

**GRAHAM**

# Wellbeing Strategy 2026 - 2030

**Delivering  
lasting impact**

# Introduction



## **Why Wellbeing Matters**

At GRAHAM, wellbeing is not an optional initiative, it is a strategic imperative. A healthy, supported workforce is essential to attracting and retaining top talent, enhancing engagement, driving innovation, and sustaining high performance across the organisation.

We recognise that our people are our most valuable asset. When individuals feel supported in all aspects of their wellbeing, physical, emotional, financial, social, and environmental, they are more likely to thrive, collaborate effectively, and contribute to a high-performing, resilient culture. This is fundamental to our long-term success and sustainability.

# Our approach to Wellbeing

The GRAHAM Wellbeing Strategy sets out a clear roadmap to 2030. It ensures that every individual has the opportunity to feel well, respected, and supported in their personal and professional growth. Wellbeing is embedded across our operations and is fully aligned with our People Strategy and our overarching “Construction with Purpose” vision.



## Our strategic priorities include:



Creating safe, inclusive, and healthy working environments



Providing our people with the tools, knowledge, and resources to manage their wellbeing



Embedding a culture where wellbeing is visible, valued, and consistently demonstrated



Enabling leaders and managers to champion and role model wellbeing within their teams



Measuring impact and continuously enhancing our approach through data and feedback

This strategy is designed not only to meet the needs of today’s workforce but to anticipate and adapt to the evolving world of work. We remain agile, insight led, and committed to building a workplace where wellbeing is integral to performance and purpose.


## Our Wellbeing approach is built on a simple but powerful framework:



# How We Work: A Clear Structure

## Core People Principles

These Principles guide everything we do

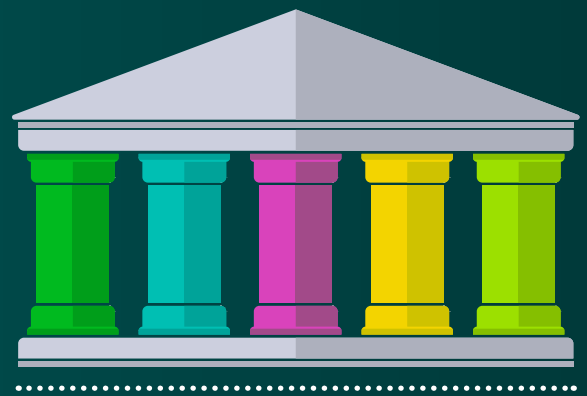
- Everyone belongs** 
- We live our values** 
- Personal development drives success** 
- Wellbeing is key to performance** 
- Employee voices matter** 
- Engagement is personal** 

By consistently living these Principles, inclusion, thriving, and wellbeing become part of who we are.



## The Five Pillars

To stay focused and consistent, we've built our strategy around five key Pillars:



-  **Physical Wellbeing**
-  **Emotional Wellbeing**
-  **Financial Wellbeing**
-  **Social Wellbeing**
-  **Workplace Wellbeing**

These Pillars give us a clear framework for action, ensuring our Wellbeing Strategy is targeted, impactful and sustainable

It is important to note that these wellbeing Pillars are deliberately divergent from our overall People Pillars – as we believe that wellbeing needs a specialist laser focus to deliver on our ambitions.

Every Wellbeing Pillar is however intrinsically interwoven within each People Pillar, ensuring that the essence of wellbeing is fundamental to the ambition of Attracting, Developing, Engaging, Retaining, and Leading talent.

# Proactive Enablers

Each Wellbeing Pillar is powered by the 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



**These enablers are non-negotiable. Without them, progress stalls. They turn ambition into action and ensure Wellbeing at GRAHAM is both embedded and sustainable.**

## PURPOSE, PRIORITISE, PROVE

We take a practical, results-driven approach to Wellbeing

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

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





# PHYSICAL WELLBEING



## PRIORITISE: TARGETS

### PURPOSE:

**GRAHAM maintains a physically resilient workforce as a foundation for both personal and organisational performance. The business promotes positive lifestyle choices and ensures timely access to expert resources and wellbeing support.**



### Movement is Embedded in Daily Routines

- Movement is recognised as a foundational element of employee wellbeing.
- Workplace practices are designed to reduce sedentary behaviour.
- The benefits of consistent physical activity are widely understood and promoted.



