

GRAHAM

Talent Strategy

2026 - 2030

**Delivering
lasting impact**

Introduction

It's basic Business 101: Talented people create outstanding organisational success.

At GRAHAM we understand the value of our talented people – from their expertise and experience, always pushing themselves to improve, they collaborate and innovate, driving our high performing culture. Investing in talent acquisition and development is therefore simply a business fundamental as it brings a lasting return.

Our Talent Strategy is the roadmap towards GRAHAM cementing our reputation as a pinnacle career choice across all industries, a business where every individual is valued, nurtured and challenged to realise their ambitions, together delivering and sharing in sustainable business success.

Our approach to Talent Management

Our Talent Strategy is designed to ensure we attract and promote the right people into the right roles, equipping them with the skills and motivation to drive our organisation forward, all supported by effective leadership.

We focus on aligning innovative and forward-thinking Talent Management practices with our organisational goals. Therefore, fostering a culture of continuous learning and development, and promoting diversity and inclusion.

By investing in our people, we aim to create a supportive and engaging workplace, where every employee can thrive and contribute to our collective success.

The Talent Strategy anticipates the world of work in 2030. It recognises that the actions we take every day must drive us towards that future: defining and continuously refining our target setting and performance management.

Our innovative overall people management approach sets the context for action by firstly defining what GRAHAM holds to be true about people. Then, building a logical structure that channels actions through clear foundations, understanding the core business drivers of success, before outlining the characteristics of what our people landscape will look like in 2030. Most importantly showing us how we will measure progress on the road to success.

This structure of **PRINCIPLES; PILLARS; PROACTIVE ENABLERS; PURPOSE; PRIORITISE** and **PROVE** will be an easily recognisable, understandable and innovative approach to Talent Management. It helps employees understand where they fit in and how to build their careers. Leaders will also understand their crucial role in delivering our mandate, and finally providing the business with confidence in maintaining a high-performance culture.



Core People Principles

These People Principles characterise who we are as an organisation by succinctly defining what we know to be true in creating a high performance, team focused culture that ultimately results in outstanding individual and organisational success.

When we ensure everything we do is driven by and looks towards these guiding principles it allows a laser focus in all aspects of people planning.

At the top level it's 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.

Pillars

Actions need a recognisable structure to channel focus, which avoids irrelevance or wastage, whilst maximising the use of the available resources.

Our approach is to define key People Pillars – firm foundations that will allow us to collate key actions into concentrated streams that ensure clarity and simplicity.

For Talent we have developed FIVE key Pillars that are proven people investment streams, built on employee input, theoretical and practical common-sense learning.



Focusing on these Pillars allows us to set the context for action, making it easy for our people, our People team and business leaders to understand the talent journey, and how success will be delivered.

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.

Purpose; Prioritise; Prove

A successful business must focus on ensuring they have the talent both now and for the future, to deliver on organisational ambitions and that this talent is motivated, engaged and retained.

Our approach to delivering Talent Management success is extremely practical and systematic, starting with an overall **PURPOSE** within each Pillar. This defines our 2030 talent vision for GRAHAM – a headline statement that makes it clear what we want to achieve.

Building on this simple ambition we understand the need to **PRIORITISE**, to maximise impact amidst a variety of business options. We therefore define **SIX** clear priority areas under each Purpose that encapsulate the key pathways to deliver success. These Priorities are further underpinned by **THREE** action targets – statements that are simple to understand and action, but which convey the depth of the Purpose.

Finally, we understand success – what it looks like and how we will **PROVE** that to our stakeholders. Our key measurements are set against best practice benchmarking to ensure a continuous improvement cycle is maintained. When all these elements work together then everyone clearly understands what talent success looks like, the pathway to excellence, and the role we all play in the organisations ability to manage sustainable success.





ATTRACT



PRIORITISE: TARGETS

PURPOSE:

The Pinnacle Career Choice

By 2030 GRAHAM is a pinnacle career choice across all industries, an organisation that excels at attracting high quality and diverse talent, through efficient end to end recruitment processes.



