

GRAHAM

People Strategy

2026 - 2030

Delivering
lasting impact



A foreword from our Chief Executive Officer (CEO), Andrew Bill

GRAHAM has a proud tradition of delivering success through the skills, expertise and, diversity of our talented employees and this is grounded in a simple, yet effective people centred ethos.

We do not view people as a tool of productivity or a resource to be managed, rather they are the life blood of a living business organism. With this approach we place our emphasis on ensuring the health of each individual 'cell', that everyone understands their purpose and are nurtured to function and grow effectively. We know that when we do that for every individual, the whole body prospers.



"There is immense power when a group of people with similar interests gets together to work toward the same goals."

Idowu Koyenikan
Author

Work is where we spend a lot of our lives, so it's part of building and understanding our individual identity, purpose, shared reliance, and community. A business must recognise these deep-seated needs and deliver a structure that allows everyone to flourish.

We're also standing on the edge of a new industrial revolution, with technological advances set to change the world of work as we know it, with the accompanying fears and opportunities that come with any change.

As we consider these people challenges, we understand that nothing is ever achieved without a plan, one that can be adaptable to the needs and differences of individuals, changing markets, and organisational circumstances.

Looking towards 2030, our People Strategy is a comprehensive, multi-faceted and integrated approach, designed to keep the individual employee at the centre of our continued success.

People matter at GRAHAM and our 2030 Strategy will deliver. However, we never forget it's a partnership – so we invite our people to come with us on the journey, rise to the challenges and share in the rewards of success.

The future of work

The world of work is undergoing a revolution of exponential change, and the challenge for GRAHAM is predicting what that might look like over the next 5 years through to 2030.

Understanding this new world will be vital as we seek to develop plans that keep GRAHAM as a pinnacle employer of choice and where our people can build a sustainable, successful career.

Fortunately, there are already 'green shoots' of change and clear signposts that combined with our business intelligence set out the people world we will be facing.



“The future influences the present just as much as the past.”

Friedrich Nietzsche
Philosopher



AI and technology

will bring with it opportunity for efficiency and advancement in communications and people focused delivery, yet businesses will need to balance this against people's natural fear of rapid change.



Government policy

will focus on supporting employees, and businesses will need to be proactive ensuring a true partnership is developed to encourage engagement and retention.



People's view of what work is and means

has been changing due to the impact of Covid and new generations placing a different emphasis on life goals. Businesses will be challenged to create flexible patterns that support this new way of working and living.



Extreme differences in societal beliefs

will drive businesses to focus on inclusion, where all voices are heard and valued.



In a fast paced, technology driven world people will demand knowledge and skills development

at the immediate point of need, with learning and development systems needing to adapt to flexible, interchangeable career pathways.



Leadership

will become an even greater critical differentiator of business success. Only those businesses that harness modern methods of leading and supporting people will thrive.

Change is not just coming, it's here. Our Strategy will build on this intelligence and emerging environment to ensure GRAHAM leads the way for people, providing the business and our people with confidence that whatever the future holds, we've a comprehensive plan to deliver success.

THE GRAHAM PEOPLE LANDSCAPE 2030

Facing the challenges of this rapidly changing world of work alongside ambitious financial business targets, we know what the GRAHAM People 'landscape' must look like by 2030 if we are to thrive as individuals and a business.

Cohesive leadership team

Its not enough to just have well trained leaders. They will need to act as a cohesive group, understanding and sharing the people vision whilst having the skills to embed consistent delivery within their teams.



'One GRAHAM' people approach



No matter where you work or for whom in GRAHAM, it should be a consistently positive experience, in terms of management, engagement and access to reward and benefit.

GRAHAM Core skills



Every individual has a foundational base of skills that ensure consistent quality of delivery for clients and provide confidence for GRAHAM.

Increased employee choice



Flexibility in career opportunities, work patterns or benefits characterise a working environment where the individual is centre stage.

First Class Managers



People Managers are skilled at giving direction and setting objectives for their team, supporting personal development and managing career journeys.

GRAHAM: the pinnacle career choice



People across all stages of life within GRAHAM, the industry or nationally should see working at GRAHAM as a 'must have', a sign that someone has reached an elite level.

Seamless people pipeline



People join GRAHAM at multiple entry points, and are developed and encouraged to have the skills, knowledge, and confidence to progress their career through structured advancement opportunities.

People driven support



We switch the identification and ownership of support and resources to be driven by the impacted employee groups themselves, creating efficiencies, true partnership, and engagement.

These are the foundational **'GOLDEN THREADS' OF OUR PEOPLE STRATEGY** – everything we do must ask the question if they will deliver on these objectives. We will be single minded, ensuring that our finite resources are directed to those actions that will best deliver by 2030 the GRAHAM we want to live and work in.



Structure drives impact

Our approach to people planning

There are two strands to an effective People Strategy – knowing what needs to be done but then having a comprehensive plan that sees ambition become reality.

Our People Strategy comprises 4 interconnected People 'Strands'



Talent



Wellbeing



**Code
of conduct**



**Fairness,
Inclusion
& Respect**

These Strands help us to focus on what we believe is core to developing the best version of any individual – to be successful everyone needs the skills and knowledge to do their job, they must feel their voice matters, and they are valued, they must be physically and mentally healthy, behave in the GRAHAM way, and finally treat others and be treated in a respectful, inclusive way. When these are maximised the person flourishes and when we do this for everyone the business succeeds.

