GRAHAM

Constructing with Purpose

2026-2030

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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.

Courtney McCormick
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 Accrediations**
Reduce Scope 1 and 2 emissions by 50% by 2030 (2022 baseline)	Zero construction waste to landfill	Deliver carbon literacy training to all employees by the end of 2026.	Increase biodiversity actions by at least 50% by 2030 (2020 baseline).	Uphold IIP Platinum (Construction) and Gold (Facilities Management) accreditations	Maintain ISO 45001 certification across all business units.	Retain 'We Invest in Wellbeing' Platinum accreditation	Retain Leaders in Diversity Gold accreditation	Generate £1bn 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.	100% of supplier invoices to be paid within 30 days of receipt, by 2030.	Maintain key IS0 certifications
Reduce Scope 3 emissions by 40% by 2030 (2022 baseline)	Zero avoidable waste by 2040 (2015 baseline)	Extend carbon literacy training to supply chain partners by 2028.	Maintain Platinum Status in the BITC NI Biodiversity Charter.	Maintain staff retention rates above industry average.	Maintain an Accident Frequency Rate (AFR) below 0.1	Provide mental health awareness training to 100% of line managers by 2027	100% FIR training completion for all employees within a three-year cycle	Engage supply chain partners in at least 30% of social impact target areas	Support 600 FTE apprenticeships over the five-year period ending in 2030.	Deliver Code of Conduct training to 100% of employees	Maintain Cyber Essentials Plus accreditation	Sign and implement the RICS Conflict Avoidance Pledge by the end of 2026.	Obtain ISO 22301 (Business Continuity Management Systems) certification by 2027.
Net Zero across the full value chain by 2040 (2022 baseline)	Reduce mains water consumption by 50% by 2030 (2015 baseline).	Environmental Incident Frequency rate < 0.02 (incidents per 100,000 man hours).		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 (2025 baseline)	Deliver 650 initiatives promoting construction careers between 2026 and 2030.	All employees to complete role-specific mandatory training within their required timeframe		Annual modern slavery audits across all high-risk supply chain categories.	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 (2025 baseline)	20% increase in proportion of employees from underrepresented groups by 2030 (2025 baseline) 10% reduction in existing pay gaps by 2030 (2025 baseline)	Become a signatory of the Social Mobility Pledge by 2026.					

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 phase out fossil fuels with a 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 working 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)

0%

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

Science-Based and Future-Focused

SCIENCE BASED TARGETS
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.

At a Glance:

Since our 2022 baseline, we've made strong progress toward decarbonisation. These reductions show that our science-based targets are driving real change:

- **Scope 1 & 2:** Emissions down by **32%**, reflecting significant improvements in operational efficiency and energy use.
- **Scope 3:** Emissions reduced by **11%**, demonstrating early success in engaging our supply chain on carbon reduction.

This progress is the result of collective effort across our teams and partners. While there's more to do, it marks an important step toward achieving our net zero ambitions.

PAS 2080: Setting the Standard for Carbon Management

GRAHAM is proud to hold PAS 2080 accreditation, 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.

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.

Green Action Network
One Network, Lasting Impact



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. Maintain zero construction waste to landfill
2. Achieve zero avoidable waste by 2040 (2015 baseline)
3. Reduce mains water consumption by 50% by 2030 (2015 baseline).

Zero Waste to Landfill

GRAHAM has maintained zero construction waste to landfill across its operations since 2022.



Turning Challenge into Opportunity at the University of Manchester

During the redevelopment of the University of Manchester campus, surplus furniture and appliances were discovered in buildings scheduled for demolition. Instead of sending these items to landfill, GRAHAM coordinated a reuse initiative that prevented significant waste and provided practical support to local families.

Working with charities and community organisations, the team redistributed items such as beds, sofas, fridges, and tables. Originally planned as a three-day collection, the effort extended to three weeks due to high demand.

The outcome:

- **Over £100,000 in socio-economic value generated**.
- **Hundreds of items diverted from landfill and given a second life.**
- **Beneficiaries included families, individuals, and charities within a 15-mile radius.**

This approach ensured that resources were reused and avoided unnecessary disposal, while meeting real needs in the surrounding community.



