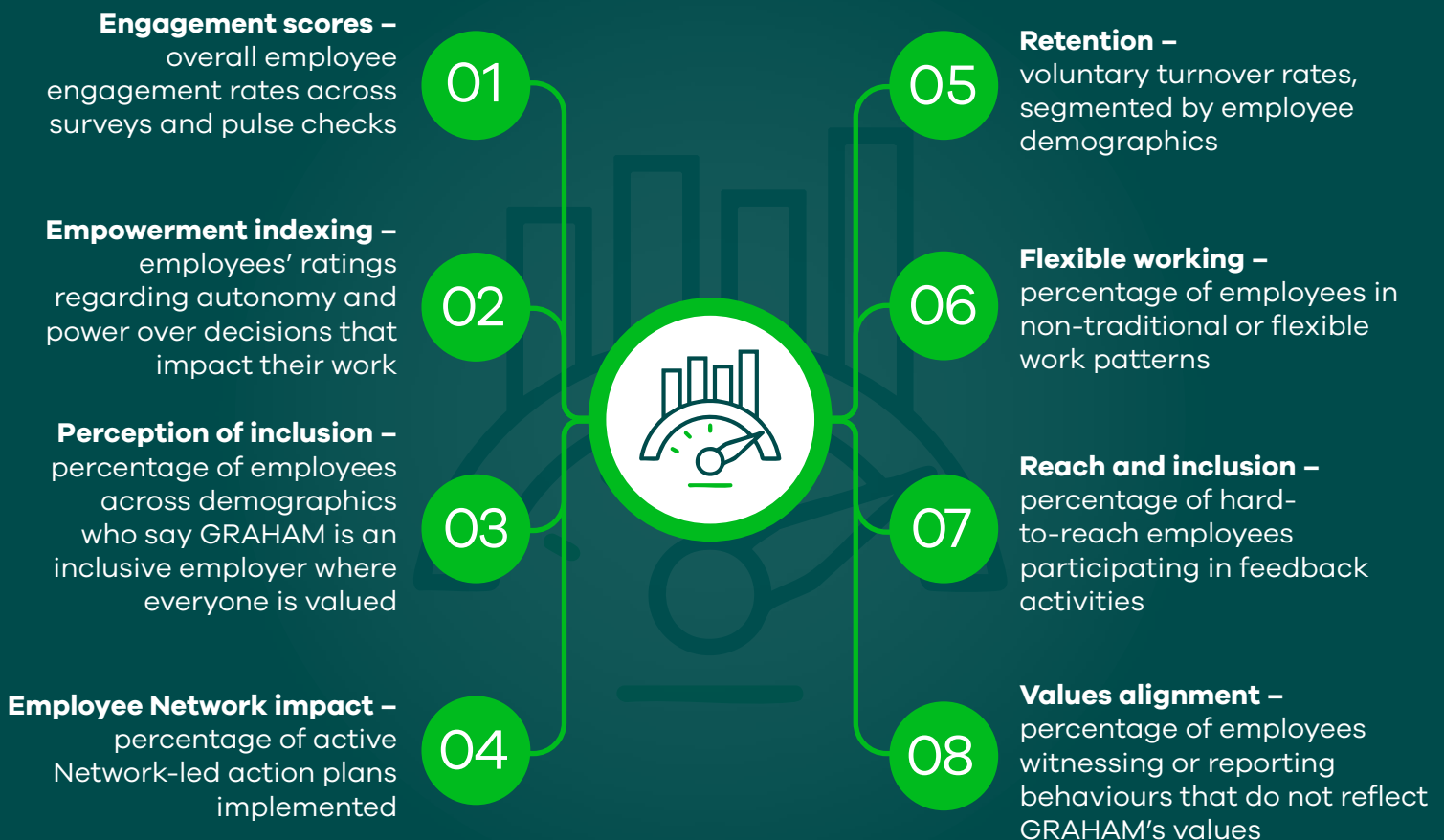
ENGAGE



PROVE: TARGETS



TO ENSURE WE DELIVER ON OUR ENGAGEMENT GOALS, WE TRACK







RETAIN



PRIORITISE: TARGETS

PURPOSE:

A Place People Choose to Stay and Grow

By 2030, GRAHAM is recognised as a workplace where people, regardless of their individual characteristics, stay because they feel respected, valued, supported, and empowered.

High retention is an employee and business reality, driven by meaningful engagement, equitable reward, and a culture that supports wellbeing and career fulfilment.



Reward is Personal and Fair

- Benefits are flexible, life-stage-appropriate and reflect individual needs.
- Pay and performance rewards are competitive, transparent, and equitable.
- Reward structures are regularly reviewed to address disparities and promote fairness.



Recognise Beyond Pay

- Individual achievements are celebrated through inclusive, values-based recognition programmes.
- Employee feedback shapes meaningful recognition initiatives.
- Managers are equipped with the tools and autonomy to deliver personalised appreciation and recognition.