### Strength-building is Integral to Long-term Health

- Strength-based activities are integrated into wellbeing initiatives.
- Educational content reinforces the value of physical resilience.
- Strength is acknowledged as a key contributor to sustainable health outcomes.



### Physical Wellbeing is Inclusive by Design

- Wellbeing opportunities are accessible and adaptable to all employees.
- Programmes are designed to accommodate varying needs and abilities.
- Diversity in physical health approaches is actively embraced.



### Leadership Visibly Supports Physical Wellbeing

- Leaders consistently promote and role model healthy behaviours.
- Physical wellbeing is embedded in leadership messaging and visibility.
- Leadership engagement reinforces the strategic importance of wellbeing.



### Employees are Confident in Managing Their Physical Wellbeing

- Resources are tailored to support individuals at every stage of their wellbeing journey.
- Confidence is built through incremental, measurable progress.
- Success stories are shared to inspire and encourage participation.



### Feedback Informs Continuous Improvement

- Employee insights directly influence the evolution of wellbeing initiatives.
- Benchmarking ensures alignment with best practice and innovation.
- Feedback loops drive relevance, responsiveness, and impact.





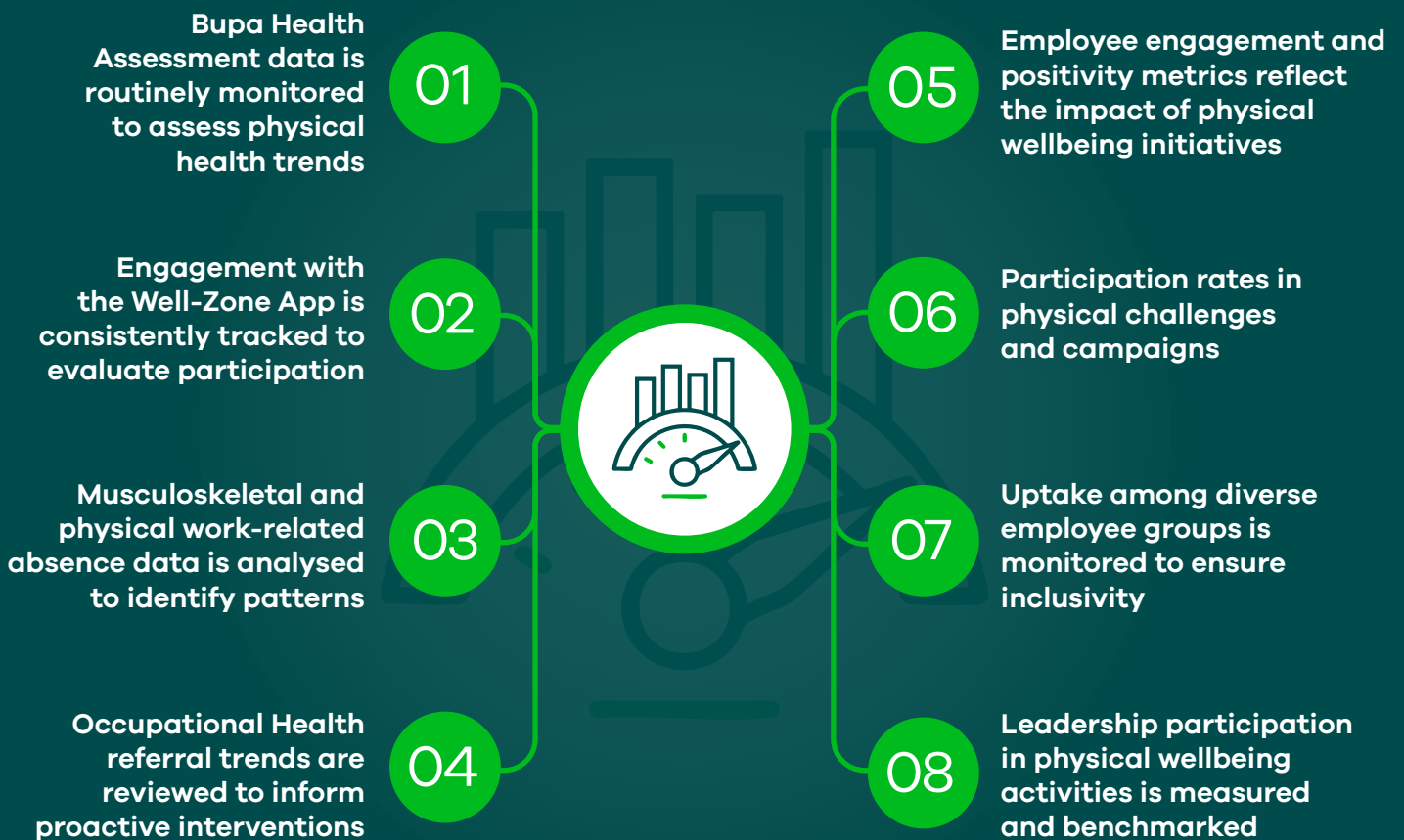
# PHYSICAL WELLBEING



## PROVE: TARGETS



## PROVE: MEASUREMENT OF SUCCESS







# EMOTIONAL WELLBEING



## PRIORITISE: TARGETS

### PURPOSE:

GRAHAM fosters an emotionally resilient workforce as a foundation for performance, wellbeing, and personal fulfilment. The organisation promotes psychological safety and ensures timely access to emotional health support.



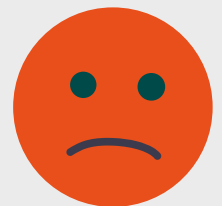
### Emotional Health is Part of Everyday Conversation

- Emotional wellbeing is embedded in regular dialogue across teams and functions.
- Awareness campaigns ensure emotional health remains visible and normalised.
- Managers are equipped to engage confidently in conversations around emotional wellbeing.



### Support is Timely, Tailored, and Accessible

- A range of confidential support options is readily available to all employees.
- Support mechanisms are flexible and responsive to individual needs.
- Managers and employees are informed on how to identify early signs and respond appropriately.