Showcase 'Our People' Experience

- The GRAHAM career brand promotes people belonging, growing, and thriving within a modern workplace that champions flexible, progressive career journeys.
- Innovative marketing strategies showcase the employee experience to a wide and diverse applicant base.
- Real employee stories drive brand authenticity.



Develop Future Talent Pipelines

- Applicant 'fit' is driven by shared values not just technical skills.
- New innovative recruitment streams widen the talent pool by targeting non-traditional applicants with transferable skills.
- Resourcing Team connections and systems nurture ongoing relationships with potential employees, producing a pool of ready, available talent at all levels.





Build Foundations on New Generations

- Young people are recognised as the life source of continuous organisational regeneration.
- Multiple entry points allow young people to find the right place to launch their career with GRAHAM.
- Communication media speaks to and positively engages young people with the industry.



Diversity Centric Processes

- Selection processes remove barriers and encourage applications from diverse communities.
- Recruiting Managers are trained and focused on diverse selection tools and processes.
- We use pipeline analytics to target diverse recruitment strategies.



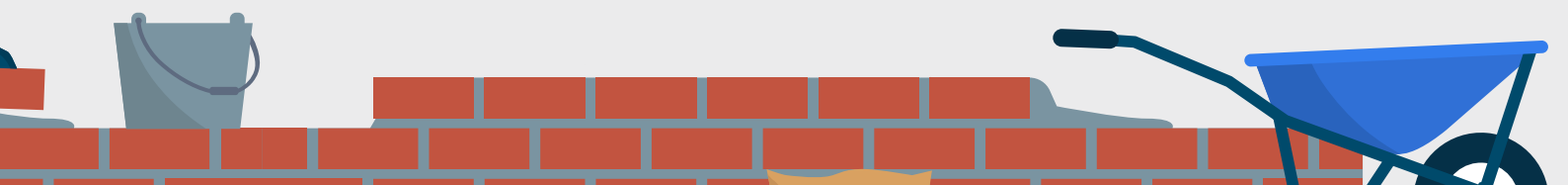
Leverage Technology

- AI and digital communication tools drive a modern, streamlined approach to recruitment.
- Mechanisms to harness and utilise feedback drive improvements in the applicant and new start experience.
- Data analytical systems provide insight to influence strategic planning.



Efficient New Hire Integration

- The relationship with new hires builds from Day 1 of an employment offer.
- Managers and Mentors develop onboarding plans that drive a personalised experience.
- New employees quickly learn and demonstrate GRAHAM core skills and behaviours.





