

Harnessing the power of Wellbeing



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 focussed approach.

Despite its prominent position in the construction market, GRAHAM, as a privately owned business, has retained its core values, which is reflected in the high levels of motivation and engagement of its 2400+ employees.

GRAHAM sets the standard through its active promotion of innovation in technology (Building Information Modelling) and people processes (CONNECT).



Our ambition is to work in partnership with colleagues to ensure their 'Wellbeing' needs are met.

By taking an innovative approach we will become a 'Leader for Wellbeing' within our industry.

Michael Graham,
Executive Chairman, GRAHAM



**Absence at
GRAHAM has
reduced by 100%**
in the last 2 years



50%
**Sign-up for
'Wellbeing' activities
has increased by 50%**
in the last 2 years



**90% positive
feedback on the
CONNECT wellbeing
programme**



**Overall staff
engagement has
increased by 15%**
in the past 2 years



**20% reduction in the
number of smokers**
in the last 3 years



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



INVESTORS
IN PEOPLE



The 'Wellbeing' Journey

GRAHAM's Executive Management Team understand the business benefits of Wellbeing and in 2013, committed to cascading the principles of a bespoke 'Wellbeing' strategy throughout the business by active personal participation and role modelling.

GRAHAM incorporated Wellbeing into its CONNECT personal development process and formed a multi-disciplinary Wellbeing team charged with developing, implementing and monitoring the annual SMART targeted plan. The plan focusses on the three elements of Whole Person Development – physical, psychological and social wellbeing.

Investors in People were engaged to ensure an independent assessment of 'Wellbeing' processes, and provide identifiable audit parameters and challenging targets to aspire to.



Start simple and get buy in from key influencers. Gain some traction by achieving and setting yourself accountable targets. You can then build on your success. IIP helps to structure that journey by giving you a framework to monitor progress and set up new challenges.

Michael Smyth,
HR Director, GRAHAM



The Challenges

The construction industry faces considerable challenges in the implementation of a robust wellbeing strategy. The workforce is traditionally male dominated and often reluctant to seek advice. Employees are spread across sites and offices in the UK and Ireland, making it difficult to design and rollout programmes to reach those who most need help.

To combat these challenges, GRAHAM developed a bespoke solution:

- A tiered governance structure and the establishment of a functional team incorporating HR, Health and Safety and operational teams
- Buy-in from Executive Team and promotion across the business
- Employee design suggestions and "great ideas"
- 'Wellbeing' data collated, analysed and actioned
- Best practice identified and customised
- An Annual Plan agreed and monitored
- Supporting leaders to manage wellbeing through CONNECT
- Expert support and audits
- Risk management: All aspects of wellbeing incorporated into site and business risk assessments.



The 'Wellbeing' Plan

Fundamental to the success of the Wellbeing strategy was to ensure managers felt comfortable talking to and supporting individual employee wellbeing.

GRAHAM engaged a leading UK team of wellbeing specialists to train managers and provide a well being diagnostic tool, a personal plan and coaching for all employees.

A series of group wide, regional and team Health and Wellbeing activities and events were launched with staff enjoying activities such as Around the World in 80 Days Step Challenge, Marathon sponsorship and regional cycle teams.

Programmes were developed for physical health including weight management, BUPA checks to all employees over 40, annual checks for staff in critical roles, voluntary mini health checks for all staff, smoking cessation and subsidised gym membership.

Whenever possible, GRAHAM piggy backs off national campaigns such as Prostrate and Breast Cancer, Healthy Heart, Suicide Prevention week and partners with National charities to provide employees with information and support.



Activities have got to be enjoyable and inclusive. People love competition, competing against themselves and against other teams. The physical challenges positively impact upon mental and social wellbeing with people getting together and enjoying each other's company. This has especially impacted the potential for isolation and poor habits which working and living away from home can bring.

Michael Smyth,
HR Director, GRAHAM





Communication is the Key

"The Wellbeing message has got to be effective and it has got to be simple."

Michael Smyth, HR Director, GRAHAM

The Wellbeing communication strategy is aimed at simply and effectively educating and signposting employees to what they might need.

GRAHAM has actioned this by:

- A 'Wellbeing' anchor video delivered by Executive Chairman Michael Graham setting out the company vision and strategy for Wellbeing
- National Campaigns, events and activities are weaved into a monthly wellbeing-focused calendar of information and events
- Positive news stories emanating from wellbeing activities are communicated throughout the company via the intranet and email blasts
- 'Wellbeing' office/site talks rolled out with supporting content and literature
- 'Wellbeing' information boards erected in canteens and where colleagues congregate
- A presence across all social media platforms including an innovative, internal @grahamwellbeing twitter feed.



The Future

GRAHAM has made significant progress on its Wellbeing journey over the last five years.

Solid foundations have been established to ensure the implementation of vibrant and measurable 'Health and Wellbeing' outcomes in line with GRAHAM's 2021 – People Strategy.

Key to the future success of Wellbeing at GRAHAM is the 'personalisation' of support for each individual through its 'innovative whole person wellbeing programme' CONNECT.

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I firmly believe people don't just join businesses for money or career development.

These may be the important starting points, but the type of employer you are, is what keeps people in the long term.

If you value individuals and have a focus on 'Wellbeing', people respond. They want to be with your company and will encourage and attract others leading to a pipeline of success.

Michael Smyth,
HR Director, GRAHAM

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