### Resilience is Developed Through Practical Tools and Training

- Resources and techniques are available to help manage stress and anxiety.
- Self-care practices are promoted to support recovery and emotional balance.
- Internal training builds coping strategies and emotional strength.



### Leadership Actively Supports Emotional Wellbeing

- Leaders regularly engage with their teams to understand emotional wellbeing needs.
- Empathy is recognised and reinforced as a core leadership behaviour.
- Leaders model openness and authenticity in discussing emotional health.



### Emotional Wellbeing is Inclusive and Adaptive

- The organisation recognises that emotional experiences vary across individuals.
- Resources are designed to be accessible and relevant to all employees.
- Feedback is used to continuously adapt support to meet diverse needs.



### Feedback Builds Trust and Drives Improvement

- Open feedback channels foster trust and transparency across the organisation.
- Employee input is consistently acknowledged and acted upon.
- Feedback informs the ongoing development of emotional wellbeing support.





# EMOTIONAL WELLBEING



## PROVE: TARGETS



## PROVE: MEASUREMENT OF SUCCESS

Usage and feedback from emotional wellbeing support services are systematically reviewed

01

Engagement with Mental Health First Aiders and the wellbeing team is actively tracked

02

Absence data related to stress, anxiety, and emotional health is analysed for trends

03

Bupa Health Assessment data provides insight into emotional wellbeing indicators

04

Participation in wellbeing campaigns, sessions, and initiatives is consistently measured

05

Employee feedback on leadership empathy and wellbeing conversations

06

The percentage of managers trained in emotional health awareness

07

Bupa Employee Assistance Programme (EAP) usage data is reviewed to assess support effectiveness

08





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# FINANCIAL WELLBEING



## PRIORITISE: TARGETS

### PURPOSE:

GRAHAM enables a financially confident workforce, reducing stress and building financial security and sustainability, which allows employees to thrive in both work and personal life. The organisation provides tools, resources, and information to assist with managing money, planning, and building financial resilience.



