



Driving employee engagement and business excellence



GRAHAM is an industry leading construction, facilities management and investment company with a national footprint. Ranked 16th in the prestigious annual Sunday Times Grant Thornton Top Track 250, and with an annual turnover of £735m for 2017/18, GRAHAM is renowned for delivering a premium service founded on a customer focused approach.

Despite its prominent position in the construction industry, GRAHAM, as a family run business, has retained its core values. This is reflected in the high levels of motivation and engagement of its 2400+ employees, who range from award winning civil engineers and construction professionals through to the young people taking their first career steps in the innovative GRAHAM Academy.

In addition, while delivering quality on site, GRAHAM continues to set the standard through its active promotion of innovation in technology (Building Information Modelling) and people processes (CONNECT).



2017/18 turnover of £735m
and an order book in excess of £1.1 billion



Over £600k invested in employee
Learning and Development during 2017



GRAHAM enjoys a 33% lower staff turnover
compared to industry average

Strategic Vision: "To sustain measured financial growth, to be excellent in what we do and be an employer of choice"

98%

of employees believe they share and demonstrate the company values

95%

of employees believe GRAHAM is a great place to work with an exciting future

95%

of employees believe that GRAHAM is a Learning Organisation with a developmental focussed culture

90%

of employees believe that their manager encourages them to improve and progress



INVESTORS IN PEOPLE | Platinum



Executive Management Buy-in

It is no coincidence that GRAHAM's rapid growth in size, scale and turnover has coincided with its journey to IIP Platinum accreditation.

GRAHAM's Executive Team has consistently recognised the importance of achieving the IIP mark, for both the business and its employees, and has subsequently embraced the values enshrined within the standard since GRAHAM's first accredited mark in 1999.

In the preceding years, this commitment to the core ethos of IIP has enabled GRAHAM to progress from Bronze accreditation, to Gold and most recently Platinum in 2017.

As of 2017, GRAHAM now has 16 regional offices, employs over 2400 people and enjoys an annual turnover of £735m.

A culture of proactivity, championed by HR Director Michael Smyth, has ensured that the feedback and recommendations culminating from each IIP report have resulted in innovative solutions such as the bespoke personal development process 'CONNECT' and a focus on wellbeing and Fairness, Inclusion and Respect (FIR).

Michael Smyth is a firm advocate of IIP and believes GRAHAM's journey to the Platinum Standard has served to enhance all aspects of the business.



Without doubt IIP has been instrumental in developing robust people processes and procedures at GRAHAM, which significantly contribute to the motivation and engagement of our employees.

But more than this, achieving the Platinum Standard has added value to the bottom line of the business through tangible outputs, identified efficiencies and increased productivity."

Michael Smyth, HR Director
GRAHAM



The development of our people, reflected in the 'GRAHAM Way', is recognised as being vital to the success and growth of our company."



The 'GRAHAM Way'

Uniquely, given its size and market leading position, GRAHAM remains committed to its central 'family' values, which shaped the early inception of the company and continue to influence every facet of its operations.

These values, epitomised by the 'GRAHAM Way' culture, are clearly defined, understood and demonstrated which ensures all company decisions are values-based. High levels of leadership and ownership, through empowerment and involvement, have maximised levels of collaboration, networking and problem solving.

The Executive Team passionately drives the 'GRAHAM Way' culture throughout the organisation which ultimately delivers lasting impact for its clients.

Employee development is key to GRAHAM's success with over £600k spent on learning and development in 2017. There is a strong focus on leadership development from graduate to senior management with ILM programmes and talent management personalised coaching.

Reinforcing the importance of the 'GRAHAM Way' and its positive impact upon employee development, Managing Director Alan Bill said: "The development of our people, reflected in the 'GRAHAM Way', is recognised as being vital to the success and growth of our company."





World Class, Leading Edge, People Practices

Adopting the recommendations from IIP audits, in parallel with staff feedback, GRAHAM has consistently identified opportunities for innovation in its approach to investing in the learning and development of its people. This commitment to continuous improvement and innovation is exemplified best within its internally developed, bespoke personal development process, 'CONNECT'.

CONNECT is a leading edge personal development process which is based on the latest HR research.

GRAHAM has dispensed with the traditional annual appraisal process. This has been replaced with a system that focuses on:

- Managers and Employees 'connecting' on a regular basis both informally and formally through structured and purposeful 'conversations'
- Removal of 'scoring' and form filling
- Individual ambition and development driven through the High challenge/High support model
- A focus on creating engagement/wellbeing and high performance through the connections
- Fully trained managers supported via workshops and coaching on the GROW model
- Getting regular feedback from managers/employees to ensure fit and fine tune improvements.

CONNECT has been a resounding success

- **85%** of employees/managers rate CONNECT as Excellent
- **95%** of employees/managers understand the value of CONNECT
- Employees believe that managers prepare well, give good advice and agree appropriate actions
- There has been steady consistent feedback across all employee surveys
- Employees understand and prepare better for CONNECT than previous appraisals
- Employees and managers continuously give constructive feedback that builds development.



We believe that 'CONNECT' contributes significantly to our other people management practices, such as building capability, reward and recognition, and health and wellbeing.

'CONNECT' enables people to take the lead in driving their personal career aspirations. This allows managers to provide stretch and challenge contributing to both individual development and to the realisation of corporate strategic objectives."

Michael Smyth, HR Director
GRAHAM





Recognition and Reward

Recognition of a job well done, and rewarding staff accordingly, is a fundamental pillar of GRAHAM's continued expansion and success. The level of staff turnover, which is 33% lower in comparison to the construction industry average, is testament to GRAHAM's firm commitment to competitive reward and recognition of staff.

A culmination of industry leading remuneration, comprehensive flexible benefits packages and an enjoyable and meaningful working environment with clear pathways for progression are just some of the innovative, common sense people practices provided by GRAHAM.

What sets GRAHAM apart are small, subtle measures such as the facilitation of speedy boarding for regular flyers or the provision of free health assessments for all levels of staff.



We believe that you have to reward people well to achieve high performance. But it's not just about money. Reward and recognition is very individualised and we need to be clever in recognising and delivering this personalisation. I firmly believe that if you value the individual, people respond, they will want to be with your company and will attract other talent to join."

Michael Smyth, HR Director
GRAHAM



Creating Transparency and Trust

Driven by the positive feedback from the IIP assessment process, GRAHAM continues to champion a culture of transparency and openness throughout the organisation.

Concise, and regular communication is facilitated across a variety of platforms, ensuring that its widely dispersed workforce, stretching across all corners of Britain and Ireland, feel part of the organisation and understand not only the strategic aspirations of the business but what that means to them as an individual.

The company intranet is available on a number of accessible platforms, whilst bespoke literature has been produced to provide clarity around organisational purpose, vision and objectives.

Leaders effectively use mentoring to develop people at all levels, and this contributes significantly to engendering trust across the company.

CONNECT has been integral to improving employee communication and managers are encouraged to adopt the practice of speaking at least once a day with each individual within their team.

This ethos is cascaded down from the highest level with the executive team viewed by employees as approachable and accessible. This sets an example for the entire management team, engendering a strong culture of shared values, objectives and a team based approach to success.

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