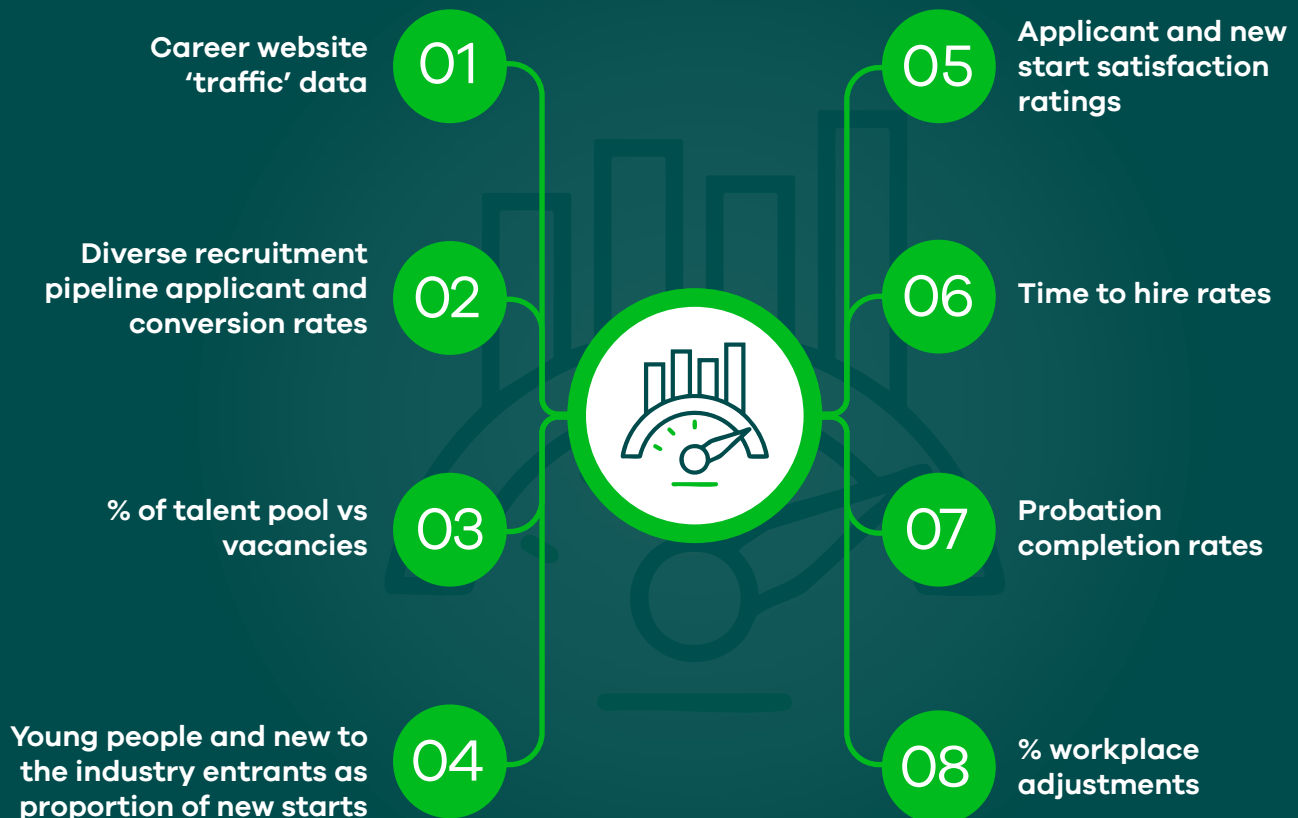
ATTRACT



PROVE: TARGETS



PROVE: HOW WE ARE GOING TO MEASURE SUCCESS







DEVELOP



PRIORITISE: TARGETS

PURPOSE:

Seamless, Skill-Rich People Pipeline

GRAHAM has a learning culture where everyone thrives through the development of essential core & role specific skills and value led behaviours, which align personal and professional career growth directly with business objectives.



Continuous Learning is the Default Business Setting

- Learning and professional development is recognised as the engine room of our high-performance culture, delivering solutions to personal and organisational challenges.
- Learning is an inherent requirement of every job role to ensure business innovation and competitiveness.
- Employees realise their potential and achieve career aspirations through personalised development planning, managed via the holistic CONNECT process.



Core Skills Deliver Consistent Quality Outputs

- GRAHAM employees have a foundation of standardised core skills, developed by internal subject matter experts. This ensures a consistency of approach, business confidence, and 'every-time' quality delivery for Clients.
- Mandatory development of critical skills, behaviours and knowledge ensure the safety of everyone on our sites, creating assurance for our people and within the communities we serve.
- Ongoing, audience relevant, programmes ensure Leaders role model, employees understand, and everyone demonstrates our core values in their everyday work.



'Build up' Through the GRAHAM Academy

- Learning programmes provide young people with a common foundation of both industry and corporate knowledge and understanding, using real life experience and exposure, alongside mentoring from established in-house expertise.
- Programmes and early career pathways maintain breadth and flexibility of career opportunity, with young people encouraged to experiment, allowing for interchangeability of choice for maturing minds.
- Achievement of professional and industry qualifications are non-negotiable, essential in maintaining quality delivery and future proofing organisational resilience.



