

GRAHAM



Constructing with Purpose

2026-2030

Environment | Social | Governance

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Foreword



At GRAHAM, our purpose has always been clear: to deliver exceptional projects that create lasting value for our clients and communities. But in today's world, success is measured by more than what we build - it's about how we build it and the impact we leave behind.

Constructing with Purpose is our commitment to lead responsibly and sustainably. This ESG Strategy for 2026 to 2030 is not just a roadmap; it reflects who we are and what we stand for. It challenges us to think beyond short-term gains and to embed environmental, social, and governance principles into every decision we make.

Our industry is evolving, and so are the expectations of our stakeholders. By aligning with the UN Sustainable Development Goals and building on our core values - Performance, Innovation, Collaboration, Transparency, and Respect - we are positioning GRAHAM to thrive in a future where integrity and sustainability define leadership.

This strategy is ambitious, but ambition is what drives progress. It will require collaboration across our teams, our partners, and our supply chain. Together, we will deliver projects that not only meet the needs of today but safeguard the interests of tomorrow; projects that create opportunity, protect our planet, and strengthen the communities we serve.

I am proud of the steps we have already taken and even more excited about what lies ahead. With **Constructing with Purpose**, we reaffirm our promise to deliver lasting impact, responsibly, ethically, and with purpose at the heart of everything we do.

Andrew Bill
Group Chief Executive Officer



At GRAHAM, we are committed to Delivering Lasting Impact - not only through the projects we deliver, but through the way we operate as a business. This ESG Strategy, titled **Constructing with Purpose**, sets out our ambitions for 2026 - 2030 and reflects our belief that doing the right thing should be the foundation of everything we do.

This strategy is a clear statement of intent. It outlines how we will embed environmental, social, and governance principles into our decision-making, our operations, and our relationships.

As Group Director of ESG, I am proud to lead this work. My journey at GRAHAM has shown me the power of integrity, the importance of inclusion, and the value of long-term thinking. ESG is not a standalone initiative - it is integral to how we grow responsibly, lead with purpose, and deliver lasting value.

For us, **Constructing with Purpose** means acting with integrity, driving positive change, and delivering the best outcomes for people, the planet, and the places we help shape. It means taking responsibility, not just for what we build, but for how we build it - and for the legacy we leave behind.

This strategy is a shared commitment. It invites everyone at GRAHAM, and everyone we work with, to play their part. Together, we can build more than infrastructure - We can build trust, opportunity, and a more sustainable future.

Helen Donaldson
Group Director of ESG

Our Constructing with Purpose Strategy

GRAHAM is a business built on purpose. Our mission to 'Deliver Lasting Impact' is not just about the quality of the projects we deliver - it's about the legacy we leave behind.

This strategy reflects our belief that success is measured not only by commercial outcomes, but by the positive difference we make to people's lives, the communities we work in, and the environment we all share.

It brings together our environmental ambitions, social commitments, and governance standards into a single, coherent framework. Aligned with the UN Sustainable Development Goals and underpinned by our mission to 'Deliver Lasting Impact', the strategy is built around three pillars:

-  **Constructing for the Planet**
-  **Constructing for People**
-  **Constructing with Integrity**



Constructing with Purpose

Constructing for the Planet				Constructing for People						Constructing with Integrity			
Climate Action	Resource Efficiency	Environmental Management and Improvement	Protecting the Environment	People Development	Health and Safety	Wellbeing	Fairness Inclusion and Respect	Community Impact	Skills and Employability	Ethical Conduct and Compliance	Data Integrity and Transparency	Supply Chain Governance	External Standards and Certifications
Reduce Scope 1 and 2 emissions by 50% by 2030 (2022 baseline)	Zero avoidable waste by 2040	Environmental Incident Frequency rate < 0.02	Increase biodiversity actions by at least 50% by 2030 (2020 baseline)	Uphold IIP Platinum (Construction) and Gold (Facilities Management) accreditations	Maintain compliant workplaces that exceed legal requirements, with at least 95% of graded audits above GRAHAM minimum standards	Retain 'We Invest in Wellbeing' Platinum accreditation	Retain Leaders in Diversity Gold accreditation	Generate £1.5bn in Social Return on Investment over the five-year period ending in 2030	Facilitate 500 work placement opportunities over the five-year period ending in 2030	Review and update the GRAHAM Code of Conduct at least once every three years	Maintain ISO 27001 certification for Information Security across our IT infrastructure and services	All supplier invoices to be paid within 30 days of receipt, by 2030	Maintain key ISO certifications
Reduce Scope 3 emissions by 40% by 2030 (2022 baseline)	Zero construction waste to landfill			Maintain staff retention rates above industry average	Achieve year-on-year reductions in incidents and ill-health events, targeting zero reportable incidents	Deliver mental health awareness training to all line managers by 2027	Deliver FIR training to all employees every three years	Engage supply chain partners in at least 30% of social impact target areas	Support 650 FTE apprenticeships over the five-year period ending in 2030	Deliver Code of Conduct training to all employees	Maintain Cyber Essentials Plus certification	Sign and implement the RICS Conflict Avoidance Pledge by the end of 2026	Align the Business Continuity Management System with the ISO 22301 Framework by end of 2027
Net Zero across the full value chain by 2040 (2022 baseline)	Reduce mains water consumption by 50% by 2030 (2015 baseline)			One week of training per employee per year		Extend mental health awareness training to supply chain partners by 2030	Extend FIR training to supply chain partners by 2030	25% increase in the number of partnerships with VCSE organisations by the end of 2030	Deliver 750 initiatives promoting construction careers over the five-year period ending in 2030	All employees to complete role-specific mandatory training within their required timeframe		Conduct annual Modern Slavery audits across all projects	Align with ISO 20400 (Sustainable Procurement) by 2030
				At least 10% of employees to be new entrants, actively engaged in formal development programmes		20% reduction in employee sickness absence rates by 2030	20% increase in proportion of employees from underrepresented groups by 2030	Become a signatory of the Social Mobility Pledge by the end of 2026					
							10% reduction in existing pay gaps by 2030						

Constructing for the Planet

We are committed to reducing our environmental impact and contributing to a more sustainable built environment. Our strategy focuses on four key areas - climate action, resource efficiency, environmental management and improvement, and protecting the environment.

These priorities reflect our responsibility to operate in a way that protects natural resources, supports ecosystem health, and addresses the urgent challenge of climate change.

Our efforts are aligned with key United Nations Sustainable Development Goals (SDGs), reinforcing our role in advancing global sustainability.

