



GRAHAM Corporate Social Responsibility

Measuring our
'lasting impact'

Foreword

Striving to make a difference

Welcome,

I am pleased to present this GRAHAM Corporate Social Responsibility (CSR) strategy.

It provides an overview of some of our key environmental, societal and economic priorities, which have been framed within the context of our long term business plan.

Undoubtedly, 2020 was a difficult year, with the global pandemic unleashing a series of unique challenges.

It has also fundamentally changed how we work, travel and communicate, among other things. In tackling these issues head on, we have proven ourselves to be adaptable, agile, resilient and innovative.

It is no longer business as usual. Lessons have been learnt, and they will continue to inform and transform how we operate moving forward, particularly in relation to CSR.

More than ever, we are committed to truly sustainable business practices, where the design, coordination and control of our operations, and those of our trusted supply chain partners, make a positive impact on the environment, society and the economy.

The statistics weaved throughout this document, strengthened by the Case Studies, demonstrate tangible examples of our progress and sustainable growth to date. Nevertheless, we are on a journey.

As part of our direction of travel, we are implementing definitive change across GRAHAM with increased urgency.

This drive is being led by our CSR Working Group, which contains leaders from every division and region, with experts in the Environment, Social Value, People, H&S, EDI, Design, Construction, Digital and Operation cultivating the strategy while ensuring regulatory compliance.

The UN Sustainable Development Goals are the blueprint to help us along the way, acting as a guide to “achieve a better and more sustainable future for all”. Our focus remains on positively influencing the SDGs most applicable to us in our role as a leading national contractor.

We have selected eight of the most relevant UN goals to our business, which are highlighted and referenced throughout this document.

They have been grouped into four themes, falling under Environment, Communities, Ambition and People.

Targets and commitments have also been established to measure our success. These will be reviewed annually.

The climate emergency is of particular importance. We are resolute in our ambition to eliminate carbon from GRAHAM, and to measure and manage our progress towards a decarbonised economy. In line with the UK government’s green agenda, and the Cabinet Office’s mandated Scope 1, 2 and 3 emissions rules, we have signed public agreements, with a “pledge to Net Zero”, and remain firmly on track to reduce our absolute Greenhouse Gas emissions by at least 50% by 2030.

Meanwhile, evolving industry and government guidance emanating from policies, such as The Construction Playbook (2020), will shape and influence our future trajectory.

Building the momentum required to exceed our CSR targets is only possible from a platform of sustainable growth.

And, as our key financial metrics demonstrate, we remain in a strong financial position and have zero debt. This gives us the confidence and the resources to continually invest in our people and the local communities where we operate, and to proactively realise our aspirations.

“Delivering lasting impact” articulates what GRAHAM stands for as a business. I believe this CSR strategy captures the essence behind this guiding principle.

The statistics and data measure our “lasting impact” and underline who we are, and where we have come from.

In parallel, the targets reflect our ambition and provide an insight as to where we are going.

Thank you for reading.

Andrew Bill
GRAHAM Group Executive Director

“Delivering lasting impact” is our guiding principle and it is central to how we operate.

This vision is centered around four core themes comprising of Environment, Communities, Ambition and People which underpin our activities.

Key focus areas and selected UN SDGs have then been attributed to each of the respective themes.



Environment

We strive to make a difference

- Climate Action
- Resource Efficiency
- Environmental Management and Improvement
- Protecting the Environment



Communities

Relationships define our success

- Support the Communities where we work
- Supply Chain - Building Local Resilience



Ambition

We have ambition built on deep expertise

- Zero Defects
- Innovation
- Sustainable Construction Practices
- Productivity



People

Our people make us unique

- Health and Safety
- Health and Wellbeing
- Talent Development
- Fairness, Inclusion & Respect





ENVIRON MENT



Environment

We strive to make a difference

When it comes to the environment, we are committed to “delivering lasting impact”.

We understand the urgency for definitive action to conserve the natural environment and to ensure the continued availability and enjoyment of ecosystems.

Our mission is “to help protect and improve the environment, conserve resources and tackle climate change for the benefit of current and future generations”.

This is fundamental to how we do business.

We have established short and long-term targets designed to accelerate our transition away from fossil fuels, to enhance decision making based on whole life cycle emissions and to significantly reduce waste from our processes.

Our aim is to make a meaningful contribution to the world around us.

TO MEET OUR ENVIRONMENTAL OBLIGATIONS, WE HAVE SELECTED FOUR SDGs SPECIFICALLY RELATING TO THE ENVIRONMENT. THESE ARE:



The following sections examine each of the individual SDGs in greater depth, explaining our approach, and the roll out and implementation of our green agenda.

Four key focus areas

Our environmental strategy is organised into four key focus areas.

These allow us to effectively monitor, benchmark and track our performance, raise awareness and promote a programme of initiatives that will make a tangible difference.

Focussed alignment with four UN SDGs relating to the environment offers a universal blueprint to “transform our world” in unison with other global stakeholders.



Climate Action

(alignment with SDG 13 Climate Action)

Immediate action is needed to address the climate crisis.

Combined, the construction sector and operational buildings account for almost 40% of global CO₂ emissions.

As a responsible, sustainable contractor, we readily accept our responsibility in supporting the journey to Net Zero, in full alignment with the UK government's Net Zero targets.

Demonstrating our advocacy, we have partnered with the Science Based Targets Initiative and the Pledge to Net Zero, and we have established science led Greenhouse Gas emissions reduction targets.

Resource Efficiency

(alignment with SDG 12 Responsible Consumption and Production & also SDG 6 Clean Water and Sanitation)

Undoubtedly, the construction industry must do more to ensure that the earth's limited resources are used in a sustainable manner.

Consistently, we have endeavoured to reduce the amount of waste generated from our operations while maximising the recovery of materials.

We have made good progress. In 2020, we achieved a 44% improvement in our waste intensity in comparison to 2014 and we exceeded the annual targets established as part of our ambition to deliver a 50% reduction by 2030.

As the first construction company to be named as a Responsible Plastics Management support partner, we are also prepared to lead by example in creating positive change.

Equally, reducing mains water consumption is a further priority. By influencing construction techniques and educating our teams and sub-contractors, we have surpassed our water efficiency targets over the past four years.

Environmental Management and Improvement

Environmental Management and Improvement

We are committed to exceptional standards of environmental performance.

In unison, we also seek to continually improve our operations and processes to stay ahead of the curve of increasingly stringent legislative compliance requirements.

The operation of an ISO 14001:2015 accredited Environmental Management System provides the basis for our processes and procedures, allowing us to effectively monitor and benchmark our environmental performance and track environmental incident rates.

A robust programme of inspections and audits, the effective training of staff and the implementation of environmental awareness initiatives all underline our determination to make a difference.

Collaboration is also central to our success. We are actively working with our supply chain partners to ensure our environmental management goals are prioritised, shared and achieved by all of the stakeholders who support the delivery of our projects.

Protecting the Environment

(alignment with SDG 15 Life on Land)

Life on land and biodiversity can be negatively impacted by construction activities.

Our aim is to proactively manage ecological issues on projects.

To guide our strategy, we have set defined targets to protect and promote biodiversity.

We remain committed to increasing interventions, year on year, to improve outcomes for nature, and we will work with conservation organisations and specialists to provide us with the necessary expertise to deliver the most impactful solutions and initiatives.