Technique – Innovation Driving **Net Zero Ambitions**

Technique is a landmark 72,000 square foot office development in central London that exemplifies innovation in sustainable construction. On this project, GRAHAM transformed two historic buildings, once a gin distillery and printworks, into a future-ready workspace through adaptive reuse, avoiding full demolition and preventing 50 cubic tonnes of embodied carbon from being released while diverting 2,560 tonnes of waste from landfill.

From the outset, the project set out to redefine sustainable refurbishment. By retaining 69% of the existing structure, 1,709 tonnes of carbon were saved, and the decision to adopt mass timber construction for the new extension delivered a further 43% reduction in emissions compared to traditional methods. Off-site prefabrication of timber elements not only accelerated delivery but also reduced site traffic by 70%, demonstrating a proactive response to logistical challenges.

Material innovation was equally central to the design. The façade features StoneCycling® bricks, handcrafted from 22 tonnes of recycled waste, complemented by volcanic ash tiles - choices that marry aesthetic quality with environmental responsibility. Futureproofing was embedded throughout, with clean soffits, modular HVAC systems, and versatile timber slabs enabling easy reconfiguration and minimising future fit-out waste. A 10,000 sqft green roof and landscaped terraces further enhance biodiversity, lifting the Urban Greening Factor score from just 0.08 before development to well above the required 3.0.

Technique demonstrates how GRAHAM's commitment to craftsmanship and carbon-conscious design can overcome structural, logistical, and environmental challenges - delivering a building that is sustainable, adaptable, and inspiring.

43%
Reduction in emissions

2,560 tonnes
of waste diverted from landfill

3.0
Urban Greening Factor score







Environmental **Management** and **Improvement**



We believe that environmental responsibility is everyone's responsibility.

Protecting the environment is integral to how we work. By building awareness and capability across our teams, we're ensuring sustainability 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 Targets:

1

Deliver carbon awareness training to all employees by the end of 2026.

2

Extend carbon awareness training to supply chain partners by 2028.

3

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

Climate Awareness Training: Building Knowledge for Action

At GRAHAM, we know that achieving net zero starts with informed decisions. That's why we provide Climate Awareness Training to colleagues across all regions, divisions, and project teams - from site operatives and engineers to commercial teams and office-based staff.

This training equips our people with the knowledge to understand carbon impacts and make environmentally responsible choices in their day-to-day roles. By embedding this awareness across the organisation, we ensure sustainability considerations are part of every project, every process, and every decision.

Our goal is simple: to create a culture where everyone understands their role in reducing emissions and driving innovation. Climate Awareness Training is a key part of that journey, helping us deliver projects that meet client needs while supporting a low-carbon future. And we're committed to ensuring that every member of staff is trained by the end 2026, so that sustainability becomes second nature across our entire business.

Award-Winning Sustainability at Nelson Place

GRAHAM's commitment to sustainable construction has been recognised on a national stage. Nelson Place Student Accommodation in Belfast was named a National GOLD winner in the Climate Change Benefits category at the Green Apple Awards 2024.

This achievement reflects the delivery of a state-of-the-art facility that sets new benchmarks for environmental performance. Nelson Place is the first development in Northern Ireland to feature two blue roofs, designed to manage stormwater and reduce flood risk. The building also incorporates a living green roof, adding ecological value and supporting biodiversity, alongside 16 swift bricks to help protect Ireland's largest swift colony.

Sustainability was embedded throughout construction, with 99% of waste diverted from landfill, a strong drive to reduce single-use plastics, and tree planting in the Belfast Hills to enhance local habitats.

The Green Apple Awards judging panel praised Nelson Place for integrating sustainable drainage, biodiversity features, and carbon reduction measures, including electric-powered machinery and efficient heating systems.







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 spaces where ecosystems can thrive alongside progress.

