
Dignity at Work Policy and Procedure

February 2026

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Scope

This policy applies to all employees of Danny Sullivan Group Limited (DSG) and its subsidiaries (Danny Sullivan & Sons Ltd, Diamond Construction & Engineering Recruitment Limited, and Danny Sullivan Group Academy Limited), contractors, workers, agency workers, volunteers and visitors. It covers all work-related activities, including communication, behaviour, and conduct on company premises or during work-related events.

Overview

DSG is committed to fostering a respectful and inclusive workplace for all employees. This policy aims to promote dignity, equality, and mutual respect in all interactions.

Introduction

1. Harassment or victimisation on the grounds of the following protected characteristic: age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation is unacceptable.
2. Personal harassment takes many forms, but whatever form it takes, it is unlawful under the Equality Act 2010 and will not be tolerated.
3. This policy will be reviewed regularly to ensure it remains up to date and in order to monitor its effectiveness.

Definitions

Harassment

This is unwanted conduct related to a relevant protected characteristic that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person.

Unwanted conduct can include:

- a. spoken words
- b. banter
- c. written words
- d. posts or contact on social media
- e. imagery
- f. graffiti
- g. physical gestures
- h. facial expressions
- i. mimicry

- j. jokes or pranks
- k. acts affecting a person's surroundings
- l. aggression, and
- m. physical behaviour towards a person or their property.

Sexual harassment

All members of staff are entitled to be treated with dignity and respect in our place of work. This means freedom from sexual harassment, feeling safe and supported, and having access to redress if such behaviour does arise.

Sexual harassment takes many forms, but whatever form it takes, it is unlawful under the Equality Act 2010 as amended. The company has a zero-tolerance approach to sexual harassment and will not tolerate it.

Please refer to our Sexual Harassment Policy which provides our position on this in full detail.

Less favourable treatment for rejecting or submitting to unwanted conduct

This occurs when:

- a) someone is subjected to unwanted conduct:
 - i. of a sexual nature
 - ii. related to sex, or
 - iii. related to gender reassignment

- b) the unwanted conduct has the purpose or effect of:
 - i. violating their dignity, or
 - ii. creating an intimidating, hostile degrading, humiliating or offensive environment for them, and

- c) they are treated less favourably because they submitted to or rejected the unwanted conduct.

Circumstances which are covered

This policy covers behaviour which occurs in the following situations:

- a. a work situation

- b. a situation occurring outside of the normal workplace or normal working hours which is related to work, for example, a working lunch or social event with colleagues.

- c. outside of a work situation but against a colleague or other person connected to the Company, including on social media.

- d. against anyone outside of a work situation where the incident is relevant to their suitability to carry out the role.

Complaining about Personal Harassment

Informal complaint

We recognise that complaints of personal harassment, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether that person has a direct supervisory responsibility for you) as a confidential helper. This person cannot be the Operations Director who will be responsible for investigating the matter if it becomes a formal complaint.

If you are the victim of minor harassment, you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser, and your confidential helper can assist you in this.

Formal complaint

Where the informal approach fails or if the harassment is more serious, you should bring the matter to the attention of:

- Your line manager
- A more senior manager
- The HR department hr@dannysullivan.co.uk
- Company appointed AAB Whistleblowing Service <https://fileaconcern.org/dannysullivan> or 0800 026 0466

If possible, you should keep notes of the harassment so that the written complaint can include:

- a. the name of the alleged harasser.
- b. the nature of the alleged harassment.
- c. the dates and times when the alleged harassment occurred.
- d. the names of any witnesses; and
- e. any action already taken by you to stop the alleged harassment.

On receipt of a formal complaint, we will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with contractual pay in line with basic hours until the matter has been resolved.

The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice, and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

On conclusion of the investigation, which will normally be within ten working days of the meeting with you, the decision of the investigator, detailing the findings, will be sent in writing to you.

You have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the grievance procedure.

Disciplinary Action

If the decision is that the allegation is well founded, the harasser will be liable to disciplinary action in accordance with our disciplinary procedure. An employee who receives a formal warning or who is dismissed for harassment may appeal by using our capability/disciplinary appeal procedure.

When deciding on the level of disciplinary sanction to be applied, we will take into consideration aggravating factors such as abuse of power over a more junior colleague.

If you bring a complaint of harassment, you will not be victimised for having brought the complaint. However, if it is concluded that the complaint is both untrue and has been brought with malicious intent, disciplinary action may be taken against you.

Third Party Harassment

Third party harassment occurs when one of our workforces is subjected to harassment by someone who is not part of our workforce, but who is encountered in connection with work. This includes our clients, suppliers, members of the public. Third party harassment of our workforce will not be tolerated.

Should you be subjected to third party harassment, you are encouraged to report this as soon as possible to:

- Your line manager
- A more senior manager
- The HR department hr@dannysullivan.co.uk
- Company appointed AAB Whistleblowing Service <https://fileaconcern.org/dannysullivan> or 0800 026 0466

Should a client harass a member of our workforce, this will be investigated and they may be warned that continued provision of our service to them will cease if they are to act in a similar way again. Should their behaviour recur, they will be informed that our service to them will cease. Any criminal acts will be reported to the police, and we will share information relating to the incident with our other branches to ensure that we maintain a consistent approach to the cessation of our services.



Russell Deards
General Counsel & Company Secretary
1st February 2026