CLIMATE ACTION



Climate Action

"Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy"

We recognise the urgent need to tackle climate change and understand the UK government's expectations regarding Scope 1, 2 and 3 emissions rules. To help us achieve our ambitions, we have established two key targets:

- Phase 1: Net Zero carbon emissions by 2030 (direct emissions)
- Phase 2: Net Zero carbon emissions by 2040 (across the full value chain)

These will be measured, year on year, based on a reduction from the baseline year (measured in absolute tCO₂e).

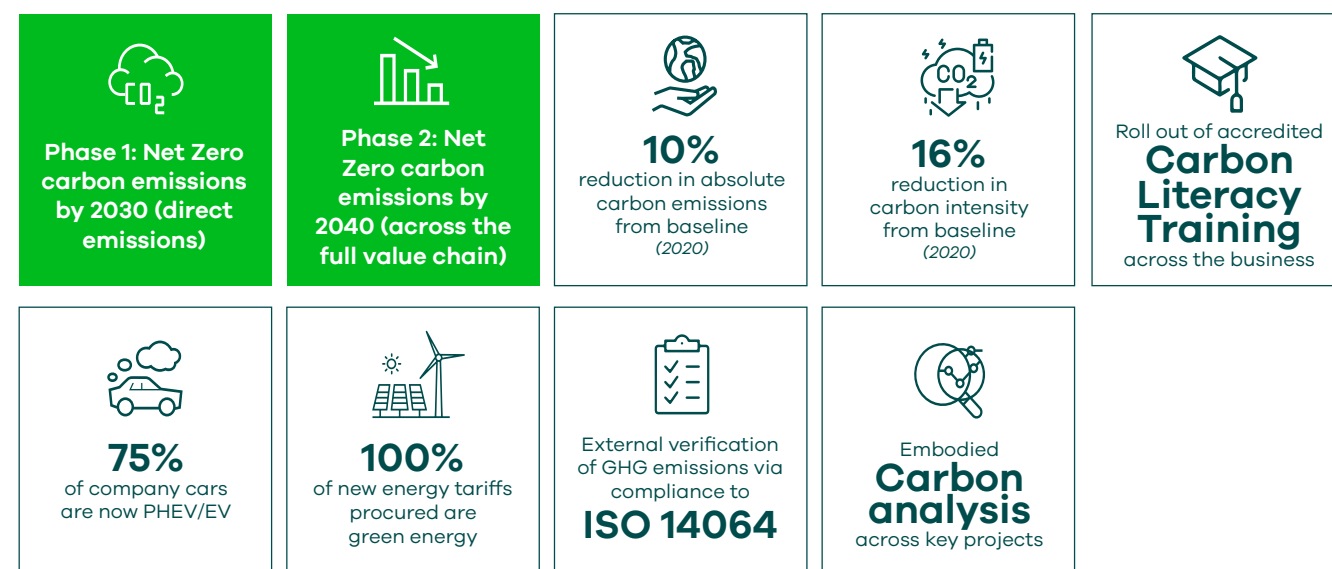
Already, we are making solid progress in realising our objective "to eliminate carbon from our business, and to measure and manage our progress towards a decarbonised economy". Underlining our commitment, we are signatories to both the Pledge to Net Zero and the Climate Action Pledge, and we have used UN SDG 13 -

Climate Action as an independent reference point. Furthermore, we have gained assurance and verification of our Greenhouse Gas emissions via compliance to ISO 14064.

Notably, the production of bespoke carbon management plans and the introduction of green technology strategies greatly assist our clients and partners.

The out workings of our dedicated Carbon Zero Working Group will be key to the ongoing effectiveness of our Climate Action plan. Its remit is to identify meaningful solutions. Trials of biofuel to power plant, the roll out of electric and hybrid vehicles across our fleet, the utilisation of electric heavy lifting machinery and the delivery of accredited Carbon Literacy Training for staff are just some of the initiatives that demonstrate our call to "action".

OUR KEY TARGETS AND ACHIEVEMENTS



KEY — = Achievement ■ = Target

RESPONSIBLE CONSUMPTION AND PRODUCTION



Responsible Consumption and Production

"Ensure sustainable consumption and production patterns"

Guided by the latest research, we carefully plan our projects to ensure the responsible consumption and production of all construction materials.

By adhering to the principles of waste hierarchy and the circular economy, our objective is to have a net positive impact on resources.

Therefore, similarly to water and waste, we concentrate on keeping products and materials at their highest utilisation throughout their lifecycle.

We aim to design out and mitigate waste and pollution, to effectively manage every phase of the build process and to regenerate natural systems. An emphasis on lifecycle impacts in design and the prioritisation of pre-fabricated materials enhance resource efficiency. When it comes to sourcing and choosing materials, we also prioritise

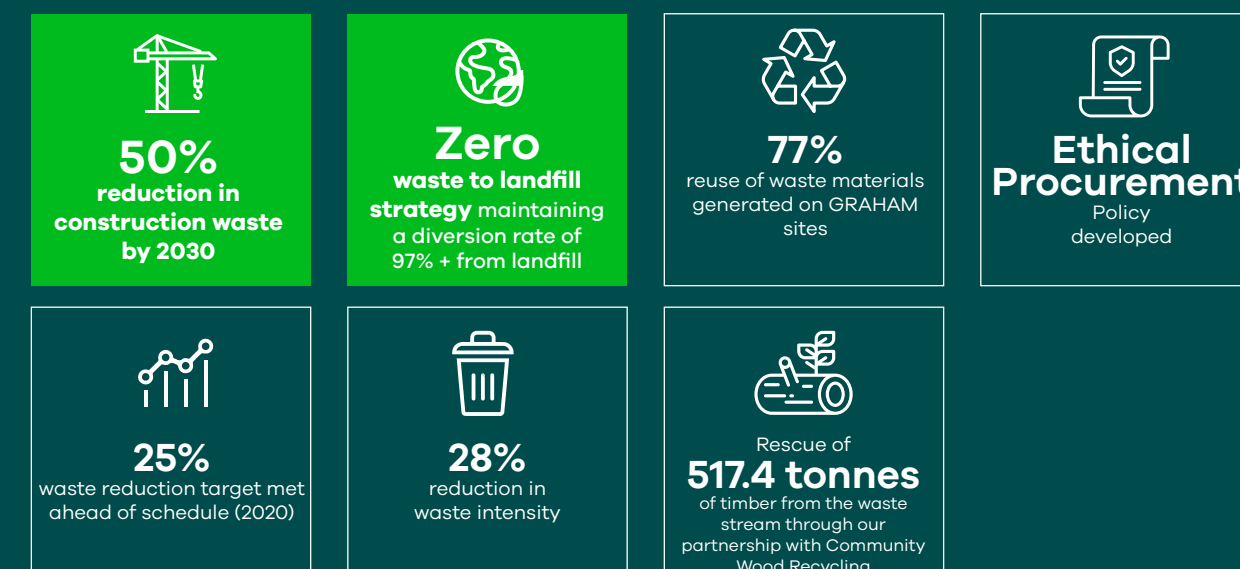
ethical considerations and always mitigate potential risks in procuring them.

Additionally, we have developed a supply chain capable of maximising the diversion of resources from landfill. By doing so, we have consistently achieved leading waste diversion rates.

Looking ahead, we continue to actively participate in "take back schemes" and have formed partnerships, including with Community Wood Recycling, to ensure that waste, such as wood, is reused in the most environmentally beneficial way.