We integrate nature-based solutions into project planning and delivery, ensuring that sustainability is built into the very fabric of our work. Beyond our projects, we engage employees and communities in environmental stewardship, turning awareness into action and fostering a shared commitment to protecting 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 Targets:



50%

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

Maintain Platinum Status in the BITC NI Biodiversity Charter.

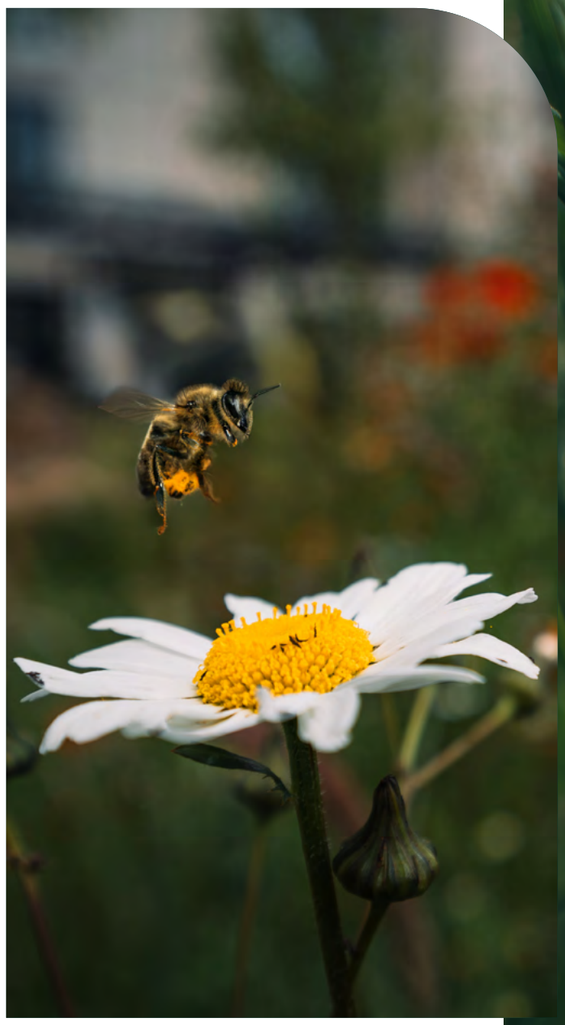
Bee Part of the Solution

At GRAHAM, we understand that supporting biodiversity is essential to creating resilient, sustainable environments. Through our annual Bee Part of the Solution initiative, we encourage colleagues across all regions and project teams to take practical, nature-positive action.

Each year, to mark the International Day of Biodiversity, we provide every site with wildflower seeds to sow and nurture. These wildflower areas deliver far more than visual appeal - they support pollinators, stabilise soil, promote carbon sequestration, and contribute to healthier local ecosystems. The initiative also encourages our teams to connect with local communities and stakeholders, fostering shared stewardship of the natural environment.

By promoting this simple but purposeful activity, we are embedding biodiversity awareness into everyday project delivery. Our approach ensures that ecological considerations are not an add-on but an integral part of how we plan, build, and maintain our sites.

Our ambition is clear: to create project environments where protecting and enhancing nature becomes second nature. Through Bee Part of the Solution, we are cultivating a culture where colleagues recognise the importance of biodiversity and play an active role in supporting the natural world around them.



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:



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 its 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

We're proud to announce that GRAHAM has been named winner of the Investors in People Learning & Development Award, recognising organisations that deliver learning strategies with measurable impact on people and business performance.

A key factor in our success is Ignite, our bespoke programme designed to empower female talent and foster inclusive leadership. Since its launch, Ignite has delivered outstanding results:

- **21% of participants promoted or moved into new roles**
- **15% increase in women in leadership positions**
- **Recognised by WISE as a best-practice model**

This award reflects our commitment to creating a workplace where everyone can grow, lead, and succeed. It also highlights the innovation and dedication of our Learning & Development.

Platinum
MEMBER OF
The 5% Club
APPRENTICES AND GRADUATES
INVESTING IN A GENERATION
2025/26

Leading the Way: Platinum Status in The 5% Club

GRAHAM has once again been awarded Platinum accredited membership of The 5% Club, marking its third consecutive year at the highest level of recognition.