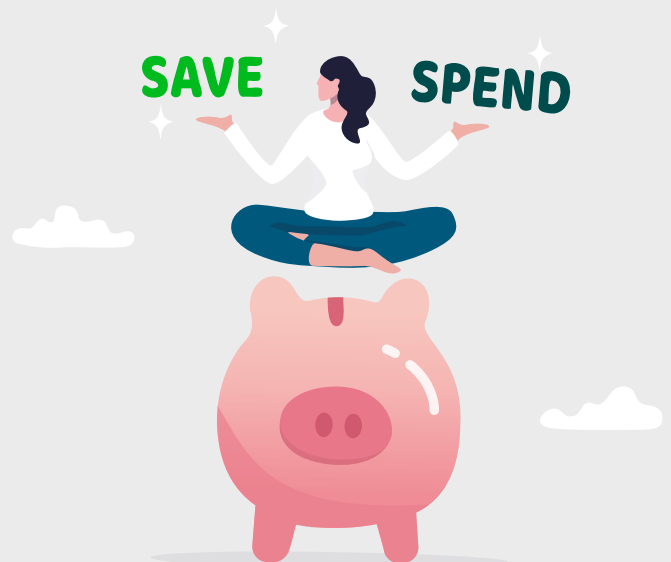
### Financial Wellbeing Information is Relatable and Accessible

- Financial information is clear and covers all life stages.
- Support is available in formats that suit learning styles.
- Financial wellbeing is promoted as a key tenet of positive everyday living.



### Employees Build Financial Confidence

- Relevant, usable information is provided on budgeting, saving, and planning.
- Expert tools help employees manage financial wellbeing.
- Employees are encouraged to proactively engage with support to develop sound financial choices.





### Resilience is Developed Through Practical Tools and Training

- Guidance is tailored for major life events such as starting a family, buying a home, or retirement.
- Resources are offered that address financial wellbeing needs.
- Financial support is flexible to meet changing circumstances.



### Planning for the Future is Embedded in Financial Wellbeing

- The benefits of long-term financial planning are communicated clearly.
- Employees set personal financial goals based on available support.
- Regular prompts encourage individuals to review financial health and track progress.



### Financial Resilience is Actively Promoted

- Long-term saving and financial planning habits are supported.
- Support mechanisms help employees manage unexpected financial challenges.
- Employees are equipped with strategies to manage debt and build security.



### Feedback Builds Trust and Drives Improvement

- Employee feedback informs the development of financial wellbeing initiatives.
- Support offerings are adapted based on demand and insights.
- Benchmarking ensures financial wellbeing resources remain relevant and effective.