Aligned SDGs:



Climate Action

We are taking decisive steps to reduce greenhouse gas emissions and transition to a low-carbon future.

At GRAHAM, tackling climate change isn't just a responsibility - it's an opportunity to lead. We're reshaping how we build and operate to create a future where sustainability is at the heart of every decision.

Our approach is clear: transition to a low-carbon business model aligned with science-based targets and move towards zero diesel construction sites. We're driving innovation that cuts emissions and embraces cleaner, smarter energy solutions.

This isn't a journey we take alone. We're collaborating with our supply chain to accelerate their own low-carbon transition, creating a ripple effect of positive change across the industry. And for our clients, we go further - leveraging our design and delivery expertise to help achieve net zero outcomes, turning ambition into reality.

Our Targets:

50%

Reduce Scope 1 and 2 emissions by 50% by 2030 (2022 baseline)

40%

Reduce Scope 3 emissions by 40% by 2030 (2022 baseline)

Net Zero

Achieve Net Zero across the full value chain by 2040 (2022 baseline)

Science-Based and Future-Focused



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

GRAHAM is proud to have its greenhouse gas emissions reduction targets validated by the Science Based Targets initiative (SBTi), a globally recognised benchmark for climate ambition. This validation confirms that our targets meet the SBTi Net-Zero Criteria and are consistent with limiting global warming to 1.5°C.

Why is this important? Because credible, science-based targets help drive meaningful progress. With SBTi validation, GRAHAM is following a defined pathway to reduce emissions and contribute to a low-carbon future.

Our Emissions Progress So Far

Since establishing our emissions baseline, we have made measurable progress across Scope 1, 2 and 3 emissions. Reductions in our direct operational emissions reflect improvements in fuel efficiency, energy management and the way we plan and deliver our activities, showing that focused operational changes can make a meaningful difference.

We are also seeing progress in Scope 3. While value-chain reporting continues to develop due to its scale and complexity, improvements in data quality and deeper supplier engagement are strengthening our understanding of indirect emissions. This clearer picture is helping us pinpoint where future actions can deliver the greatest impact.

Strengthening the robustness of our Scope 3 data remains an important priority. Continued collaboration with suppliers and more consistent information flows will support a more complete and accurate picture of our wider impact. As our data and partnerships mature, we expect this to create stronger foundations for planning and delivering further emissions reductions over time.

PAS 2080: Setting the Standard for Carbon Management

GRAHAM is proud to hold PAS 2080 certification, the global standard for managing carbon in infrastructure. This achievement positions us as a leader in delivering lower-carbon and net zero projects across all divisions and operations.

PAS 2080 provides a framework for applying a systems approach to carbon reduction, ensuring that carbon is considered alongside cost, time, and risk from the earliest stages of decision-making. It supports collaboration across design, commercial teams, supply chains, and clients, embedding a low-carbon culture throughout our business.

By adopting this standard, GRAHAM demonstrates its commitment to minimising climate impacts and supporting clients in achieving their own net zero ambitions. It's a clear signal of our leadership in responsible decision-making and our dedication to creating a sustainable future.



CLIMATE GROUP CONCRETE ZERO

Building a Low Carbon Future with ConcreteZero

Concrete is the most widely used construction material in the world and one of the most carbon intensive. Cement production alone accounts for around 8% of global human made CO₂ emissions, making decarbonising concrete critical to meeting global climate goals. With infrastructure equivalent to the size of Paris being built every week for the next 40 years, demand for concrete will only grow, intensifying the need for rapid industry transformation.

To accelerate this shift, GRAHAM has joined ConcreteZero, a global initiative led by the Climate Group that brings together pioneering organisations to create a market for net zero concrete. ConcreteZero members commit to using 30% lower emission concrete by 2025 and 50% by 2030, with a clear pathway to 100% net zero concrete by 2050.

Our Commitment

As a responsible contractor committed to climate leadership, GRAHAM's participation in ConcreteZero complements our broader decarbonisation roadmap and reinforces our role in driving low carbon innovation across the built environment. Through this initiative, we are:

- Accelerating demand for low carbon concrete, sending a powerful market signal to suppliers and manufacturers.
- Strengthening collaboration across our supply chain, ensuring early engagement and clear expectations around embodied carbon performance.
- Embedding embodied carbon reduction into design and delivery.

ConcreteZero's ambition reflects our own commitment to Constructing with Purpose - making decisions today that help build a resilient, low carbon future for the projects, places, and communities we work in.

Resource Efficiency

We aim to use materials, energy, and water more efficiently, and to embed circular economy principles across our operations.

Efficiency is about creating smarter, more sustainable ways to build. By rethinking how resources are used, we're reducing environmental impact while delivering exceptional value for clients.

We embed circular economy principles into project design and delivery, ensuring materials stay in use for longer and waste is minimised. Across all operations, we're committed to using materials, energy, and water more efficiently, driving down consumption and emissions.

Collaboration is key. That's why we work closely with our supply chain to cut embodied carbon and reduce waste, creating a construction ecosystem that's leaner, greener, and future-ready.

Our Targets:

1 Achieve zero avoidable waste by 2040



Zero Waste to Landfill

GRAHAM has maintained zero construction waste to landfill across its operations since 2022. We consistently divert around 99% of waste from landfill, which meets the industry-recognised threshold for achieving 'zero waste to landfill'.

2 Maintain zero construction waste to landfill

3 Reduce mains water consumption by 50% by 2030 (2015 baseline).



Resource Efficiency at M25 Junction 28

M25 Junction 28 is a key interchange connecting the M25 and A12 in Essex and carries up to 7,500 vehicles per hour at peak times, making it one of the most heavily used junctions in the South East of England. GRAHAM is delivering a major improvement scheme to enhance capacity and reliability at this nationally significant location.

Within this major infrastructure project, GRAHAM has demonstrated how responsible materials management can deliver meaningful environmental, carbon and cost benefits. By planning early, working within robust regulatory frameworks, and applying circular economy principles, the project team ensured that valuable resources remained on site and in productive use.

Using a Waste Recovery Permit, the scheme was able to transform suitable excavated materials into engineering assets. This approach reduces environmental impact while maintaining high standards of technical assurance and compliance.

What We Did:

- Prepared a detailed Waste Recovery Plan to support the permit application.
- Safely reused 23,064 m³ of suitable material as engineered fill for the new M25 Loop Road South embankment.
- Ensured all materials met rigorous technical and regulatory requirements before reuse.