A People Strategy by its very nature must be complex in that it needs to cover a wide range of personal and business demands and needs, and yet it must also be simple enough to be deliverable, understood by and apply to every employee, wherever they are in the business or their personal career journey.

This challenge lies at the heart of our approach to 2030 planning, which is based on a simple structure:

- **CORE PEOPLE PRINCIPLES**
- **PEOPLE PILLARS**
- **PROACTIVE ENABLERS**
- **PURPOSE; PRIORITISE; PROVE**

This integrated structure applies equally across each of our People 'Strands', so that they are instantly recognisable, whilst allowing freedom to deliver what is required at the individual Strand level.



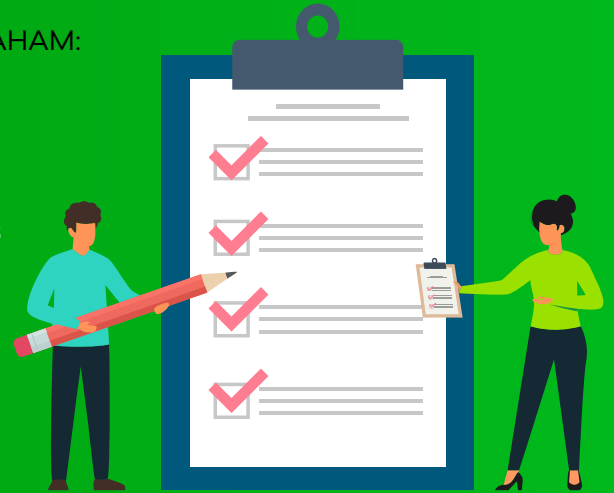
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CORE PEOPLE PRINCIPLES

These headlines showcase the essence of what we believe to be true about people. They are foundational statements that are essential, non-negotiables. Everything we do emanates from these Principles and everything we achieve should point back to why we did it.

At the top level its very simple for people at GRAHAM:

- Everyone belongs
- We live our values
- Personal development drives success
- Wellbeing is core to performance
- Employee voices matter
- Engagement is personal



When we consistently live by these principles, positive sustainable outcomes will naturally follow.

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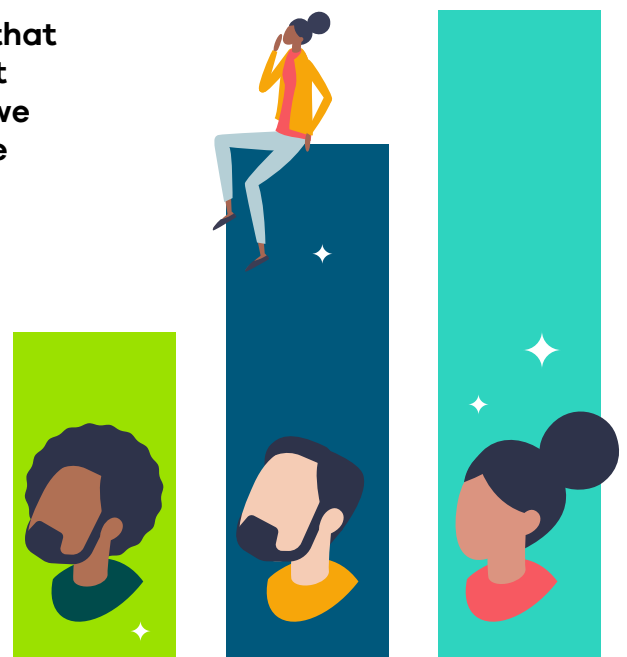
PEOPLE PILLARS

These Pillars ground our planning on clear foundations, focusing on the key headline topics within each People Strand. We know that by action planning against these Pillars that they produce clarity and simplicity so that we maximise impact by only targeting what the business and our people need to succeed.



“Effective visions are lived in details, not broad strokes.”

Tom Peters
Business Management Author



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PROACTIVE ENABLERS

Each Pillar is driven by our organisational 'engine' components which proactively enable consistent, quality delivery.

- 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



The business recognises the vital role these enablers play in our success. They supercharge and underpin every action. Without them nothing will be achieved. The business therefore focuses on developing capability in these areas to ensure continued success.

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PURPOSE, PRIORITIES, AND PROVE

The devil is in the detail. Nothing is ever achieved unless there is a comprehensive plan that focuses on SMART targets.

Our approach is systematic, starting with an overall **PURPOSE** within each Pillar – what should GRAHAM be like by 2030 – a headline statement that makes it clear what we want to achieve.

There may be many paths to achieving that **PURPOSE** but with naturally limited resources where should we **PRIORITISE** our focus to maximise impact. These should be clear statements, simple to understand and action.

Finally, **PURPOSE** and **PRIORITIES** must deliver results – we must be able to **PROVE** that we have achieved our target. So, in all this measurement, benchmarking, and analysis are essential tools that feed into a continuous improvement cycle that ensures ongoing success.



Continuous Improvement

Key to our Strategy will be a people management **quality review system** that blends internal & external learning with specialist team delivery, to drive continuous relevance, adjustment and improvement.



Whilst evaluation of the Strategy is the responsibility of the Senior Leadership Team, the business recognises that ultimately success will depend on a commitment to employee transparency, partnership and impact.

Never lose sight of why it matters

Strategies must be implemented to have impact.

Our People Strategy is not just a series of grand designs and plans – it's an organic system that when put into practice will deliver a GRAHAM people landscape that encourages personal growth, meaning and reward, and an organisation equipped for continued success towards and beyond 2030.



"People are your most valuable asset. Only people can be made to appreciate in value."

Stephen Covey
American educator and author






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