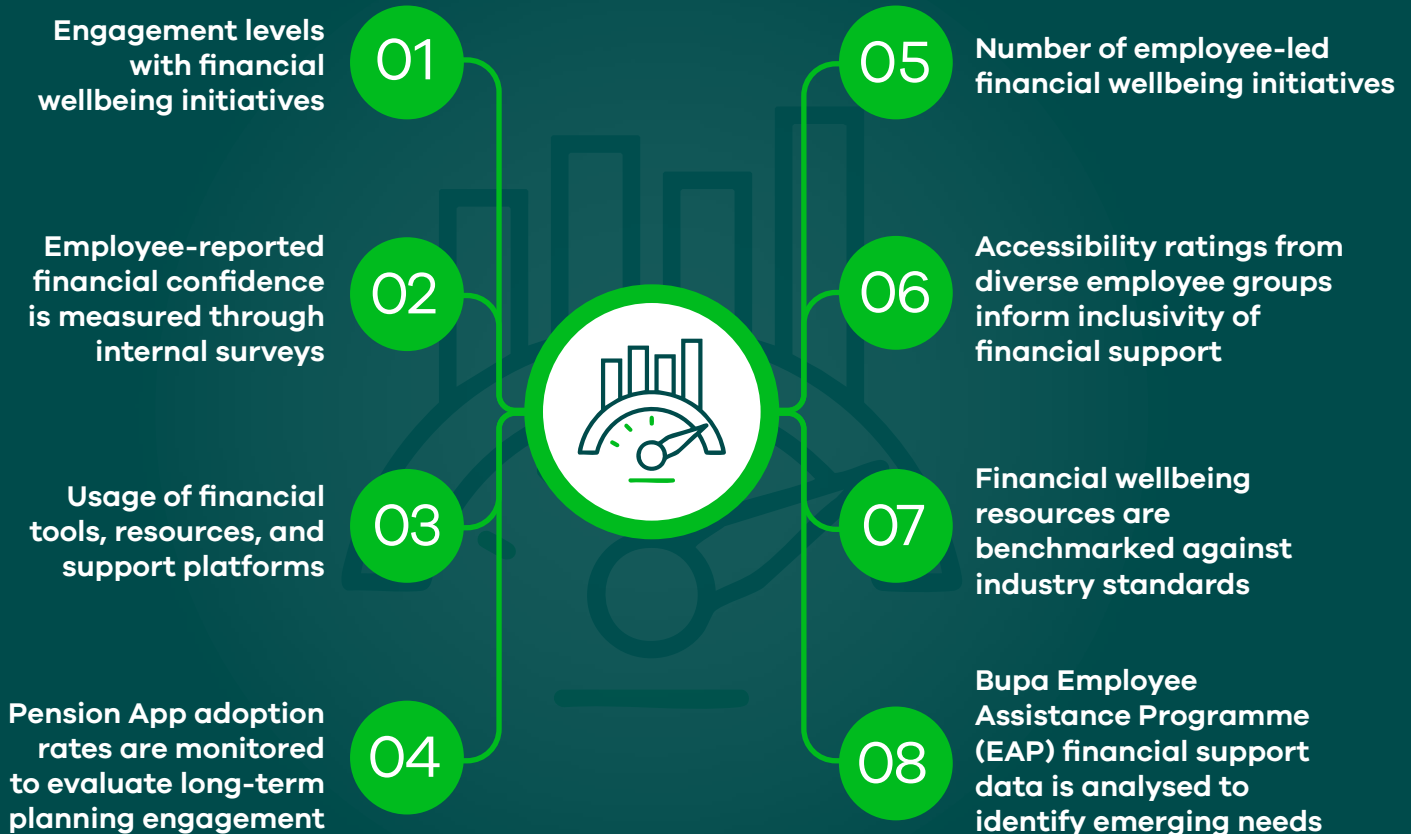


# FINANCIAL WELLBEING

## PROVE: TARGETS



## PROVE: MEASUREMENT OF SUCCESS







# SOCIAL WELLBEING



## PRIORITISE: TARGETS

### PURPOSE:

GRAHAM builds a socially connected workforce to foster belonging, reduce isolation, and improve resilience. The organisation supports employees by fostering relationships, encouraging teamwork, and promoting positive connections both in and out of work.



### A Culture of Connection is Actively Cultivated

- Employee bonds are strengthened via social and team-based engagement activities.
- Cross-team collaboration is encouraged through wellbeing initiatives.
- Shared experiences and stories celebrate connection across the organisation.



### Social Wellbeing is Inclusive and Diverse

- Wellbeing activities are open and accessible, driven by employee feedback.
- Activities celebrate and respect different employee backgrounds and preferences.
- Safe spaces and support networks encourage dialogue and connection.





### Work-life Social Balance is Supported

- Employees are encouraged to maintain active lives outside the workplace.
- Volunteering and community engagement are promoted across teams.
- Guidance and support help reduce social isolation.



### Leadership Champions Social Wellbeing

- Leaders visibly participate in social activities and initiatives.
- Inclusive leadership behaviours are recognised and celebrated.
- Social wellbeing is embedded in leadership expectations and practices.