Key Benefits:

- Significant waste reduction by avoiding disposal of excavated materials.
- Lower carbon emissions through fewer lorry movements and reduced aggregate imports.
- Cost efficiencies from reduced disposal and import needs.
- Enhanced circular economy outcomes, keeping materials on site and in productive use.

This approach supports national sustainability objectives under the Department for Transport's (DfT) 'Road Investment Strategy 2' and demonstrates GRAHAM's commitment to resource efficiency, compliance, and responsible construction. By converting recovered material into a project asset, the scheme achieves clear environmental and operational gains.



Environmental Management and Improvement



We believe that environmental responsibility is everyone's responsibility.

Protecting the environment is integral to how we work. Guided by our ISO 14001 certified Environmental Management System, we build awareness and capability across our teams so that safeguarding and enhancing the environment becomes second nature in everything we do.

We embed environmental responsibility into everyday decisions, so that every choice - big or small - supports a healthier planet. At the same time, we champion innovation and knowledge sharing in sustainability, encouraging fresh ideas and best practices that drive continuous improvement.

This is about creating a culture of accountability and progress, where environmental care is not an afterthought but a core part of how we deliver. Together, we're shaping a business that delivers exceptional projects while leaving a positive legacy for generations to come.

Our Target:

Environmental Incident Frequency rate to be maintained at less than 0.02 (incidents per 100,000 man hours).



Launching the Green Action Network

In 2025, GRAHAM introduced the **Green Action Network** - a collaborative platform designed to tackle one of the construction industry's biggest challenges: reducing environmental impact. With more than 70% of our carbon footprint coming from Scope 3 emissions, we know that meaningful progress depends on working together.

The Green Action Network brings our supply chain partners into the conversation, creating opportunities for shared learning and practical action. Through events, online updates, and dedicated learning pathways, the network is helping to build a stronger, more sustainable value chain. By working collectively, we're turning ambition into action and ensuring sustainability becomes a shared responsibility across our industry.

The Green Action Network is about progress through partnership, creating practical solutions that make a real difference.

Collaborating for Continuous Improvement

At GRAHAM, we believe that meaningful environmental progress is built on shared learning and collective action. That's why we place continuous improvement at the heart of our approach - not only within our own teams, but across the full network of partners who help us deliver our projects. By working closely with our supply chain, we strengthen the environmental standards that guide our industry and ensure that responsible practice becomes the norm rather than the exception.

We support our partners across all regions, divisions, and project types, helping them understand our expectations and equipping them to meet the requirements of our ISO 14001 Environmental Management System. This collaboration empowers suppliers, subcontractors, and specialist teams to identify risks, enhance their controls, and embed better environmental practices into everyday work. From reducing pollution risks to improving site set up and materials management, we create an environment where everyone is encouraged to contribute to higher standards.

Our goal is simple: to foster a culture where continual improvement is embraced by all, and where every organisation involved in our projects feels confident to innovate, share insights, and challenge outdated ways of working. Through open communication, joint learning, and a shared commitment to doing better, we are building stronger relationships and raising expectations across the sector.

By supporting our supply chain and celebrating progress, we help shape a construction industry that delivers exceptional outcomes while protecting the environments in which we operate. Together, we are creating positive change that endures long after each project is complete.



Protecting the Environment

We are committed to protecting and enhancing biodiversity wherever we operate.

Construction and nature can coexist - and we're proving it every day. By enhancing biodiversity on and around our sites, we're creating places where ecosystems can thrive alongside progress.

We're embedding nature-based solutions into project planning and delivery, with a strong focus on Biodiversity Net Gain. This ensures our projects leave the natural environment in a measurably better state than before. Through this commitment, we restore habitats, increase ecological value, and strengthen the long-term resilience of the landscapes where we work.

Beyond our projects, we empower employees and engage communities in environmental stewardship - turning awareness into action and fostering a shared responsibility to protect and enhance the natural world.

Business in the Community (BITC) Platinum Status



For the tenth consecutive year, GRAHAM has achieved Platinum status in the Northern Ireland Environmental Benchmarking Survey. Led by BITC, the survey assesses environmental management and performance across key areas, benchmarking organisations against sector peers and leading Northern Ireland businesses.

GRAHAM also retained Platinum Biodiversity Status in the BITC NI Biodiversity Charter, with biodiversity enhancements delivered across all major projects.

Our Target:



Increase biodiversity actions by at least 50% by 2030 (2020 baseline).



Supporting Swifts Through Better Building Design

Swifts are one of the UK's most iconic summer visitors - but they are a species in serious trouble. UK swift populations have declined steeply in recent decades, with studies indicating reductions of 66% since 1995. These losses are driven largely by the disappearance of traditional nesting spaces in modern buildings, where improved insulation and construction methods unintentionally seal off the gaps swifts have used for centuries. With fewer natural cavities available, swifts - who return faithfully to the same nesting sites year after year - are increasingly left with nowhere to breed.

As a principal contractor delivering projects across diverse built environments, GRAHAM is uniquely positioned to make a measurable difference. Recognising this, **we have chosen the swift as our priority species** and have committed to integrating practical conservation measures into our construction activities.

One of the simplest and most effective interventions we can make is the installation of swift bricks. These hollow, built-in nesting units provide a secure, permanent alternative to the natural cavities that modern construction has removed. Swift bricks are durable, low cost, require no maintenance, and are easy to install - making them a practical addition to a wide range of developments.

GRAHAM now seeks to include swift bricks on all suitable projects, ensuring that every opportunity to support this vulnerable species is taken. By embedding these features at the design and construction stages, we are helping to create new nesting habitats that will last the lifetime of the building. This approach not only supports swift conservation but also strengthens our contribution to urban biodiversity and helps reconnect people with the natural world around the places we build.

Our commitment goes beyond individual projects. Through consistent design guidance, early engagement with clients, and collaboration with supply chain partners, we are working to raise awareness of swift conservation and encourage wider adoption of nature-positive design features across the industry. As we continue to integrate biodiversity enhancement into our standard practice, swift bricks represent a powerful example of how small, thoughtful interventions can create lasting impact.

By building with purpose, we are helping to secure a future for one of the UK's most remarkable migratory birds, ensuring that swifts continue to fill our summer skies for generations to come.



Burnet Point, Edinburgh – Low Carbon, Resource-Efficient and Nature-Positive Construction

GRAHAM has delivered Unite Students' lowest-carbon, new-build development to date at Burnet Point, transforming a former brownfield site into a high-quality, highly sustainable student community.