Learning Shapes Modern Leaders

- Interactive programmes and learning resources are grounded in proven GRAHAM leadership competencies that engage and nurture a sustainable pipeline of leadership excellence.
- Participative programmes equip non-traditional, diverse employees to access leadership opportunities.
- Leadership skills development is available 'on demand', ensuring knowledge blends with lived experience to fast track and embed learning.



'Build On' Effective Career Pathways

- An effective career progression framework aligns organisational objectives with personal ambition, providing employees with a clear roadmap for professional growth.
- Transparency in promotion and development opportunities build trust and motivate employees to pursue long-term careers within the company.
- Flexible role opportunities and accessible development allow employees to evolve and manage their career choices.



Innovation Fuels Evolution

- The learning process is itself characterised by the adaptive evolution of techniques and content.
- Delivery is driven by intuitive, AI based technology that contextualises the learning experience and style to maximise personal impact.
- Evaluation technology tools use multi-level feedback to drive programme & provider excellence.





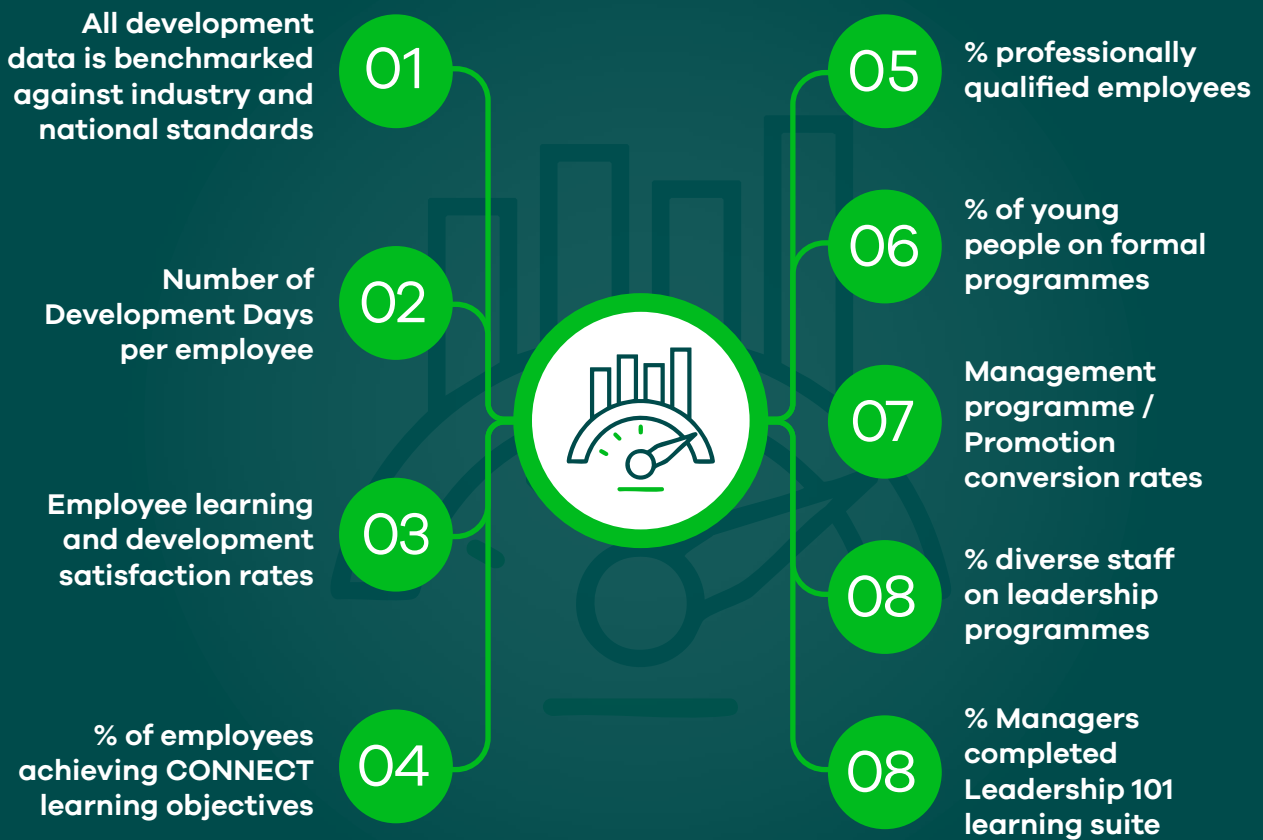
DEVELOP



PROVE: TARGETS



PROVE: HOW WE ARE GOING TO MEASURE SUCCESS







ENGAGE



PRIORITISE: TARGETS

PURPOSE:

Performance Built On Collaborative Business - Employee Partnership

At GRAHAM, processes designed to acquire people's ideas and feedback actively connect with corporate, strategic and operational planning, and communications. Blended with a commitment to transparency, engagement is central to the development of a sustainable, modern working environment.



Everyone Belongs

- Everyone knows that they have a place in GRAHAM and how they actively contribute to our success.
- Difference is celebrated as a valuable business characteristic that propels a breadth of ideas and innovation.
- People are confident to 'speak up' when their experience doesn't fit our values, knowing that it always leads to making the business and our people better.



Every Voice Matters

- Employees have regular, anonymised opportunities for feedback on all people matters, that demonstrably leads to effective, positive improvements in the employee experience.
- Networks are the source of rich employee market intelligence, informing and actively engaging together in the development of targeted, nuanced programmes and processes.
- Innovative methods ensure the voices of those hard to reach or disengaged employee populations are collected and valued, creating a holistic provision that builds confidence in people process delivery.



One GRAHAM People

- The working culture brings everyone together around shared values and purpose, creating a strong sense of connection.
- All employees enjoy a standard, common, positive experience no matter where, or for whom, they work in the business.
- GRAHAM is characterised by our 'When You Win, I Win' approach to the celebration of individual and collective contribution and success.



Building a Modern Working Culture

- We proactively influence and lead Government policy, focusing on developing innovative ways to make 'Good Work'
- We build workplaces that reflect changing societal attitudes with work patterns that provide opportunities for meaning and balance, so we can all work and live well.
- Our people have autonomy and are empowered to actively make decisions that impact their role and working lives.



Communication Drives Transparency and Understanding

- Employee communications provide clarity and appropriate detail of future business planning and decision making.
- Individuality of communications styles are serviced through interactive, multi-faceted tools and media.
- Active Group wide communication enhances connectivity and collaboration, driving business delivery excellence.



Feedback is the Ultimate Culture Influencer

- People believe that GRAHAM is a great place to work and can articulate what that means for them.
- Input from our people highlights where improvement is needed, and the business is open to reflection, honesty and action.
- Culture and organisational performance are directly correlated with the strength of employee engagement, driven through communications, partnership and collaboration.