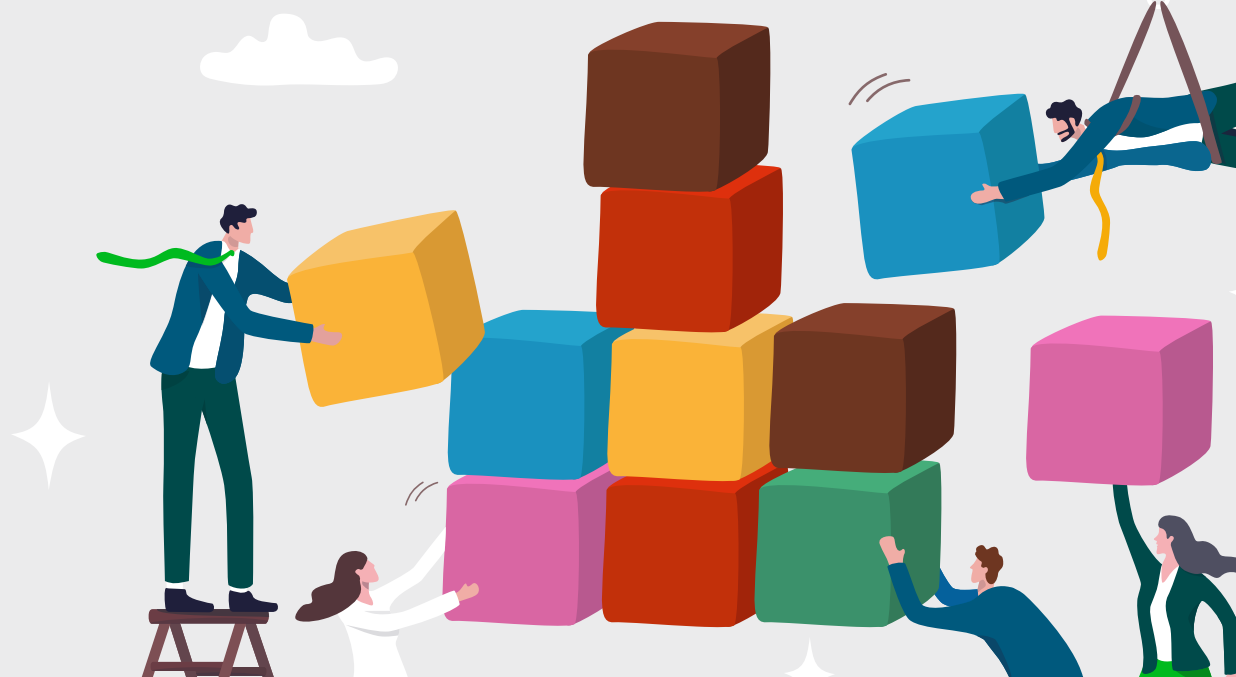
### Peer Support is Embedded in the Culture

- Buddying and mentoring schemes support participation and connection.
- Employee networks foster relationships and shared experiences.
- Positive peer support stories are shared to encourage involvement.



### Feedback Strengthens Belonging and Engagement

- Employee feedback informs the design and relevance of social initiatives.
- Transparency of results builds trust and encourages participation.
- Feedback loops drive continuous improvement in social wellbeing.





# SOCIAL WELLBEING



## PRIORITISE: TARGETS



## PROVE: MEASUREMENT OF SUCCESS

01 Participation rates in social initiatives, volunteering, and events are consistently tracked

01

02 Team-based activities per annum are measured

02

03 Employee survey results on belonging and inclusion provide insight into social cohesion

03

04 Retention and turnover data are analysed in relation to organisational culture

04

05 Engagement with Employee Networks and related activities

05

06 Participation by diverse employee groups in social wellbeing activities is evaluated

06

07 Uptake of peer support and mentoring programmes is measured

07

08 Feedback on the impact of social wellbeing initiatives informs future planning

08





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# WORKPLACE WELLBEING



## PRIORITISE: TARGETS

### PURPOSE:

GRAHAM creates a positive and supportive working environment that enables employees to thrive, feel valued, and perform at their best. The organisation shapes environments and cultures that encourage collaboration, belonging, flexibility, and respect.



### Positive Working Environments are Prioritised

- The impact of the physical workspace and work structure on wellbeing is recognised and addressed.
- GRAHAM workspaces are designed to be supportive and welcoming.
- Healthy environments are informed by research and innovative design.



### Wellbeing is Embedded into Workplace Culture

- Wellbeing underpins everyday working practices and team behaviours.
- Positive wellbeing behaviours are demonstrated across teams.
- Success stories are communicated to reinforce cultural impact.



## Flexible and Sustainable Working is Supported

- Flexible work patterns are core to the GRAHAM workplace.
- Working time data is used to manage sustainable practices and working practices.
- Employees are supported in achieving effective work-life balance.



## Leadership Accountability is Clearly Defined

- Leaders are equipped to prioritise and embed wellbeing within their teams.
- Wellbeing is discussed openly during regular check-ins.
- Leadership KPIs include wellbeing performance indicators.