This flagship scheme illustrates what **Constructing with Purpose** looks like in practice - combining low-carbon design, responsible resource use, strong environmental management, and nature-positive solutions.

Project Highlights

- Achieved BREEAM Excellent (78%)
- 99% of waste diverted from landfill
- 254% Biodiversity Net Gain
- Achieved 603 kgCO₂e/m² embodied carbon, exceeding the client target by 13%
- Predicted annual energy use of 98.4 kWh/m², outperforming RIBA Business as Usual
- 40% renewable fuel use, with HVO (Hydrotreated Vegetable Oil) cutting operational emissions by 79 tCO₂e
- 29 m³/£M site water consumption a 41% improvement on industry standard.

Climate Action

Burnet Point incorporates a suite of low-carbon design choices aimed at reducing the project's overall environmental footprint. These include low carbon concrete mixes, timber composite materials, air-source heat pumps, solar powered CCTV, photovoltaic (PV) panels and energy efficient electric systems.

With an embodied carbon performance of 603 kgCO₂e/m², the building outperforms Unite Students' own target and aligns with leading national frameworks such as the UK Net Zero Building Standard and LETI (London Energy Transformation Initiative) Best Practice benchmarks.

On site, switching to renewable construction fuels, primarily HVO, helped deliver a 39% reduction in site carbon emissions, supported by solar powered CCTV and battery assisted welfare units.

Environmental Management & Improvement

Strong environmental governance underpinned every stage of delivery. The team implemented rigorous controls to protect the surrounding environment, including the safe remediation of contaminated ground, careful removal of historic underground storage tanks, and enhanced site management due to proximity to major rail infrastructure.

Through proactive planning, continuous monitoring, and close collaboration with environmental specialists, the project maintained high standards of environmental protection - minimising disturbance, preventing pollution, and constantly improving practices throughout construction.

Burnet Point is a showcase of how GRAHAM integrates climate action, circular resource use, environmental stewardship and nature-based solutions into complex urban development.

Through collaboration, innovation and evidence based decision making, the project sets a new benchmark for sustainable student living and demonstrates our commitment to building with purpose for people, for communities, and for the planet

Resource Efficiency

A fabric first approach and Modern Methods of Construction (MMC) played a central role in reducing waste and optimising material use.

The scheme achieved over 99% waste diversion from landfill, supported by prefabricated bathroom pods and design rationalisation that improved buildability while maintaining thermal performance.

Recycled tubular piling delivered a 97% reduction in emissions versus newly manufactured steel, further reinforcing a circular approach to material use.

Protecting the Environment

Burnet Point delivered an exceptional 254% Biodiversity Net Gain, underpinned by a strong commitment to ecological protection from the very start. Prior to demolition, work was rescheduled after active bird nests were identified on the existing warehouse structures, ensuring nesting birds remained undisturbed. This early intervention set a clear standard for responsible environmental stewardship throughout the project.

Nature positive design was embedded across the development, including:

- Extensive green and wildflower roofs
- Soft landscaping and mature tree planting
- Bird, bat and swift boxes to support local species

Together, these measures significantly enhance habitat quality, increase urban biodiversity, and support natural cooling and water management. They reflect GRAHAM's commitment to creating places where nature can thrive alongside new development.

Constructing for People

Our approach to social sustainability is centred on people. Our strategy focuses on six key areas: people development, health and safety, wellbeing, fairness, inclusion and respect (FIR), community engagement, and employability.

These priorities reflect our belief that a successful business is one that invests in its people, strengthens its communities, and contributes to a more equitable society. Our social commitments are aligned with the following United Nations Sustainable Development Goals.

Aligned SDGs:

3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 
8 DECENT WORK AND ECONOMIC GROWTH 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 



People Development

We invest in our people to ensure they have the skills, knowledge, and support to thrive.

At GRAHAM, our strength lies in our people. We're committed to creating inclusive and accessible entry points and career pathways that open doors to long-term careers and meaningful opportunities.

We equip our teams with the skills and confidence to deliver excellence, ensuring consistency and quality across every project. Development is clear and accessible, with open communication that builds trust and inspires ambition.

Looking ahead, we're focused on developing the critical skills and behaviours needed for safe, sustainable, and future-ready delivery - empowering our people to lead the way in shaping the built environment.

Our Targets:



Uphold IIP Platinum and Gold accreditations across Construction and Facilities Management



Maintain staff retention rates above industry average.



Deliver a minimum of one week of training per employee per year.



At least 10% of employees to be new entrants, actively engaged in formal development programmes.

INVESTORS IN PEOPLE® We invest in people Platinum

GRAHAM has held Platinum status under the Investors in People (IIP) "We Invest in People" framework since 2017, reflecting the highest level of achievement in people management.

Platinum accreditation is awarded to organisations that demonstrate exceptional practices in supporting and developing their workforce. It means that policies and behaviours promoting engagement, growth, and continuous improvement are embedded throughout the business - from leadership to frontline teams.

This status places GRAHAM among the top 7% of accredited organisations globally, underlining our commitment to creating a positive, inclusive culture where people are empowered to contribute to organisational success and drive improvement.

GRAHAM Wins Investors in People Learning & Development Award

In 2025, GRAHAM was named the winner of the Investors in People Learning & Development Award, a recognition that celebrates organisations delivering learning strategies with clear, measurable impact on people and business performance.

A key contributor to this success was **Ignite**, our bespoke development programme designed to empower female talent and foster inclusive leadership across the organisation. Since its launch, **Ignite** delivered significant and measurable outcomes, including:

- 21% of participants progressing into promoted or new roles
- A 15% increase in women in leadership positions
- Recognition from WISE (Women Into Science and Engineering) as a best-practice model

Winning this award reflected our long-standing commitment to creating a workplace where everyone has the opportunity to grow, lead and succeed. It also showcased the innovation, dedication and impact of our Learning & Development team, whose work continues to enhance capability, confidence and career progression across the business.



Leading the Way: Platinum Status in The 5% Club

In 2025, GRAHAM once again achieved Platinum accredited membership of The 5% Club, marking its third consecutive year at the highest level of recognition. This accreditation reflected our sustained commitment to providing high-quality "earn and learn" opportunities across the organisation.

The 5% Club is a UK-wide movement that champions employers who invest in apprenticeships, graduate programmes and sponsored student placements. Platinum membership is reserved for organisations that demonstrate long-term dedication to workforce development and consistently meet rigorous assessment criteria.