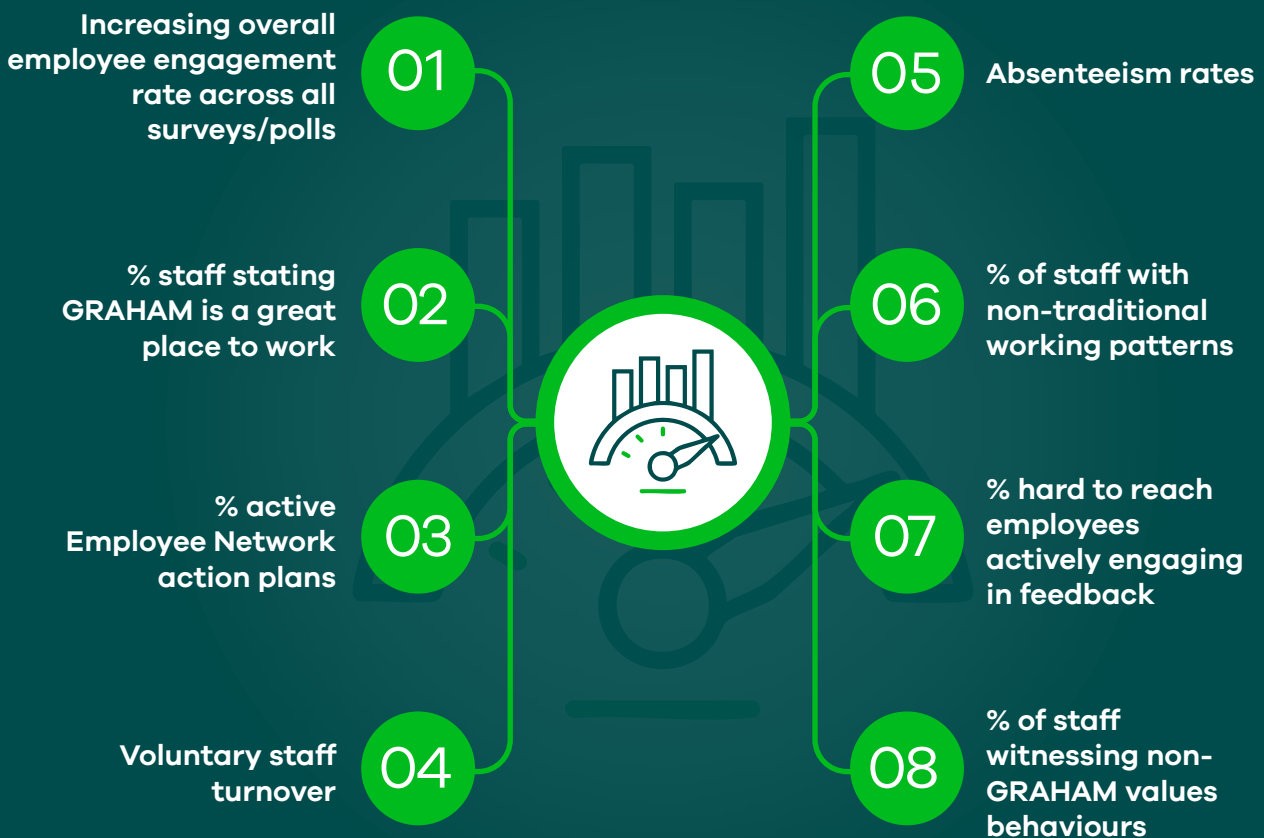
ENGAGE



PROVE: TARGETS



PROVE: HOW WE ARE GOING TO MEASURE SUCCESS





GRAHAM

GRAHAM

GRAHAM



RETAIN



PRIORITISE: TARGETS

PURPOSE:

Competitive Advantage Is A Result Of A Stable, Motivated Workforce

GRAHAM creates a work environment where every colleague has a personalised experience that ensures they feel valued, supported and motivated. Ultimately by choosing to build their career with the organisation, this provides the business with confidence in sustainable, long-term success.



Reward is Personal

- Rewards are industry pioneering and tailored to the individual, ensuring employees feel valued and understood.
- Competitive, equitable, transparent salary and performance-based rewards systems are fundamental to motivating and incentivising high performance.
- Employees have flexibility in their choice of rewards and benefits that are adaptable, fitting where they are on their life journey.



Recognition is More Than ££s

- Clear, inclusive, criteria-based initiatives acknowledge team and employee hard work and achievements, boosting morale.
- The business listens to what will motivate employees and designs recognition measures based on feedback.
- Managers know what motivates their team and have the authority, support, and resources to deliver personalised recognition.





Equitable and Structured Work

- Job roles are structured and balanced, providing employees with meaning, challenge and personal 'stretch'.
- Clearly defined roles, responsibilities, and personal objectives ensure employees understand what is expected of them and how their work contributes to the organisation's success.
- The GRAHAM culture and work framework promotes job confidence, whilst encouraging individuals to be adaptable and innovative in a world of exponential change.



Social Beings Thrive

- Collaborative, nurturing, and supportive team and colleague relationships build a genuine GRAHAM community.
- Work is an enjoyable place to be, that promotes social wellbeing.
- Employees see how their work impacts broader community, and society needs and are encouraged to give back through volunteering and service.