Demonstrating our proactivity, last year, we established a Responsible Plastics Management Working Group, with the remit to drive positive action towards the elimination of unnecessary single use plastics from our business.

OUR KEY TARGETS AND ACHIEVEMENTS



KEY — = Achievement ■ = Target

CLEAN WATER AND SANITATION



Clean Water and Sanitation

“Ensure availability and sustainable management of water and sanitation for all”

We have a strong tradition of constructing water infrastructure that promotes the sustainable management, protection and efficiency of water - the natural resource that is vital to all life on earth.

Clean Water and Sanitation centres on conserving resources. Therefore, our aim is to have a net positive impact on waste and water, and to ensure the highest utilisation throughout their lifecycle.

The identification and implementation of innovative solutions help our clients to significantly reduce their long-term water consumption, while our water conservation policies and processes allow us to contribute to effective preservation on every project we undertake.

By influencing construction techniques, and providing training and awareness to those operating water-consuming equipment, we ensure water efficiency is prioritised at each site across our portfolio. Additionally, we will also continue to play a major role in maintaining water and wastewater infrastructure, helping to eliminate leaks, reducing energy consumption and minimising whole life costs.

OUR KEY TARGETS AND ACHIEVEMENTS



To reduce mains water consumption by 50% by 2030



Maintain Environmental Frequency Rate (EFR) at <0.02 (major incidents per 10,000 person hours)



In 2020/2021, we achieved a **50%** water consumption reduction on the baseline year

LIFE ON LAND



Life on Land

“Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”

Construction can have a significant impact on life on land and biodiversity. Our intent is to proactively manage ecological issues on projects, and it is part of our strategy to always protect and enhance biodiversity.

We are a signatory to the Business in the Community NI Biodiversity Charter and we implement this framework through site specific biodiversity action plans. In partnership with Ulster Wildlife, we have also pin-pointed biodiversity enhancement opportunities that will provide ecological value. Investment in the green roof at our company headquarters is just one notable example. And, we have also worked collaboratively with RSPB to publish a construction specific information booklet called “Building Homes for Nature”.

Consistently on major projects, we partner with specialist ecologists to assess areas of concern, recommend bespoke management practices, plan mitigating actions where habitat loss is unavoidable, and coordinate the plantation of species in landscaped areas to reflect local native flora and fauna.

Our suite of external awards underlines our leading approach to environmental best practice. Indeed, over the last five years, we have either won or been shortlisted for 45 environmental accolades including 12 prestigious Green Apple Awards. Ultimately, we understand the responsibility we have to improve biodiversity on our sites and the surrounding areas, and how we can contribute a biodiversity net gain.

DID YOU KNOW?

As part of our A120 Little Hadham Bypass and Flood Alleviation Scheme, we relocated over 200 Roman Snails to a specially created wildflower habitat that involved seeding 12,000m² of wildflower annuals mix and site specific calcareous mix.

OUR KEY TARGETS AND ACHIEVEMENTS



Increase the number of biodiversity actions by 50% (against a 2019/20 normalised baseline) by 2030



Pledged

our time, commitment and resources to the RSPB Pledge for Nature and the BITC Biodiversity Charter



45

environmental awards (including 12 Green Apple Awards) have been either won or shortlisted within the last five years



Biodiversity calculators

have been used to quantify the creation of net biodiversity gain on our sites (through on and off-site measures)



100%

compliance to regulatory permits and consents and zero prosecutions



Environmental Training

bespoke and IEMA accredited environmental management training delivered by CIRIA to all site Environmental Champions

Environment: leading by example



Case Study 1

Developing a carbon literate workforce

Across the GRAHAM business, we are rolling out a programme of carbon literacy training.

Carbon literacy means being aware of the impact of everyday activities on the climate, and knowing what steps can be taken to reduce emissions as an individual, a community group, or an organisation, and why it's important that we all take these steps.

Our team members have been declared "Carbon Literate" and received a certificate issued by the nationally recognised, Carbon Literacy Project.

In addition to shaping our Climate Action strategy, they will raise awareness about climate change and promote manageable, positive actions that will help us to reduce our GHG emissions.



Case Study 2

Hybrid/electric fleet gets the green light

We are implementing a suite of initiatives to accelerate the introduction and adoption of electric vehicles throughout our business.

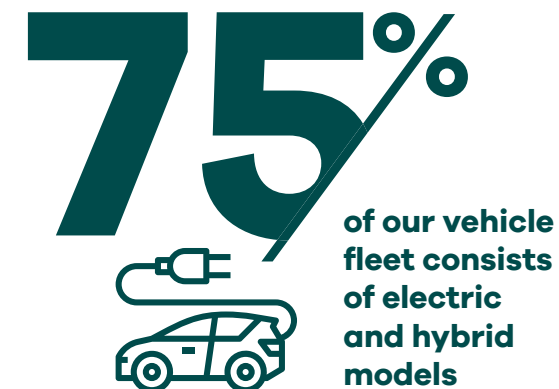
Transport and plant electrification will help facilitate our transition to a cleaner energy system in line with our Net Zero carbon emissions targets.

Electric vehicles diversify the energy needed to move people and materials due to the broad range of primary energy sources required for power generation. Additionally, their storage capacity promotes the uptake of clean electricity.

Significantly, enhanced electric mobility reduces tailpipe emissions of local air pollutants while lowering noise levels.

Working collaboratively with our vehicle fleet provider, 75% of our fleet now consists of hybrid or electric models.

We are also planning to deploy additional charging infrastructure to ensure the adequate supply of power to the vehicles and plant which we are using.



Case Study 3

Renewable biofuel is on the plus side at the M11

A "significant" reduction in Greenhouse Gas emissions relative to diesel was the headline result from our trial of renewable biofuel, HVO Green D+.

The alternative fuel is a fossil-free, paraffinic fuel made from 100% renewable raw materials.

As part of a GRAHAM commissioned study, we used HVO Green D+ to power a dumper vehicle at our M11 Junction 7a project - a critical new infrastructure scheme funded through Highways England (HE) and Essex County Council.

Beginning at the end of January 2021, we initially measured the plant equipment's emissions when powered by diesel. Subsequently, the unit was emptied and charged with Green D+ fuel. 600 litres of the fuel were used, before remeasuring the emissions.

To ensure the veracity of the study, the engine was run at three outputs - idle, middle and high revolution. The process was repeated three times before an average was calculated.

A RASI 800, a Portable Emissions Measurement (PEM) instrument, which enables tailpipe and stack emission readings to be recorded as ppm and mg/m³, was used as the measuring tool.

The study then analysed the diesel measurements in comparison to the final Green D+ readings.