The 5% Club is a UK-based movement that promotes "earn and learn" opportunities, encouraging employers to invest in apprenticeships, graduate programmes, and sponsored student placements. Platinum status is reserved for organisations that demonstrate sustained commitment to workforce development and meet rigorous assessment criteria.

This achievement places GRAHAM among a select group of employers leading the way in skills development. It reflects continued investment in structured learning pathways that help employees gain qualifications while working.

Health & **Safety**

We are committed to safeguarding the health and safety of everyone who works for GRAHAM, with GRAHAM or is affected by our operations.

Health and safety are fundamental to how we work. We cultivate a culture of leadership and shared responsibility across every level of the organisation, making safety an active commitment, not a checkbox.

Our focus is clear: maintain the highest standards in health and safety, while empowering everyone to speak up and take action when it matters most. Leadership accountability is central - we ensure health and safety performance is owned at the top and delivered on every project, extending this culture to our supply chain through engagement, training, and shared responsibility.

Our Targets:

1 **Maintain ISO 45001 certification across all business units.**

2 **Maintain an Accident Frequency Rate (AFR) below 0.1**

PLACEHOLDER
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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, and we champion mental health awareness 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.

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.

Our Targets:

Retain 'We Invest in Wellbeing' Platinum accreditation.

Provide mental health awareness training to 100% of line managers by 2027.

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

20%

20% reduction in employee sickness absence rates by 2030 (2025 baseline).



In late 2022, GRAHAM identified a visible decline in physical fitness and overall wellbeing across its workforce. We responded by initiating a targeted wellbeing intervention that would 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.

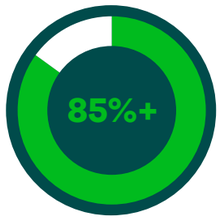
In 2023, GRAHAM partnered with Workforce Wellness to co-create RenewYou, a flexible, digital wellbeing programme designed to deliver measurable outcomes business-wide.

Key features include:

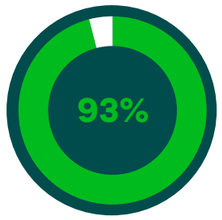
- **Personalised, goal-driven wellbeing improvement paths**
- **Full digital delivery via the Trainrise® platform, accessible across roles and locations**
- **Expert-led sessions covering movement, nutrition, sleep, and stress**
- **Both 1:1 confidential support and group-based guidance**
- **Long-term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

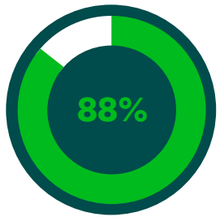
Our data-led wellbeing dashboards demonstrate impressive results, with positive outcomes such as:



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.

Our priority is to equip leaders to lead inclusively and foster equity across teams, while embedding FIR principles throughout our workforce and supply chain to build a culture of respect. Through training, engagement, and support for employee networks, we're strengthening awareness, capability, and shared commitment. And as part of this journey, we're working to increase representation of underrepresented groups at all levels, ensuring 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 (2025 baseline)**
- **10% reduction in existing pay gaps affecting underrepresented groups by 2030 (2025 baseline)**

Fairness
Inclusion
Respect

IMAGINE BELONGING

GRAHAM Continues to Lead on Inclusion

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

This sustained success reflects our unwavering commitment to Fairness, Respect, Equality, Diversity, Inclusion, and Engagement (FREDIE). The Index, compiled by the National Centre for Diversity, is based on employee feedback and independent benchmarking, making this recognition a powerful endorsement of our culture.

Our journey from 41st place in our debut year to 29th in 2023, No. 1 in 2024, and now No. 2 in 2025 demonstrates consistent leadership and continuous improvement. Far from a step backward, this year's ranking reinforces that GRAHAM remains firmly at the forefront of inclusion in the UK.

At the heart of this success is our Fairness, Inclusion, and Respect (FIR) action plan, which drives meaningful change through clear policies, awareness campaigns, employee networks, and strong communication strategies. These initiatives tackle underrepresentation and ensure every colleague feels valued and empowered.