Work is Structured for Equity and Growth

- Roles are designed to offer personal challenge, purpose, and development.
- Clarity of responsibilities and role expectation builds confidence and personal accountability.
- Inclusive work practices promote adaptability and innovation.



Create Positive Leaver Experiences

- Leavers are treated with respect, recognising their contribution and maintaining positive relationships.
- Exit feedback is used to fuel knowledge of employee experiences and improve retention.
- An alumni network supports re-engagement and referrals.



Foster Social Connection and Purpose

- Strong, inclusive teams promote collaboration and belonging at the team and overall business levels.
- Work environments are an enjoyable place to be that support social wellbeing.
- Volunteering and social impact initiatives encourage community engagement and a sense of personal and collective 'giving back'.



Create an Accessible Experience for Every Employee

- Workspaces, tools, and processes are designed to remove physical, digital, and cultural barriers.
- Adjustments are timely, person-centred, and consistently applied across project environments.
- Employees feel confident to request support without stigma or administrative burden.





RETAIN



PROVE: TARGETS



TO ENSURE WE'RE RETAINING TALENT INCLUSIVELY AND EFFECTIVELY, WE'LL TRACK

Reward Benchmarking -
% of rewards above industry standards

01

Turnover insights -
Voluntary turnover rates by service, demographics, and reason

02

Engagement -
Overall employee engagement scores

03

Progression -
Promotion rates across all demographics

04

Flexibility -
% of employees accessing flexible benefits

05

Recognition -
% of employees receiving monthly/annual peer recognition

06

Pay equity -
Gender, ethnicity, and disability pay gap data

07

Measure of success -
Increased satisfaction with workplace accessibility and faster adjustment completion times

08







LEAD



PRIORITISE: TARGETS

PURPOSE: **Inclusive Leadership That Sets the Standard**

By 2030, GRAHAM is defined by inclusive, people-centric leadership as the key differentiator that drives performance, culture, and equity. The GRAHAM culture is where inclusion is lived, not just spoken.

Our leaders are trusted role models who champion fairness, respect, and diversity creating environments where everyone feels empowered, supported, and connected to our shared purpose.



Lead with Purpose and Integrity

- Leadership behaviours align with GRAHAM's values and inclusive vision.
- Leaders translate strategy into clear, motivating plans for their teams.
- Integrity, transparency, and accountability form the foundation of every leadership interaction.



Build Inclusive Leadership Capability

- Inclusive behaviours are a core Pillar of the leadership competency framework.
- Multi-level development programmes embed tailored knowledge and skills at all leadership stages focused on individual needs.
- Leaders take ownership of their inclusive skills growth, staying aligned with best practice and evolving business needs.





Empower Managers to Lead Inclusively

- Managers actively support career development, wellbeing, and inclusion within their teams.
- People processes are applied consistently to promote fairness and equity.
- Managers who demonstrate care, empathy, and inclusive leadership are recognised and celebrated.



Champion Diversity in Leadership

- Leadership teams reflect the diversity of our workforce and communities.
- We celebrate diversity of thought, experience, and identity as a driver of innovation and success.
- Specialist programmes build confidence and capability among non-traditional and diverse leadership talent.



Develop a Diverse Leadership Pipeline

- We identify and nurture leadership potential across all levels and backgrounds.
- Transparent, flexible pathways provide access to leadership roles for all.
- Targeted programmes support underrepresented groups in progressing into leadership.



Drive Accountability and Excellence

- We use leadership accountability and process compliance as tools for growth, not control.
- Leaders consistently meet people-focused FIR performance metrics.
- We use data to track and influence leadership impact on culture, engagement, and inclusion.





LEAD



PROVE: TARGETS



TO ENSURE OUR LEADERSHIP STRATEGY DELIVERS INCLUSIVE IMPACT, WE TRACK

Leadership diversity – percentage of leaders from underrepresented backgrounds

01

Development access – percentage of diverse employees engaged in leadership development

02

Promotion equity – promotion rates by demographic group

03

Leadership effectiveness – employee survey ratings on leadership behaviours

04

Manager care – percentage of employees who feel their manager cares about them as an individual

05

FIR SMART target accountability – percentage of managers with FIR CONNECT targets

06

Performance accountability – maintenance of Gold Leaders in Diversity accreditation

07

Vision alignment – percentage of employees who understand the business vision and their role in it

08





Inclusion That Evolves

An effective Inclusion Strategy is never fixed: it's dynamic and proactive. It's shaped by society and industry trends, as well as the strategic direction set by the GRAHAM leadership team.

But inclusion isn't just about top-down thinking. It's equally about listening to our people, hearing their lived experiences, understanding what they experience day-to-day, what they need, and how they view success. That bottom-up insight is critical.

By managing this flow of information and using data intelligently, our FIR team, supported by the wider people teams, will continuously refine and evolve our inclusion plans. The goal is simple: to build and maintain a workplace where everyone feels they belong, are respected, and thrive.

We're not here to simply reflect the culture around us. We're here to define it: through learning, insight, and action.








FIR Strategy

2026 - 2030

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