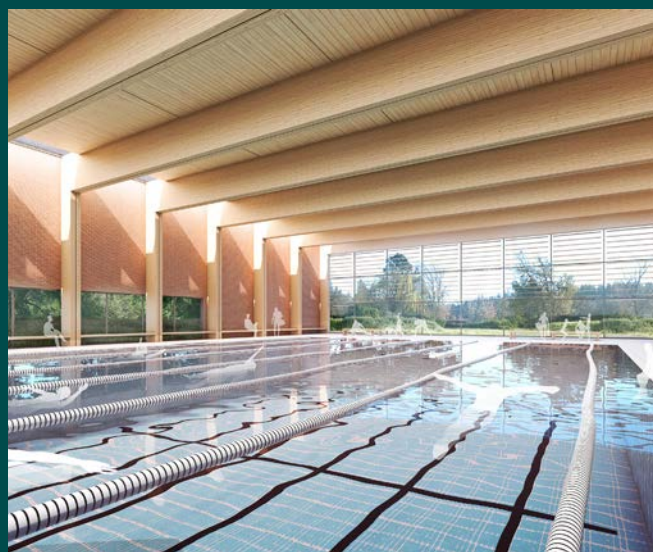
The key findings were:

- Emissions across the power output (CO, NOx, PN) are significantly reduced with Green D+
- NOx is reduced by 5.6% when the fuel is changed to Green D+
- CO and PN are reduced by 84% and 50% respectively
- CO₂ is reduced by 17% - indicative of a fuel efficiency improvement

Our CSR and Net Zero Carbon Working Groups will analyse this valuable data and identify opportunities to implement the use of alternative fuels to power our plant and equipment across the entire GRAHAM project portfolio.

Case Study 4

'Energy Station' does the power of good at Eton College



The installation of an innovative "Energy Station" is helping us to reduce our carbon footprint and power demands at Eton College.

In January 2020, we began the construction of the Eton Sports and Aquatic Centre (ESAC) - the first phase of the college's capital development scheme to improve indoor sports facilities for its 1,300 pupils.

Demonstrating our "green credentials", we installed an EnviroTech Energy Station. Principally, the energy station provides an uninterrupted, continuous power supply to the site, with the capacity to flexibly meet variations in demand.

And no generators are required to make up for any potential shortfalls in the permanent supply required for running the site. This considerably reduces the carbon footprint and emissions.

With that, there are zero diesel costs, and noise levels are also reduced to support the aims of considerate construction in the local community.

GRAHAM Senior Project Manager, Neil Douglas, said:

"The Energy Station has delivered more than just a reliable, consistent energy source. Noise has been significantly reduced in comparison to previous construction sites I have been responsible for, while the reduced air pollution is a real advantage. I am excited to see the compiled data and metrics, and the positive environmental impact, that will be recorded at the end of the programme."

DID YOU KNOW?

We have made a considerable investment in the development of a bespoke software system, CORA, which enhances our visibility of carbon and energy data across all regions and sites.

Case Study 5

A pillar of 'Society'

Our interior fit-out team completed the £14m transformation of Leeds Building Society's (LBS) new headquarters in Leeds city centre. Marking the "start of a new era" for LBS, the work has facilitated the Society's expansion and rationalised its estate.

A key feature of the 110,000 sq ft modernisation programme was the replacement of the building's façade to improve thermal and lighting performance while ensuring LBS's power needs are met from renewables. As holders of the Carbon Trust Standard for carbon accreditation, LBS placed considerable emphasis on reducing its carbon footprint. This was a priority throughout our refurbishment works. Notably, our team identified a creative way of repurposing glass when undertaking the replacement of the external curtain walling.

In partnership with a local Leeds based company - a specialist in the manufacture and fabrication of sustainable work surfaces produced from recycled glass aggregates - we repurposed large sections of the old windows as solid surface counters for bathrooms, tea points and the reception area.

Furthermore, we are supporting LBS's adoption of a one-mile stretch of waterways from the Canal and River Trust to help maintain this vital green corridor and attract more wildlife in Leeds city centre.

Home to otters, birds such as herons, kingfishers and cormorants, the waterways are a vitally important urban green corridor, sustaining a variety of plants and wildflowers, attractive to pollinators such as bees, butterflies, hoverflies and moths.

Our partnership is set to have a positive impact on the urban greenway in a number of ways by:

- Maintaining the historic lock gates at Granary Wharf
- Keeping the waterways clean by removing plastics and litter
- Planting wildflowers and installing bird boxes to help bring more wildlife to the centre of Leeds.

From this...



...to this



Case Study 6

Green agenda fits like a glove

We are proud to be the first major contractor to use the new environmentally friendly Skytec® Redeem™ multi-purpose glove across our sites.

Each pair of lightweight gloves is made with 50% recycled polyester - the equivalent to one 500ml plastic bottle (PET).

The eco-friendly hand protection is certified by the Global Recycled Standard (GRS) and comes sustainably supplied in biodegradable packaging, aligning with our values on plastic reduction and the promotion of the circular economy.

The gloves have been supplied as part of a longstanding, successful relationship between GRAHAM and the supplier, Globus Group, as well as distributor, Work Wear (Mallusk).

Andrew Cooke, GRAHAM SHE Director, explains:

"We continually explore and identify opportunities to support waste elimination and reduction in all facets of our business. By working with Work Wear (Mallusk) and Globus Group to make the Skytec® Redeem™ available as part of our approved hand protection range, we are continuing to deliver on our goals."

**Single use plastics**

Procurement of the gloves is just one example of our positive action on single use plastics and promotion of sustainable alternatives throughout our business. Others include:

- All employees are offered a reusable drinking bottle/keep cup for meetings
- Inkjet cartridges/toners all returned to supplier for remanufacturing and recycling
- 127,000 plastic bags reduced as a result of PPE packaging free initiatives
- New fleeces made from recycled bottles: we have partnered with a leading supplier/manufacturer who undertake a complicated process, whereby liquid plastic is forced through tiny holes, cooled, manipulated and, subsequently, turned into fabric.



Case Study 7

Planting seeds to 'build back better'

To celebrate International Day for Biological Diversity (Saturday 22nd May), we sent each of our sites across the UK and Ireland a packet of wildflower seeds.

We encouraged our teams to leave a legacy by sowing the mix as a future food source for pollinators, to use it to support the creation of a "bug hotel", or plant it in partnership with a local school or community group to raise awareness around the importance of biodiversity.

Biodiversity Day serves as a reminder that biodiversity "remains the answer to several sustainable development challenges".

This year's slogan was, "We're part of the solution". From nature-based solutions to climate, health issues, food and water security, and sustainable livelihoods, biodiversity is the foundation upon which "we can build back better".

At GRAHAM, we are taking the initiative.

As bees, butterflies and moths are declining primarily due to habitat loss and climate change, our specially selected mix of seeds, once germinated,

are proven to provide the food, in the form of nectar and pollen, that pollinators need to survive and thrive during the months when they are most active.

Commenting on the dissemination of the wildflower seeds, which contained a blend of Corn Poppy, Corn Marigold, Corn Chamomile, Cornflower and Corncockle, to every site, Rosie Barnett, GRAHAM Regional Environmental Manager and Specialist Biodiversity Advisor, said:

"To coincide with International Day for Biological Diversity, we wanted to be proactive and to encourage our teams to actively participate. The packets of wildflower seeds, once sowed, will offer pollinators, who we know are under threat, the perfect habitat to thrive. I am looking forward to seeing the progress and growth in the coming months, and hopefully we will see a lasting legacy for years to come."



Case Study 8

Practising what we preach

As low carbon leaders, our own GRAHAM headquarters building is an exemplar in the achievement of energy efficiency and Net Carbon. The building is orientated to reduce heat demand in winter and heat gains in summer. Natural ventilation is achieved through automatic louvres and controlled via a BMS system. Automated controls exist within the central atrium to create passive stack ventilation, and concrete pillars and exposed concrete ceilings increase thermal mass. Natural lighting is maximised through a glass roof, and only energy efficient light fittings are utilised, controlled via presence detectors.