Ensure That 'Health is Your Wealth'

- GRAHAM is renowned as an employer that views wellbeing as a central organisational creed, embedding personalised support to drive employee loyalty and commitment.
- Employees make proactive health choices, change harmful behaviours and seek balance to live and work well, reducing work stresses and increasing job satisfaction.
- Leaders understand the value of personal wellbeing, role modelling positive behaviours, and ensure that supporting the wellbeing of individuals and their families is at the heart of the employee experience.



Create Positivity in Turnover

- We treat leavers well, understanding that some level of natural turnover is advantageous for the individual and business, and that how people leave has a longer term, industry wide reputational impact.
- We learn from why people leave the business and use intelligence to mitigate against reoccurrence of negative factors, in turn improving employee experiences.
- We build a community of former employees, keeping in touch to encourage re-employment opportunities and the attraction of new talent through active referrals.



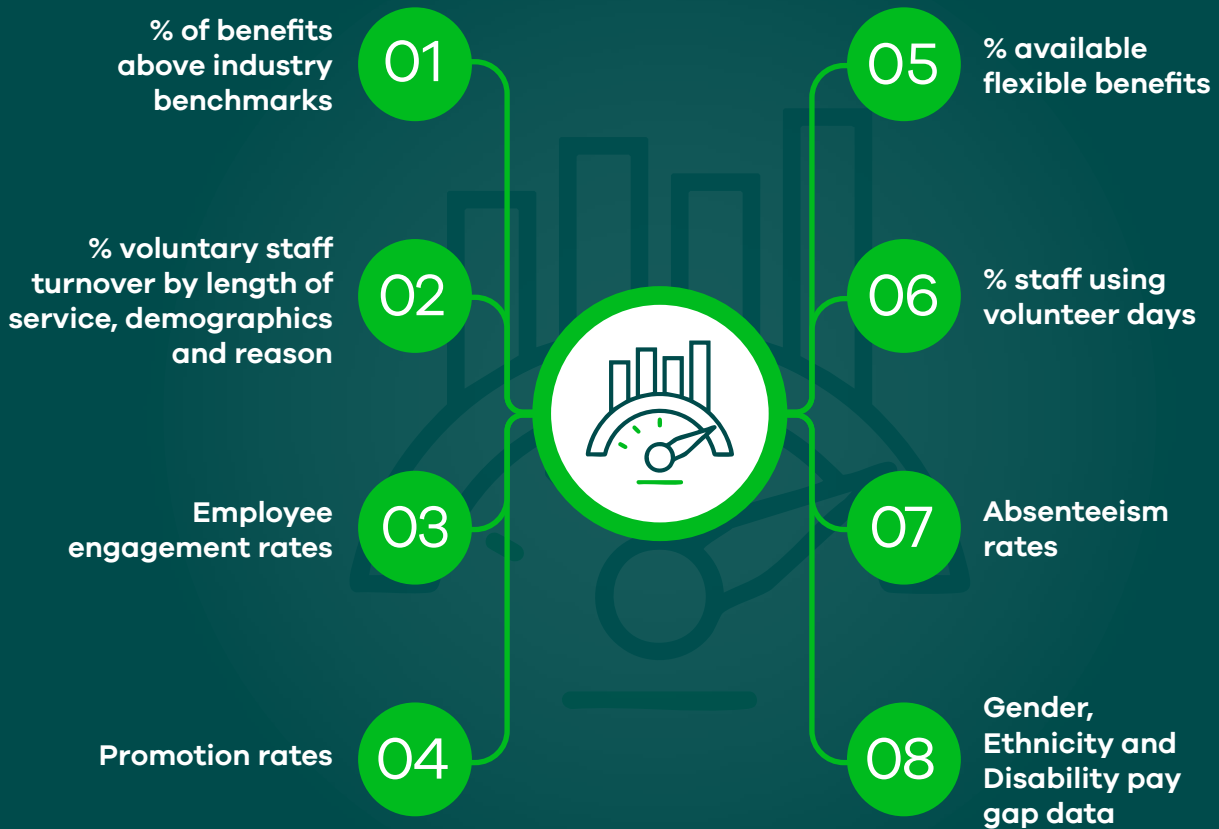
RETAIN



PROVE: TARGETS



PROVE: HOW WE ARE GOING TO MEASURE SUCCESS







LEAD



PRIORITISE: TARGETS

PURPOSE:

Visionary, People Centric Leadership Is The Core Differentiator Of Organisational Success

GRAHAM has a cohesive, high performing leadership team, who understand the business ambition, their roles and accountability, and demonstrate both the expected collective team and individual behaviours, ensuring the culture is permeated throughout their teams.



Leadership Fundamentals

- Leaders work collectively with common purpose to deliver the organisational vision.
- Leaders translate the vision into practical plans that motivates and unites their team around the business goals.
- Leaders are role models of integrity, consistently demonstrating the behaviours we expect of all employees.



Embedding Leadership Capability

- A clearly defined Leadership behaviour and competency framework ensures every leader is aware of their role and responsibilities.
- Focused multi-level programmes enable appropriate leadership skills to be developed, honed and embedded for sustainable success.
- Leaders take responsibility for their own learning, ensuring that they are aligned with both best practice leadership trends and business requirements.





Elite Managers Drive High Performing Teams

- People managers are skilled at giving direction and setting objectives for their team, supporting personal development and managing career journeys.
- Managers understand the importance and follow people processes, being accountable for providing a consistent approach that promotes inclusion and equity.
- GRAHAM Managers are characterised as caring for their employees, guiding and supporting them to individual and collective achievement.



Leadership Thrives on Diversity

- It's a clear business principle that diversity of thought, skills and people are fundamental to innovation, collaboration and success.
- Specialist programmes enable diverse employees to gain the confidence and skills to compete equally for leadership development and roles.
- The leadership team is visibly and reputationally renowned for its diversity and equality of opportunity.



Developing a Leadership Pipeline

- GRAHAM identifies, selects and grows our leaders at all levels of the business with a common thread of adhering to our core people principles and values.
- Employees understand how to access leadership opportunities with a clear line of sight through flexible pathways to build their career.
- Targeted transition programmes help exceptional talents to gain the experience and skills to accelerate their career ambitions and potential.



Accountability Fuels Excellence

- The leadership culture promotes accountability as support and opportunity for positive improvement, rather than control.
- Consistent compliance with people processes and protocols is a non-negotiable leadership behaviour, leading to effective governance and business confidence.
- Clear individual-level performance people metrics ensure Leaders deliver for the business and their teams.





LEAD



PROVE: TARGETS



PROVE: HOW WE ARE GOING TO MEASURE SUCCESS

Proportion of diverse Employees engaged in leadership development

01

% of Leaders from a diverse background

02

Promotion rates by demographics

03

Leadership ratings in people surveys

04

% Employees stating their Manager cares for them as an individual

05

% of Leaders meeting individual metric benchmarks

06

% Employees who understand the vision of the business and where their role fits in

07

% Employees who have received a CONNECT review within the previous 12 months

08





Always Learning

An effective Talent Strategy is never static – it's a living process that is constantly influenced by 'Top Down' global, national, and industry trends along with GRAHAM leadership strategic business direction.

As a successful business we must also prioritise listening to and acting on 'Bottom Up' quality feedback and suggestions from Employees.

By managing this information flow and through in-depth analytics, our People team will evolve and fine tune the specific action plans to ensure we remain on target, creating a modern workplace where talented people want to be and, where they can thrive, fulfilling their ambitions.

Our talent management ambition is not to be a mere 'chameleon' that mirrors the prevailing culture – rather it is through learning and intelligence to define the culture in the first place.






GRAHAM 

Talent Strategy

2026 - 2030

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