Achieving Platinum status for the third year placed GRAHAM among a select group of employers leading the way in skills development. It highlighted our continued investment in structured learning pathways that enable people to gain valuable qualifications and practical experience while developing their careers with us.

Health & Safety

It is our overarching health & safety goal, that our operations and activities are executed at all times and in such a way to ensure we protect and, if possible enhance, the health and safety of everyone who works for GRAHAM, with GRAHAM, or is affected by our works.

To achieve this, we promote and expect a culture of leadership, openness, and shared responsibility across every level of the organisation, making health & safety an active commitment, not a checkbox exercise. Our focus is clear: maintain the highest standards in health & safety, while empowering everyone to speak up and take ownership & action when it matters most.

We ensure strong health & safety performance is owned by all, regularly monitored, and delivered on every project, extending this culture to our supply chain through engagement, education, training, and mutual respect and responsibility.

Our Targets:

1

Maintain compliant workplaces that go beyond legislative requirements; continuously exceeding relevant legal standards and guidance, and achieving a minimum of 95% of graded audits being above GRAHAM minimum standards.

2

Year-on-year reduction in both incidents and ill-health events, with a concomitant target of zero reportable incidents.

Performance Highlights

In 2025, our health and safety performance showed continued, measurable improvement across all major indicators. We recorded reductions in accident book entries, reportable incidents, Accident Frequency Rate (AFR), Accident Incidence Rate (AIR), and utility strikes. These reductions were accompanied by higher audit scores and an increase in Good Practice observations.

This consistent progress across both leading and lagging indicators provides a strong foundation for the further advancements we aim to deliver across the lifetime of our next three-year Health & Safety Strategy.

During 2025, we also received 10 dedicated health & safety awards, comprising:

- Four Royal Society for the Prevention of Accidents (RoSPA) Gold awards
- Four International Safety Awards from the British Safety Council
- Two awards from the National Irish Safety Organisation / Northern Ireland Safety Group, including the top overall "Supreme Award" recognising the highest-performing organisation.

While we are extremely proud of these performance statistics, and grateful for the recognition received from our peers, we are aware that further work is needed to build on this progress and to ensure that these improvements are sustained and remain relevant.

From 2026 and beyond, our focus must remain two-fold, keeping the highest foreseeable safety risks at the forefront of our minds, while maintaining a strong emphasis on occupational and mental health risks, including dust, musculoskeletal, fatigue, and stress. We recognise, in addition, that there is also further work yet to be done across the emerging technology front.

We would empower everyone on sites, across our valued supply chain, and in supporting roles, to continue the drive to eliminate all harm from our operations.



Wellbeing

We prioritise creating a workplace culture that nurtures the mental, emotional, and social wellbeing of our people.

We believe wellbeing is essential to a thriving workforce and a successful business. That's why we embed wellbeing at the heart of our culture, creating an environment that supports performance, loyalty, and long-term commitment.

We empower leaders to model positive behaviours and prioritise wellbeing across teams, while enabling employees to make informed health choices and achieve balance. Our workplaces are designed to promote connection, enjoyment, and a sense of belonging. We actively promote psychological safety through open dialogue, education, and visible leadership.

Accessible resources and early support ensure wellbeing is more than a principle - it's a lived experience. When our people feel supported, they're ready to deliver with confidence and purpose.

Our Targets:



Retain 'We Invest in Wellbeing' Platinum accreditation.



Deliver mental health awareness training to all line managers by 2027.



Extend mental health awareness training to supply chain partners by 2030.



20% reduction in employee sickness absence rates by 2030.

INVESTORS IN PEOPLE® We invest in wellbeing Platinum

GRAHAM Becomes First UK Business to Achieve Investors in People Wellbeing Platinum Accreditation

GRAHAM has been awarded the highest level of accreditation by Investors in People (IIP) for its approach to employee wellbeing, becoming the first organisation in the UK to achieve the Wellbeing Platinum standard.

The Platinum award is the top tier of recognition offered by IIP and reflects an organisation's ability to embed a positive wellbeing culture across its operations. The assessment highlighted GRAHAM's efforts to support social, physical, and psychological wellbeing, as well as its ability to set and meet ambitious goals in this area.

This achievement places GRAHAM at the forefront of organisations prioritising health and wellbeing in the workplace.



Transforming Wellbeing at GRAHAM



In late 2022, GRAHAM began to recognise broader signs that colleagues across the business were experiencing increasing pressures on their overall wellbeing. In response, we took a proactive approach and initiated a targeted wellbeing programme designed to support both site and office-based employees.

The first phase – a collaboration with an existing wellbeing partner – produced the Healthy Living Programme piloted in our Building North division. While early feedback highlighted some benefits, evaluation showed it lacked alignment with the diverse and evolving needs of GRAHAM's workforce. A more scalable and relatable solution was required.

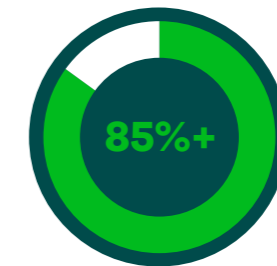
In 2023, GRAHAM partnered with Workforce Wellness to co-create RenewYou, a flexible, digital wellbeing programme designed to deliver measurable outcomes business-wide.

Key features include:

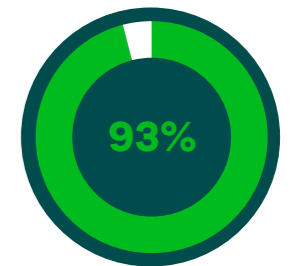
- Personalised, goal-driven wellbeing improvement paths
- Full digital delivery via the Trainrise® platform, accessible across roles and locations
- Expert-led sessions covering movement, nutrition, sleep, and stress
- Both 1:1 confidential support and group-based guidance
- Long-term habit formation and measurable impact

Following a highly successful pilot in early 2024, RenewYou has expanded across the business and is now offered year-on-year to multiple cohorts, including both GRAHAM employees and our supply chain partners.

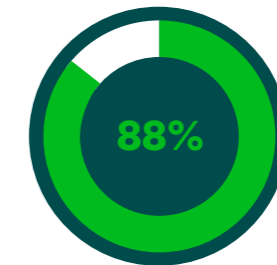
Our data-led wellbeing dashboards demonstrate impressive results, with positive outcomes such as:



Programme completion rates



Feeling better equipped to manage stress



Improving physical health and energy



Adopting lasting healthy habits

In recognition of its significant contribution to colleague wellbeing and cultural change, **RenewYou won the 2025 Construction News Workforce Award for Wellbeing & Mental Health Initiative of the Year.**

RenewYou has become a cornerstone of GRAHAM's wellbeing strategy - empowering healthier lives and strengthening organisational performance.