Our position in the Top 100 Index underlines GRAHAM's role as a standard-setter for diversity and inclusion in the construction industry, and our determination to keep building on this momentum.

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.

BE Network:

Promoting visibility, allyship, and respect for all identities.

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.

A'N'D Network:

Driving accessibility and understanding for colleagues with disabilities or neurodiverse conditions.

Ethnic Diversity Network:

Celebrating cultural diversity and addressing 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

Igniting Inclusive Leadership at GRAHAM

At GRAHAM, we believe that leadership development is fundamental to building a resilient, inclusive organisation. Recognising the need to address gender imbalance in senior roles, we launched Ignite in 2023 - a bespoke women's development programme designed to empower future leaders.

Ignite combines personal and professional growth, tailored coaching, and a strong peer network to help women build confidence, capability, and influence. Developed in partnership with Bespoke Communications, the six-month programme blends in-person and online learning, ensuring flexibility and impact.

The results speak for themselves:

- **21% promotion rate among the first two cohorts**
- **Significant improvements in confidence and leadership readiness**
- **Strong cross-business networks fostering collaboration and support**

Ignite is more than a programme - it's a catalyst for cultural change. By listening to feedback, starting small, and scaling thoughtfully, GRAHAM is embedding inclusivity into its leadership pipeline and driving progress towards a more equitable future.



Community **Impact**

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

Our ambition is to create meaningful, measurable impact in the communities where we operate. We're committed to delivering positive impact through every project, with clear reporting that demonstrates real outcomes and accountability.

We will strengthen partnerships with local businesses and community organisations, supporting economic growth and creating opportunities that endure. At the same time, we're working to increase employee volunteering and community involvement, and to encourage our supply chain to share in this commitment, amplifying impact through collaboration.

Our Targets:

£1bn

Generate £1bn in Socio-Economic Return on Investment over the five-year period ending in 2030

30%

Engage supply chain partners in at least 30% of community initiatives annually.

25%

25% increase in the number of partnerships with VCSE organisations by the end of 2030 (2025 baseline).

Become a signatory of the Social Mobility Pledge by 2026.

At A Glance:
Since 2022, GRAHAM has delivered £XXX 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 represents more than functionality, it reflects a commitment to making a positive impact. Through this partnership, children in care receive high-quality bags, and Madlug continues its wider mission of inclusion by creating employment opportunities for disabled people.

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.

Madlug™ FOUNDATION

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



Deliver 650 initiatives promoting construction careers in schools, colleges, universities, and community groups between 2026 and 2030.

CRE8

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 S5 and S6 pupils 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:

Since 2022, GRAHAM has delivered:

XXX Work Placements
XXX Apprentices
XXX Education Support Initiatives
XXX 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 accreditations. Each area is designed to promote ethical behaviour, informed decision-making, and long-term value

Aligned SDGs:



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 – 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 accreditation

BOXPHISH®

Keeping Cyber Safe: Our Partnership with Boxphish

In today's digital world, cybercrime remains one of the most persistent threats to businesses and individuals alike. At GRAHAM, safeguarding our people and our data is a priority, and that means building awareness as well as resilience.

To strengthen our cyber security culture, we partnered with Boxphish, a UK-based leader in cyber security awareness training. Since November 2022, every GRAHAM colleague has had access to short, practical training modules designed to help them stay safe online. These monthly courses cover essential topics such as phishing awareness, password security, and device protection, ensuring that cyber safety becomes part of everyday behaviour.

This initiative is more than compliance, it's about empowering our people with the knowledge to protect themselves and the business.



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 Supplier 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:

Ensure 100% of supplier invoices are paid within 30 days of receipt, by 2030.

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

Conduct annual modern slavery audits across all high-risk supply chain categories.

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. 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 **Accreditation**

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 accreditations 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:

- BS 99001 (Quality Management for the Built Environment)
- ISO 9001 (Quality Management Systems)
- ISO 14001 (Environmental Management Systems)
- ISO 19650 (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)

Obtain ISO 22301 (Business Continuity Management Systems) certification 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 zinto 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