A biomass boiler has been installed equating to carbon savings in the region of 58 tonnes per annum, and most recently EV charging points were installed. The building was EPC A rated, certified as "BREEAM Excellent" and has an impressive haul of accolades to its name including three "most sustainable building" awards. The building has an exceptionally low energy demand, all of which is obtained via zero carbon electricity.

**KEY HIGHLIGHTS**

- **EPC:** A Rated – 18
- **BREEAM:** Excellent – 79.13%
- **Passive:** Natural ventilation and daylighting strategies / orientation to reduce heat
- **Dynamic:** Sustainable energy demand with low carbon emission technologies

Case Study 9

Sedum blanket raises the roof at GRAHAM HQ

There is a "buzz" about GRAHAM headquarters following the installation of a multi-functional living roof system, complete with a natural beehive.

Adorning our boiler house in Hillsborough, the new green roof covers an area of approximately 128 m sq.

It is primarily made up of a strong sedum mix that was grown in a Special Protection Area on the shores of the Irish Sea and hardened by organic seaweed fertiliser.

As a business, we are committing to enhancing and protecting biodiversity, and combatting loss.

In 2019, we commissioned Ulster Wildlife to undertake a review and survey of our office locations to identify actions for enhancement that would provide ecological value.

This green roof, complemented by the beehive, was part of the subsequent action plan for implementation.

Among the many benefits, it will promote an ideal habitat for bees, birds, butterflies and other insects, and will have a positive effect on the wellbeing of our people.

Speaking about the latest green project, Lianne Taylor, GRAHAM Head of Environment, said:

"At GRAHAM, we have made a commitment to increase the number of our biodiversity actions by 50% by 2030. The installation of this green roof, particularly at our headquarters, is just one example of our efforts in making a positive contribution to the protection and enhancement of biodiversity. We are relishing the growth of the new garden ecosystem, and we are already exploring avenues to create additional roof gardens in further GRAHAM offices."





COMMUNITIES

Communities

Relationships define
our success

We are a business that builds strong relationships forged on trust and reliability.

Our commitment is to help to address societal issues in the villages, towns and cities where we operate. Whether it is providing local opportunities and employment, upskilling our supply chain partners, or collaborating with community groups, charities and schools, we are striving to make a difference.

On every project, we address and embed social value and social impact that go beyond contractual obligations. Indeed, our guiding principle, “delivering lasting impact”, demonstrates our pledge to positively impact people through employment and skills, positive environmental and sustainability outcomes, supply chain spend, GVA and inclusive growth. For us, social value is more than terminology. It is meaningful. Using ISO 26000 as a framework, and adopting Social Return on Investment best practices, we have integrated social responsibility into our practices.

With 60% of our turnover delivered by our external supply chain, we understand the importance of maintaining a healthy supply chain. This is why we support SMEs, invest in their development, encourage upskilling, pay promptly, collaborate early to identify efficient solutions and cultivate a “one team” approach.

We also work in tandem with the voluntary and community sectors to build a better future for local communities.

Two key focus areas

Our approach to Communities is framed by two key focus areas.

Support the Communities where we work

1

Supply Chain - Building Local Resilience

2

Support the Communities where we work

(alignment with SDG 11 Sustainable Cities and Communities)

Our work connects communities, builds a better future and transforms and maintains the places where we live, work and relax. We aspire to consistently make a positive contribution within these villages, towns and cities. This includes minimising disruption, fostering local involvement and enterprise through the use of local labour, equipment, materials and supply chain partners, and engaging effectively with the local community. We want to provide opportunities for local people to develop the skills which will be of future benefit, both for them as individuals and the community as a whole.

Supply Chain - Building Local Resilience

(alignment with SDG 8 Decent Work and Economic Growth)

Put simply, we are only as good as our supply chain. We continue to build strong working relationships with carefully selected partners across all of our regions. Our in-house technical expertise ensures that all of our sub-contractors work to our high standards. We also are committed to investing in our supply chain and supporting SMEs and local partners to gain access to opportunities.

ACCORDINGLY, WE HAVE SELECTED TWO SDGS SPECIFICALLY RELATING TO COMMUNITIES. THESE ARE:

DECENT WORK AND
ECONOMIC GROWTH



SUSTAINABLE CITIES
AND COMMUNITIES



The following sections examine these individual SDGs in greater depth, explaining our approach and the implementation of our targeted initiatives.

DECENT WORK AND ECONOMIC GROWTH



Decent Work and Economic Growth

"Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"

SUSTAINABLE CITIES AND COMMUNITIES



Sustainable Cities and Communities

"Make cities and human settlements inclusive, safe, resilient, and sustainable"

We aspire to generate economic growth within the communities that we serve.

Equally, we are deeply committed to providing added value through our social return on investment.

Our social value activities do not just provide environmental and economic benefits, they also create connections with local communities through local employment and apprenticeship opportunities, work experience and curriculum support for schools and colleges, assistance to charities and community groups, and wellbeing initiatives - all delivered within a culture of "Fairness, Inclusion & Respect".

OUR KEY TARGETS AND ACHIEVEMENTS



KEY — = Achievement ■ = Target

Our impact is measured not just in the quality of the projects we deliver, but in the longer-term impact on the environment, communities and people.

We are leading the way in sustainable development and the implementation of technologies and materials which will ensure future generations are positively impacted by our operations.

An inclusive community approach also means that we actively build relationships with locally based supply chain partners.

We are passionate about investing in the communities, people and supply chains where we work. So too, we encourage a knowledge sharing culture across our business, which is enhanced by an online sharing platform that preserves pre-existing knowledge, promotes collaboration and sparks creativity, while we place an emphasis on ongoing learning, providing skills and training that go beyond project boundaries.

Finally, we have invested in proven social value software that allows us to accurately and credibly calculate our social, economic and environmental impact.

OUR KEY TARGETS AND ACHIEVEMENTS



KEY — = Achievement ■ = Target

Communities: leading by example

Case Study 1

Upskilling our supply chain



In Scotland, we successfully provided fully-funded training courses to supply chain partners alongside our own employees.

92 employees of companies within our supply chain were supported with access to training SVQ qualifications, which range from HNC to Masters level. We also enabled 35 of our internal employees to complete training courses – which

gave them lifelong qualifications valid on any construction site in Scotland.

The training was structured around on-site assessment, cutting out the need for any overly complicated written exams or essays which helped to encourage uptake.

One such company was Aberdeen based window fabricator and installer, Crest Glazing – an employer of around 48 staff.

Working in partnership with GRAHAM to install windows as part of the Raigmore Hospital redevelopment project, 11 of Crest Glazing's team gained access to the training – earning Level 6 SVQs in Occupational Work Supervision.

David Scott, Managing Director of Crest Glazing, said: "Being able to undertake this type of training has been a game-changer for our team – many of whom haven't completed any formal qualifications since leaving school or college."

All of the qualifications were delivered in partnership with training provider AVQ Management and Skills Development Scotland.



Case Study 2

Maximising employment opportunities in Nottingham

Our Midlands community benefits team continues to deliver lasting impact in Nottingham through the creation of employment and training opportunities as part of the high-quality Build to Rent project – Queen's Road.