Fairness, Inclusion & Respect (FIR)

We strive to build a diverse and inclusive culture where everyone feels valued and respected.

Belonging matters. We're committed to creating an environment where everyone feels valued and able to contribute to our shared success, because diversity isn't just welcomed, it's celebrated as a strength that drives innovation and broadens perspectives.

We are focused on equipping leaders to lead inclusively and champion equity across their teams, while embedding FIR principles throughout our workforce and supply chain. Through training, engagement, and support for employee networks, we're building greater awareness, capability, and collective commitment. We are also working to improve representation of underrepresented groups at every level, ensuring our leadership reflects the diversity of our people and the communities we serve.

Our Targets:

- Retain Leaders in Diversity Gold accreditation.
- Maintain 100% FIR training completion for all employees within a three-year cycle.
- Extend FIR training to supply chain partners by 2030.
- 20% increase in proportion of employees from underrepresented groups by 2030.
- 10% reduction in existing pay gaps affecting underrepresented groups by 2030.



**Fairness
Inclusion
Respect**

IMAGINE BELONGING

GRAHAM Continues to Lead on Inclusion

GRAHAM was once again recognised among the UK's most inclusive employers, securing the No.2 position in the Top 100 Inclusive UK Employers Index 2025. This followed our landmark achievement in 2024, when we were ranked No.1 overall and received the titles of Organisation of the Year and Construction Company of the Year.

This sustained recognition reflects our ongoing commitment to Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE). Compiled by the National Centre for Diversity, the Index draws on employee feedback and independent benchmarking, making these results a powerful endorsement of our workplace culture.

Our progression from 41st place in our debut year, to No.1 in 2024, and No.2 in 2025 demonstrates consistent leadership and continuous improvement. Far from a step back, the 2025 ranking reaffirmed GRAHAM's position as one of the UK's leading inclusive employers.

Central to this progress is our Fairness, Inclusion and Respect (FIR) action plan, which continues to drive meaningful change across the organisation. Through clear policies, awareness campaigns, employee networks and strong communication strategies, we are actively addressing underrepresentation and ensuring every colleague feels valued and empowered.

Creating Communities:

How GRAHAM's Employee Networks Shape an Inclusive Culture

At GRAHAM, we believe that inclusion is more than a policy, it's a lived experience. To make this real, we've built a network of employee-led communities that give colleagues a voice, foster belonging, and champion diversity across our organisation.



Our networks include:

Women at GRAHAM Network:

Advocating for gender equality and supporting women's progression in construction.

Early Careers Network:

Connecting apprentices, graduates, and trainees to share experiences and build confidence.

Armed Forces Network:

Supporting veterans and reservists, recognising the value of military experience.

BE Network:

Our Building Equality ('BE') Network promotes visibility, allyship, and respect for all identities.

A'N'D Network:

Our Ability Not Disability (A'N'D) Network drives accessibility and understanding for colleagues with disabilities or neurodiverse conditions.

REACH Network:

Our Race Equality and Cultural Heritage (REACH) Network celebrates cultural diversity and addresses barriers to representation.

These networks do more than create conversation, they deliver action. From awareness campaigns and mentoring programmes to policy input and community events, they ensure inclusion is woven into every part of our business. They provide safe spaces for dialogue, amplify underrepresented voices, and help shape decisions that matter.

Community Impact

We aim to leave a positive legacy in the communities where we work.

We're committed to creating meaningful, lasting impact in the communities where we work. Strong communities help people and businesses thrive, and we build this belief into every project we deliver.

We focus on creating real, measurable outcomes - strengthening partnerships with local businesses, schools, charities and community organisations to support inclusive economic growth and long-term opportunity. At the same time, we continue to encourage greater employee volunteering and community involvement, and work with our supply chain to share in this commitment, amplifying the positive impact we can achieve together.

Our Targets:

£1.5bn

Generate £1.5bn in Socio-Economic Return on Investment over the five-year period ending in 2030.

30%

Engage supply chain partners in at least 30% of social impact target areas.

25%

25% increase in the number of partnerships with VCSE organisations by the end of 2030.



Become a signatory of the Social Mobility Pledge by the end of 2026.

At A Glance:

Between 2022 and 2025, GRAHAM has delivered £1.1bn Socio-Economic Return on Investment.

Transforming Spaces, Inspiring Futures: Peasley Cross Hospital Community Project

GRAHAM recently led a standout social value initiative that brought together education, community, and industry collaboration. In partnership with Mersey Care NHS Trust and St Cuthbert's Catholic High School, we transformed a neglected garden at Peasley Cross Hospital into a vibrant, therapeutic space for patients and staff.

What made this project special?

- **Empowering Young Minds:** 12 Year 9 students took part in a bespoke Design & Build programme, pitching creative concepts in a "Dragon's Den" challenge and seeing their winning design come to life.
- **Unifying Communities:** Over 40 volunteers, including our supply chain partners, rolled up their sleeves to deliver a stunning garden makeover, from planting and painting to pond restoration.
- **Building Skills for Tomorrow:** Students gained hands-on experience, leadership skills, and insight into sustainable construction careers.
- **Celebrating Impact:** A dedicated celebration event recognised the students' achievements and reinforced the power of collaboration.

This initiative is a shining example of how GRAHAM goes beyond construction - creating spaces that heal, partnerships that matter, and opportunities that inspire the next generation.



Making a Difference, One Backpack at a Time

Sometimes the most meaningful initiatives start with a simple conversation. That was the case when GRAHAM's Group IT Director learned about Madlug (Make a Difference Luggage), a social enterprise founded to tackle a stark reality: many children in care move their belongings in bin bags. Madlug's response was practical and powerful - create a business where every bag purchased funds a bag for a child in care.

The concept immediately resonated. GRAHAM purchases hundreds of laptop backpacks each year for colleagues across the organisation. By choosing Madlug, this routine business need became an opportunity to embed social value into everyday operations.

From July 2018, the first Madlug backpacks began arriving at GRAHAM, each one symbolising our commitment to positive social impact. To date, we've purchased 2,050 bags, with a further 400 planned for 2026 - demonstrating our long-term support for the partnership and its purpose.