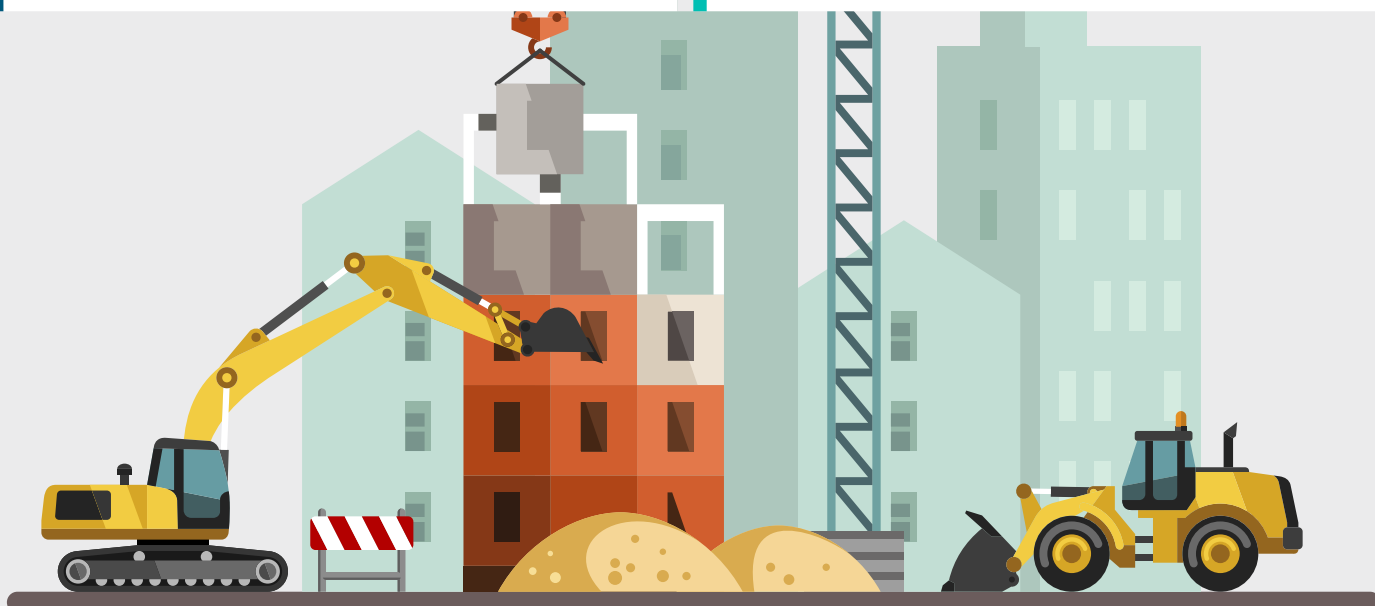
## Inclusive Workplaces are Actively Developed

- Diverse employee networks contribute to inclusive environments.
- Workspaces are designed to be accessible to all employees.
- Policies foster inclusion and belonging across the organisation.



## Feedback Informs Workplace Wellbeing Strategy

- Employee feedback on workplace culture drives initiatives to increase satisfaction and engagement.
- Workplace wellbeing culture is continuously improved through in-depth insights.
- Benchmarking and innovation ensure relevance and effectiveness.





# WORKPLACE WELLBEING



## PRIORITISE: TARGETS



## PROVE: MEASUREMENT OF SUCCESS

Employee engagement with workplace environment and culture is regularly assessed

01

Uptake of flexible working options is tracked to evaluate work-life balance support

02

% of employees working standard contractual hours

03

Usage of workplace wellbeing resources and tools

04

Leadership accountability metrics (KPIs) include wellbeing performance indicators

05

Retention and engagement rates are analysed in relation to workplace experience

06

Participation in environment-focused wellbeing initiatives is reported

07

Bupa Health Assessment data is used to evaluate the impact of workplace wellbeing

08





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# Sustaining Wellbeing for Long-Term Success

**GRAHAM's Wellbeing Strategy is intentionally dynamic, designed to evolve in response to the changing needs of our people, shifts in societal expectations, emerging industry trends, and the strategic direction of the organisation.**

Wellbeing at GRAHAM is not confined to top-down initiatives or standalone programmes. It is informed by the lived experiences of our people, shaped by their feedback, and grounded in a deep understanding of the challenges they face and the support they value. This bottom-up insight ensures our approach remains relevant, inclusive, and impactful.

By integrating employee voice with data, research, and best practice, our Wellbeing team (working in partnership with leaders, managers, external specialists, and employee networks) continually refines and enhances our strategy. The objective is clear: to foster a workplace culture where every individual feels supported to stay healthy, connected, resilient, and empowered to thrive.

GRAHAM is committed to leading, not following. Our approach to wellbeing is proactive and performance-driven, anchored in insight, aligned with our values, and embedded in the fabric of our organisation.








# Wellbeing Strategy

2026 - 2030

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