In February, we were appointed by Blocwork LLP, a 50:50 joint venture between Network Rail and Bloc Group, to complete the transformational development over the course of a two-year construction programme. Located in a desirable, city centre location adjacent to Nottingham Railway Station, Queen's Road, with a footprint of 197,250 sq ft, will be home to 348 studio, one, two, and three-bedroom apartments.

Hitting the ground running, we have already facilitated two new employment starts. Additionally, in collaboration with Nottingham City Council and Linsco Recruitment, we supported the upskilling of a local construction worker who was appointed as our new gateman for the site.

Praising our commitment to job creation, Ricky Flintoff, Employer Engagement & Apprenticeship Officer at Nottingham City Council, said:

"Nottingham City Council is delighted to work with contractors, like GRAHAM, to provide training

for city residents that increases their skill set and enhances their future employability and career prospects."

Recruitment

In advance of recruitment timeframes, we proactively planned and forwarded Job Descriptions and Person Specifications, which allowed forthcoming opportunities to be promoted locally through Nottingham City Council's Employer Hub, its service delivery partners and local recruitment agencies.

With previous experience as a gateman, the aforementioned local construction worker proved to be an ideal candidate for the role at Queen's Road. However, to meet the essential criteria, the position required a Site Supervisor Safety Training Scheme (SSSTS) certificate.

Recognising his suitability, we kept the position open so that he could upskill and access the relevant training in order to achieve the SSSTS certification, which was funded through Nottingham City Council.

Case Study 3

Bridging the gap in Tipton

A team of our volunteers joined forces with Sandwell Council employees, contractors and suppliers to give a Tipton-based transition centre for vulnerable young people a major makeover.

Coinciding with National Customer Service Week, the group collectively provided professional expertise, materials and supplies to revamp The Bridge on St Mark's Road.

The facility is owned and operated by the Murray Hall Community Trust, an anchor organisation which provides support to young people with life-limiting and life-threatening conditions across the West Midlands.

Our volunteers fitted new external lighting and improved the facilities in the assisted shower room as part of the project.

Debbie Robinson, Manager at The Bridge, said:

"The GRAHAM staff were very professional, polite and helpful, and we are very grateful. All of the works have been carried out to a very high standard and everyone was courteous and mindful that they were working in an environment where service users and visitors were in attendance."

AMBITION



Ambition

We have ambition built on deep expertise

We are ambitious to be the best we can be, individually and collectively.

That is why we actively participated on and informed the government's publication of The Construction Playbook. Moving forward, it is our intention to embed The Construction Playbook into our ways of working so that we can deliver better, faster and greener solutions that are "Right First Time". To help us, we continue to collaborate with a dynamic innovation network, with partners from the public sector, industry and academia who all influence and guide our processes and systems, and support our transition towards advanced emerging technologies.

Exemplifying our pioneering spirit, in 2018, we became the first UK wide company to achieve the prestigious British Standards Institute (BSI) Kitemark™ certification for both BIM Design and Construction (PAS 1192-2) and Asset Management (PAS 1192- 3). Fast forward to March 2021, and we successfully retained our BS EN ISO 19650 (Construction) and PAS 1192-3 (Asset Management) accreditations – a significant achievement as only a small number of UK contractors hold this dual accreditation.

The implementation of our journey towards full digitisation, combined with the increased application of off-site manufacturing techniques, Modern Methods of Construction and Passivhaus principles, allow us to consistently identify and develop sustainable solutions that benefit GRAHAM, the communities where we work, our supply chain and the wider economy. Importantly, our FM teams also continue to enhance the long-term sustainability of our clients' estates through the sustainable retrofit of existing buildings and the provision of intelligent asset management, prioritising affordable and clean energy in the process.

SPECIFICALLY, WE HAVE CHOSEN ONE SDG RELATING TO AMBITION. THIS IS:

INDUSTRY, INNOVATION
AND INFRASTRUCTURE



Four key focus areas

Our approach to Ambition is based on four key focus areas.



Zero Defects

(alignment with SDG 9 Industry, Innovation and Infrastructure)

The removal of error and waste is a business-critical issue for us. We are determined to be differentiated by our approach to quality, and we have developed a structured and practical approach to quality compliance that will support our delivery teams in getting it "Right First Time". A quality training programme, with interactive and "hands on" material, helps our staff and supply chain to make better decisions and understand that every decision in the construction process matters. Our success will be measured through increased staff awareness, customer satisfaction and a reduction in the time and money spent on the resolution of error.

Innovation

(alignment with SDG 9 Industry, Innovation and Infrastructure)

We are known for our "digital by default" approach. Led by our Digital Construction experts, we continue to explore opportunities to tap into the benefits of emerging technologies such as Artificial Intelligence and Machine Learning, Data Analytics, Immersive Technology and Data Visualisation, and Future Networks (IoT and Sensor Tech). Collectively, these will enhance every project that we deliver.

Sustainable Construction Practices

(alignment with SDG 9 Industry, Innovation and Infrastructure)

We are leading the way in sustainable development and the implementation of technologies and materials which will ensure future generations are positively impacted by our operations. In parallel with our environmental strategy, we are committed to adopting and embedding sustainable construction practices. A programme of education for our staff and sub-contractors, trials of plant, products and materials, and an increase in MMC will accelerate our transition towards zero carbon operations.

Productivity

(alignment with SDG 9 Industry, Innovation and Infrastructure)

Improving productivity is a multi-faceted process. Removing error, increasing the use of MMC, off-site processes and standardisation, rethinking design, continuous staff development, and the infusion of digital technology and advanced automation are all areas that we are investing in to drive improvements.

INDUSTRY, INNOVATION AND INFRASTRUCTURE



Industry, Innovation and Infrastructure

*"Build resilient infrastructure,
promote inclusive and sustainable
industrialisation, and foster innovation"*

We are actively exploring and adopting innovative ways to move beyond traditional construction methods.

Increasingly, we are implementing off-site manufacturing, Modern Methods of Construction and pre-fabrication techniques in collaboration with our supply chain partners.

Incorporating the design, planning, manufacture and pre-assembly of construction components within a controlled, internal environment, our "Just in Time" off-site solutions are then strategically installed on a range of projects including hospitals, student accommodation and Build to Rent schemes.

Our in-house Digital Construction and Information Technology specialists consistently enhance projects, accelerate operational delivery and inform business intelligence across our business.

Additionally, we are committed to developing our people, which is why we are investing £1m annually in training, research and development programmes.

OUR KEY TARGETS AND ACHIEVEMENTS

Increase MMC
use to
85%

Increase our
productivity
through smarter
working, leveraging
off data, digital
tools and off-site
manufacturing
techniques

Work towards
**Zero
Defects**
(Right First Time)

75%
of our portfolio now
incorporates components of
off site manufacturing and/
or standardised designs

Digital tools
expansion and further
digitisation of all of
our sites

£1m+
invested annually in Training,
Research and Development
programmes

1,800+
colleagues received BIM and
Digital Construction training

**1st to be
awarded**
BIM Dual Kitemark

KEY — = Achievement ■ = Target

Ambition: leading by example

Case Study 1

First block at the University of York tops out in just 26 days

We topped out one of the first blocks of our University of York 1480-bed student accommodation project in the space of 26 days, marking a noteworthy milestone in the scheme's development.

Using Modern Methods of Construction, the team erected a superstructure comprising 292 panels weighing a total of 1600 tonnes, 100 windows and 63 bathroom pods, inclusive of all stairs, service risers, lift cores and wire ways.