Madlug's wider mission extends beyond the bags themselves. The enterprise creates employment and social mobility opportunities specifically for care leavers and care-experienced people, helping to break cycles of disadvantage and build pathways into meaningful, sustainable work.

This collaboration demonstrates GRAHAM's approach to ESG in action: aligning business decisions with community benefit. It's a reminder that sustainability and social value aren't just about large-scale projects - they're about the choices we make every day and the partnerships that turn those choices into meaningful change.

Skills and Employability

We are committed to addressing the industry skills gap and creating pathways into construction.

We're building the workforce of tomorrow by creating pathways into construction for all.

Through work placements, apprenticeships, and early careers programmes, we're opening doors for future talent.

By partnering with schools, colleges, universities, and community groups, we're inspiring the next generation and promoting inclusive access to training and employment.

Together with our supply chain and industry partners, we're driving upskilling and co-delivering opportunities that strengthen capability across the sector, ensuring our people and partners thrive in a rapidly evolving industry.

Our Targets:



Facilitate 500 work placement opportunities over the five-year period ending in 2030.



Support 650 FTE apprenticeships across our projects and supply chain over the five-year period ending in 2030.



Deliver 750 initiatives promoting construction careers in schools, colleges, universities, and community groups over the five-year period ending in 2030.



Building Skills, Creating Careers

At GRAHAM, we know that tackling unemployment isn't just about finding jobs - it's about building skills and confidence that lead to sustainable careers. That's why we introduced CRE8 in 2022, a social value initiative designed to open doors for people who face barriers to employment and help them thrive in the construction industry.

CRE8 is more than a training programme. It's a wraparound approach that combines targeted outreach, tailored pre-employment training, and CSCS-accredited site placements with ongoing career advice and support. Working in partnership with local recruitment and employability specialists, CRE8 ensures that every participant receives the tools, knowledge, and experience they need to succeed.

Since its launch, CRE8 has evolved to deliver targeted programmes for disadvantaged and underrepresented groups across our regions and divisions. By connecting people with real opportunities and practical experience, we're not only helping individuals transform their futures - we're strengthening local economies and building a more diverse talent pipeline for the construction sector.

CRE8 reflects GRAHAM's commitment to skills and employability. By addressing barriers and investing in emerging talent, we're creating lasting impact for communities and for our industry.

ConstructHER: Opening Pathways for Women in Construction

The construction industry faces two critical challenges: a persistent gender imbalance and a growing skills gap. At GRAHAM, we are tackling both through ConstructHER, our flagship programme designed to inspire and prepare young women for careers in construction.

Launched in Glasgow and now expanding to Edinburgh, ConstructHER offers students in their final years of secondary education a six-month programme that combines classroom learning, site visits, and hands-on experience. Developed in partnership with Developing the Young Workforce (DYW), the programme showcases the breadth of roles available in construction, from quantity surveying and design management to engineering and bid writing.

Participants gain practical insight into how major projects come together, spending time with GRAHAM teams in real working environments. Alongside technical exposure, the programme builds essential employability skills such as communication, teamwork, and problem-solving. For those who complete the programme, ConstructHER provides a clear pathway into apprenticeships and professional roles, helping to turn ambition into opportunity.

At A Glance:

Between 2022 and 2025, GRAHAM has supported:

459 Work Placements

584 Education Support Initiatives

595 FTE apprentices

115 Employability Support Initiatives

Constructing with Integrity

Governance is not simply a matter of compliance - it reflects our commitment to principled leadership, trust, and responsible business practice. We are dedicated to upholding the highest standards of integrity, transparency, and accountability across all operations and throughout our supply chain.

Our governance strategy is built around four core areas: ethical conduct and compliance, data integrity and transparency, supply chain governance and external standards and certifications. Each area is designed to promote ethical behaviour, informed decision-making, and long-term value.

Aligned SDGs:

8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
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Ethical Conduct and Compliance

We maintain a strong ethical foundation through clear policies, consistent behaviours, and a culture of integrity.

We are committed to the highest standards of integrity in everything we do. By cultivating a culture of transparency and accountability, we ensure that our policies and practices consistently reflect our core values.

Guided by The GRAHAM Way, our Code of Conduct and cultural mantra, we set clear expectations for ethical behaviour and sound decision-making. Every colleague is empowered to understand and uphold these principles, creating consistency and trust across all our operations.

Our Targets:

- 1 Review and update the GRAHAM Code of Conduct at least once every three years.
- 2 Deliver Code of Conduct training to 100% of employees as part of their induction process.
- 3 Ensure all employees complete 100% of role-specific mandatory training within their required timeframe.



The GRAHAM Way
Delivering lasting impact

01 PERFORMANCE

02 INNOVATION

03 RESPECT

04 TRANSPARENCY

05 COLLABORATION

The GRAHAM Way – Our Code of Conduct

At GRAHAM, our vision of **Delivering Lasting Impact** defines why we do what we do. This vision is underpinned by our core values, which guide every decision and action.

The GRAHAM Way is our Code of Conduct - a practical guide that brings together our policies and procedures. It acts as a compass for how we work, ensuring integrity, trust, and reliability in all our business dealings. By following this code, we strengthen relationships and uphold the standards that define us.

Every new colleague receives training on The GRAHAM Way as part of their induction, and all employees refresh this training on a three-year cycle. This ensures that the importance of our Code of Conduct remains front of mind and embedded in our culture.

This is more than a document; it's a commitment to lead by example and maintain excellence in everything we do.

Data Integrity and Transparency

We are committed to responsible data management and open communication, ensuring compliance with all relevant legislation and best practices in digital governance, including the Building Safety Act and the Golden Thread of information.

Strong governance starts with trusted information. We are committed to maintaining the highest standards of data integrity across our operations, ensuring accuracy, security, and compliance at every stage.

By embedding robust digital governance and transparent reporting, we provide stakeholders with confidence in our performance and accountability. Our approach safeguards critical project data, aligns with regulatory requirements, and reinforces our commitment to ethical, responsible business practices.

Our Targets:

Maintain ISO 27001 certification for Information Security across our IT infrastructure and services.

Maintain Cyber Essentials Plus certification.

Strengthening Data Integrity Through Our Common Data Environment

Reliable, well-structured information is essential not only for effective project management but also for maintaining clear accountability, traceability, and long term stewardship of assets.