The development forms a key part of the University of York's ambitious "Campus Masterplan" framework that has been designed to meet the needs of its expanding global student body while acting as a stimulus for the University's future student recruitment strategy.

In addition to leading on the build, we are an investor in the project as part of a consortium with Equitix. Construction for the project, which has been designed by architects Sheppard Robson, will be completed ahead of the 2022 academic year.

Neil McFarlane, Strategic Projects Director at GRAHAM, said:

"By embracing Modern Methods of Construction and off-site assembly, we have been able to deliver at pace and to the highest quality."



Case Study 2

‘Exceptional engineering’ leaves a legacy at Carpenters Land Bridge

Demonstrating “exceptional engineering”, the multi-award-winning Carpenters Land Bridge (CLB) project scooped the “Engineering Award” and the prestigious “Overall Winner Award” at the national Chartered Institution of Highways & Transportation (CIHT) Awards 2020.

CLB is a vital pedestrian and cycle bridge that links the £1.1bn East Bank culture and education district on Queen Elizabeth Olympic Park to International Quarter London.

The innovative installation of CLB was achieved using a Self-Propelled Modular Transporter, allowing our team to manoeuvre and position the complete bridge (66m long, 7.2m wide and 350tn of steel) as a long, eccentrically loaded cantilever on wheels. It was balanced using a 450tn counterweight. Within an extremely constrained site, across five railway tracks, we completed the launch during a single possession – 15 hours early.

Equally as impressive, we completed the installation on Christmas Day (3.30am/3.30pm) – the perfect “present” for the multi-billion-pound East Bank regeneration scheme.



“The innovative solution, using off site fabrication and novel construction techniques, provided a potential model for others to follow. There were significant benefits in delivering during a constrained time window with large social values for the community and business.”

CIHT Awards Judges

Case Study 3

The Construction Playbook – influencing the construction agenda

The government launched The Construction Playbook at the end of 2020. Construction contributes £117 billion to the UK economy and supports over two million jobs. The Playbook signals the biggest reform of the industry in decades.

We informed and shaped the strategy, and we are embedding The Construction Playbook into our ways of working.

Its strategic focus is on getting construction projects and programmes right from the start.

The Playbook provides a roadmap to deliver this through:

- Better solutions
- Faster solutions
- Greener solutions.

Michael Graham, GRAHAM Group Executive Chairman, said:

“This is a fantastic opportunity for industry and the government to come together and change the face of UK construction to deliver sustained value for money and a more stable, productive industry.

“The launch of The Construction Playbook is only the start of the journey and we look forward to playing our role to help deliver these better outcomes.”

Case Study 4

Digital by default

This year, our Digital Construction Team successfully retained its BS EN ISO 19650 (Construction) and PAS 1192-3 (Asset Management) accreditations – a major achievement as only a small number of contractors in the UK hold this dual accreditation. We were also accredited to ISO 27001:2013, demonstrating a continually improving information security management system. Significantly, we have invested in and developed a number of in-house technological systems:

- **Live Quality Reporting:** Live dashboards that facilitate real-time project analysis
- **Augmented Reality:** Bespoke immersive AR solution allowing interactive training
- **Board:** Collaborative IT business intelligence solution allowing us to effectively automate and present cost information
- **GFM Compliance:** A bespoke solution to assess and manage non-compliance issues in Operational Buildings.



Case Study 5

CAFM System improves how we plan, design, deliver and manage assets

We have developed a bespoke Computer Aided Facilities Management System.

The CAFM System streamlines client information in a simple portal, giving estates managers a real time insight into how their estate is performing.

It is smart, easy to use and data-driven to support the optimisation of assets.

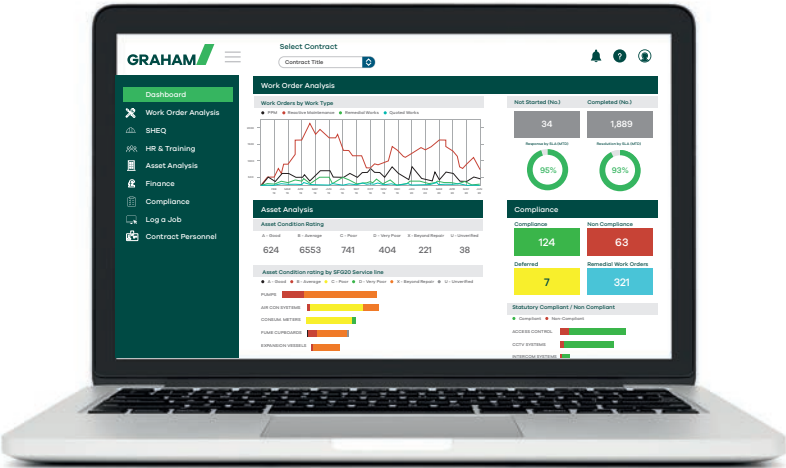
The bespoke CAFM system has been developed in partnership between GRAHAM FM operational experts and our in-house I.T. specialists.

It supports us in the following core areas:

- Contract Mobilisation
- Planned Preventative Maintenance (PPM)
- Work Order and Task Management
- Asset Management
- Non-Compliance
- Reporting and Performance Monitoring.

The CAFM System provides a bespoke portal, based on each client’s unique requirements, that facilitates ease of analysis, evaluation, reporting and performance monitoring.

It also features an easy to navigate Dashboard which includes separate areas for Work Order Analysis, Safety, Health, Environmental and Quality, HR and Training, Asset Analysis, Finance and Compliance.





PEOPLE

People

Our people make us unique

We have an open and inclusive culture, with a particular emphasis on FIR (also known as EDI), which sets us apart.

This year (2021), Investors in People (IIP) reaffirmed our “excellence” in people management with the re-award of both Platinum and Health & Wellbeing accreditations. Reaccreditation to these prestigious standards is recognition of our world class people processes and practices. We know the value of our people, which is why we have developed a clear, purposeful People Strategy to build and support a vibrant workforce. GRAHAM is recognised as an organisation that develops and implements innovative, world class people practices exemplified in our award-winning, whole person development programme, CONNECT, and the celebrated GRAHAM Academy, an award-winning in-house training and development academy. It is our intention to strengthen this reputation. The roll out of our five-year People Strategy will allow us to turn this ambition into a reality by nurturing, supporting and developing each individual employee to realise their potential, drive forward their career and maximise their performance.

We have put the individual at the centre of this strategy in order to create a collective performance dividend that directly impacts engagement, retention and, ultimately, business performance.

IN THE PURSUIT OF CONTINUOUS IMPROVEMENT, WE HAVE SELECTED TWO SDGS SPECIFICALLY RELATING TO PEOPLE. THESE ARE:



The following sections examine each of the individual SDGs in greater depth, articulating our approach and next steps.

Four key focus areas

People is centred around four key focus areas.



Health and Safety

(alignment with SDG 8 Decent Work and Economic Growth)

Our prioritisation of Health & Safety, and the implementation of exemplary H&S processes, account for our numerous independent accolades, including nine consecutive RoSPA Gold Awards and five successive Gold Medals. Working together with our supply chain partners, we want to realise our collective vision of a workplace that is free from personal injury and ill-health.

Health and Wellbeing

(alignment with SDG 3 Good Health and Wellbeing)

The maintenance and promotion of a culture of Health & Wellbeing for our employees and stakeholders is a priority. Good wellbeing is good business. Creating a positive wellbeing culture is, therefore, in everyone's interests as there is a well-established, direct link between wellbeing, engagement and productivity. We will continue to roll out wellbeing initiatives that make a lasting impression.

Talent Development

(alignment with SDG 8 Decent Work and Economic Growth)

We are committed to attracting, retaining and motivating talented people. The successful management of talent doesn't happen by chance. We have implemented a co-ordinated approach to ensure that we understand the key areas that we need to target, with clear strategic actions. Above all, we will help realise our employee's potential and provide clear pathways to develop their careers. Our bespoke People Strategy sets out how we will nurture, support and develop each individual employee to realise their potential and maximise opportunities for further development.

Fairness, Inclusion & Respect (FIR)

(alignment with SDG 3 Good Health and Wellbeing)

Our ambition is to be recognised as an industry leader for Fairness, Inclusion & Respect. We have developed a culture where everyone feels valued as an individual and comfortable to perform at their best. In order to strengthen our maturity levels and ensure a consistent, cohesive approach to FIR, we have appointed a new Head of Equality, Diversity and Inclusion and FIR.

DECENT WORK AND ECONOMIC GROWTH



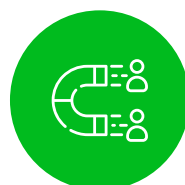
Decent Work and Economic Growth

“Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”

To ensure we continue to provide decent work, we have developed a Talent Strategy - the cornerstone of our ambition to be recognised as a high-performing organisation. Actively cultivating a culture of excellence and collaboration leads to individual and collective growth, and, naturally, then feeds into economic growth.

We recognise the powerful impact of having the right people, with the right skills, in the right environment, with the right resources. People are attracted to this type of culture. They want to develop, they willingly collaborate, they invest themselves in the business, they are energised to innovate and offer ideas, and they act as ambassadors to encourage others to join.

At GRAHAM, we have designed a simple five step approach to ensure that we continue to attract, retain and motivate talented people:



Attract talent

Recruiting the best people with the right skills and potential to grow with us



Develop talent

Supporting our people so that they can deliver to the highest standards, fulfil their potential and work towards achieving their career aspirations



Engage talent

Building a culture and modern working environment that promotes engagement, collaboration and innovation



Retain talent

Rewarding our people, recognising their contribution to the delivery of the organisation's strategic goals



Leading talent

Providing excellent leadership and management

Our focus is on delivering excellence through each of these stages, thereby creating “decent work” and achieving sustainable, exceptional results for all of our people and our business.



OUR KEY TARGETS AND ACHIEVEMENTS



Maintain IIP Platinum

Increase recruitment from diverse groups by 10%

90% of staff to be qualified at NVQ Level 2 (or equivalent) by 2025



85% employee positive engagement rate



Employee turnover 25% lower than industry average



Absence rates 400% lower than national average



87% feel empowered in their role



85% believe GRAHAM is an excellent place to work

KEY — = Achievement ■ = Target

GOOD HEALTH AND WELL-BEING



Good Health and Wellbeing

"Ensure healthy lives and promote well-being for all at all ages"



We understand that wellbeing is pivotal to personal performance.

Therefore, we proactively create a working environment where each of our colleagues has ready access to the tools and knowledge to be fit, healthy and positive in what they do.

In adopting an innovative approach, we are forging a reputation as a "leader for wellbeing" across all industries, and we have developed a range of easily accessible support measures to help our colleagues and their families. Initiatives include the development of a 100+ strong team of Mental Health First Aiders across the business, the investment in a dedicated Mental Wellbeing online Hub platform and a partnership with Mates in Mind.

By valuing individuals and promoting a culture of wellbeing, people respond positively, allowing them to thrive and achieve personal and professional success. Importantly, we prioritise the health and safety of our workforce, and aspire to achieve a workplace that is free from personal injury or ill-health.

OUR KEY TARGETS AND ACHIEVEMENTS



KEY — = Achievement ■ = Target

People: leading by example



Case Study 1

On cloud nine after RoSPA success

We were awarded our ninth consecutive Gold Award and fifth successive Gold Medal by The Royal Society for the Prevention of Accidents (RoSPA) in recognition of our exemplary Health and Safety processes and performance.

The internationally renowned RoSPA Awards are a benchmark for best practice in Health and Safety management, and offer organisations a "prime opportunity to prove their ongoing commitment to raising health and safety standards".

Evidence demonstrating our positive health and safety culture was gathered from a range of sites throughout the UK.

Commenting on the RoSPA success, Andrew Cooke, GRAHAM SHE Director, said:

"We have demonstrated a tremendous level of consistency with regards to H&S management, and we are proud that the hard work and commitment of our teams across all of our divisions and regions is perceived by RoSPA, and the wider industry, as leading and effective. To win nine consecutive Gold Awards and five successive Gold Medals is proof that our proactive health and safety strategy is a core value that underpins our continued success as a business."

DID YOU KNOW?

We have trained a 100+ strong team of Mental Health First Aiders across our business.



Case Study 2

GRAHAM named inaugural winner of IIP Excellence in Health and Wellbeing Award

We were named as a global leader in people management practice after winning the inaugural Excellence in Health and Wellbeing Award at the Investors in People (IIP) Awards in London.

The prestigious award, which is an international accolade across all industries, was in recognition of our pioneering employee health and wellbeing initiative, CONNECT PLUS.

GRAHAM HR Director, Michael Smyth, said:

"We are absolutely delighted that the judging panel, which included Dame Carol Black, who was the Head of the government's Health and Wellbeing Strategy from 2006 to 2016, recognised our approach to health and wellbeing as highly innovative and leading the way in the UK."

Discussing the inaugural Excellence in Health and Wellbeing Award, Dame Carol Black, said:

"GRAHAM has formulated a 'Wellness High Achievement Model' which has expression in a most comprehensive, innovative programme (probably unmatched) of individualised plans and support."

Case Study 3

Improving mental health and wellbeing

At GRAHAM, we are committed to positively influencing the mental wellbeing of our colleagues, family and friends.

Poor mental wellbeing affects thousands across the UK every year.

In particular, poor mental health is a major challenge for the construction industry.

To tackle this issue, we have developed a range of easily accessible support measures to help as part of a coordinated Mental Wellbeing campaign.

The initiatives rolled out include:

- A trained 100+ strong team of Mental Health First Aiders across the business
- A dedicated Mental Wellbeing section on our internal Hub platform
- Access to confidential counselling and support programme
- Regular toolbox talks on sites.



Case Study 4

'100 Day Challenge' sets pulses racing

We developed a "100 Day Challenge" for staff as part of our health and wellbeing calendar. The challenge, which required participants to be physically active for at least 10 minutes every day, helped 250 employees from across the UK to get fit for summer.

GRAHAM employees, working in teams of six, were challenged to be physically active for at least 10 minutes every day. Colleagues tracked their activities using the Strava mobile app and website and earned one point for every ten minutes of activity, gaining up to a maximum of six points per day.

Points were also awarded for achieving key milestones and, as a further incentive, prizes were awarded for performance and perseverance.

Notable statistics included:



15,314 hours

*1 year, 9 months
& 29 days of
activity*



105,913 km

*2.64 x around
the equator*



854,901 m

*96.6 x climbed
Everest*



GRAHAM Corporate Social Responsibility



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For more information about **GRAHAM**
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