Central to this approach is our use of a Common Data Environment (CDE), which provides a single, controlled source of truth for all project information. Aligned with BS EN ISO 19650-2, the CDE ensures consistent workflows for information creation, review, approval, and publication, supporting full traceability, version control, and clear accountability across teams and supply chain partners.

Complementing this, our Golden Thread of Information protocol ensures safety critical data remains accurate and accessible throughout the building lifecycle. Together, the CDE, ISO aligned processes, and the Golden Thread create a robust framework that strengthens governance, supports regulatory compliance, and ensures the information we produce is technically reliable and suitable for long term operational needs.

Supply Chain Governance

We work in partnership with our supply chain to promote fairness, sustainability, and shared responsibility.

Strong governance underpins every relationship in our supply chain. Through our Third Party Code of Conduct and inclusive procurement practices, we set clear expectations for ethical and sustainable behaviour. We work collaboratively with suppliers to raise standards, strengthen data security, and share responsibility for integrity. By ensuring prompt and transparent payment, rigorous due diligence, and compliance with the Modern Slavery Act, we protect human rights and foster trust. Our approach ensures that working with GRAHAM is accessible, fair, and aligned with our values.

Our Targets:

100%

All supplier invoices are paid within 30 days of receipt, by 2030.



Sign and implement the RICS Conflict Avoidance Pledge by the end of 2026.



Annual Modern Slavery audits across all projects.

Supply Chain Integrity:

Our Third Party Code of Conduct is embedded in all supply chain onboarding packs, with suppliers required to positively confirm understanding and adherence.

Building Trust Through Prompt Payment

Strong partnerships are built on reliability, and at GRAHAM, we take that seriously. We're proud to report that at least 95% of our suppliers are paid within 60 days, supporting the financial stability of our supply chain and reinforcing trust across our industry.

But we're not stopping there. Our ambition is to go further - by 2030, we aim to pay 100% of invoices within 30 days of receipt. This commitment reflects our belief that prompt payment is more than good practice; it's a cornerstone of sustainable business relationships.

By continuing to improve, we're helping suppliers plan with confidence, invest in innovation, and contribute to a stronger, more resilient construction sector.

External Standards and Certifications

We benchmark our performance against recognised standards to ensure continuous improvement and external accountability.

Our commitment to excellence is underpinned by internationally recognised standards. By maintaining ISO and other key certifications, we provide assurance that our operations meet the highest benchmarks for quality, sustainability, and governance. We welcome scrutiny through independent audits and external assessments, using these as opportunities to learn and improve. This transparent approach builds confidence with stakeholders and drives continuous improvement across our business.

Our Targets:

To Maintain.....

- BS 99001 (Quality Management for the Built Environment)
- ISO 9001 (Quality Management Systems)
- ISO 14001 (Environmental Management Systems)
- ISO19650-2 (Information Management using BIM)
- ISO 27001 (Information Security Management)
- ISO 44001 (Collaborative Business Relationship Management)
- ISO 45001 (Occupational Health and Safety Management)
- PAS 2080 (Carbon Management in Infrastructure)

Align the Business Continuity Management System with the ISO 22301 Framework by 2027.

Achieve alignment with ISO 20400 (Sustainable Procurement) by 2030.



GRAHAM Recognised for Excellence in Collaboration

GRAHAM has strengthened its commitment to collaboration by achieving ISO 44001 certification for Collaborative Business Relationship Management, accredited by UKAS and recognised by the Institute for Collaborative Working (ICW), with BSI as the independent certification body. Building on our original ISO 44001 certification in August 2018 via NQA, this latest achievement demonstrates our unwavering focus on best-in-class collaborative practices.

In 2025, GRAHAM Construction went further by successfully passing the assessment for 'Leading Edge' – the Collaborative Performance Validation Scheme (CPVS), developed by ICW. This prestigious scheme uses ISO 44001 as a baseline and evaluates how organisations embed collaboration to drive cultural and performance transformation. It sets a new benchmark for ICW members, proving capability across the entire collaborative enterprise.

GRAHAM was proud to be the third organisation to achieve 'Leading Edge' status - and the first to do so organisation-wide. This achievement was formally recognised at the ICW Collaboration Awards at the House of Lords on 27 November 2025, where our ISO 44001 certificate and Leading Edge trophy were presented by Lord John Hannett OBE, Chairman of the ICW.

Our success reflects GRAHAM's deep-rooted collaborative ethos. As an Executive and now Ambassador Organisation within ICW, we have earned four ICW Collaboration Awards and five short listings across categories including industry-to-industry partnerships, internal collaboration, community engagement, innovation, and the Collaborative Pioneer Award. We also contribute to the ICW Advisory Council and hold memberships at Fellow, Member, and Associate levels.

How We'll Make This Happen

Strong governance underpins our **Constructing with Purpose** strategy. At GRAHAM, we have established a clear, accountable framework to embed ESG priorities into decision-making across all levels of the business.

Board of Directors

The Board provides ultimate oversight and accountability for ESG performance, ensuring that sustainability and responsible business practices are integral to our long-term strategy.

ESG Committee

Reporting to the Board, the ESG Committee sets strategic direction for ESG, monitors progress against targets, and ensures alignment with business objectives and risk management processes.

ESG Focus Groups

Three dedicated Focus Groups - Environmental, Social, and Governance - drive implementation of our ESG strategy. Each group is chaired by the Group Director of ESG and includes cross-functional experts who meet quarterly to track progress, share insights, and report directly to the ESG Committee.

Business Functions

ESG priorities are embedded within all business functions, ensuring that environmental sustainability, social responsibility, and governance standards are integrated into everyday operations and decision-making.

Internal and External Audits

Regular audits provide independent assurance of compliance and performance, supporting continuous improvement and transparency across all ESG commitments.

Constructing with Purpose Together

Implementation of this strategy will be driven through annual action plans developed by each ESG Focus Group, with progress reviewed quarterly and overseen by the ESG Committee. These plans will translate strategic goals into practical actions across all business units.

Regular engagement with leadership teams and employees will ensure ESG is embedded into day-to-day decision-making and delivery.

Progress will be reported to the GRAHAM Board of Directors and shared with stakeholders, including employees, through our annual ESG report, reinforcing our commitment to transparency, accountability, and continuous improvement.

This strategy is more than a roadmap; it is a shared commitment to building a better future. By working together across our business, supply chain, and communities, we will turn ambition into action and purpose into impact.

As we move forward, we remain focused on delivering lasting value for people, the planet, and the places we shape.

GRAHAM 

Delivering lasting impact

www.graham.co.uk