
Grievance Procedure

February 2026

Grievance Procedure

Scope

This policy is applicable 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)

It does not apply to agency workers, agents, consultants, self-employed contractors, volunteers or interns unless otherwise specified in their contracts.

This policy does not form part of your contractual terms and conditions of employment, and DSG reserves the right to amend this policy at any time.

General principles

A grievance refers to any issue, complaint, or concern an employee may have regarding their treatment, working conditions, or work environment. The organisation is committed to resolving grievances fairly and promptly and encourages employees to raise concerns in a constructive manner.

The grievance process is designed to ensure that complaints are addressed with due seriousness and respect. Employees are encouraged to use this procedure when they feel their issues cannot be resolved informally.

Informal Resolution

If you are dissatisfied with your treatment or any aspect of your work, we encourage you to raise the issue informally with your line manager. In many cases, an open conversation can resolve the matter without the need for formal procedures. If you are uncomfortable discussing the matter with your line manager, you may approach the HR Team for support.

While informal discussions are encouraged, if these do not lead to a satisfactory resolution, you may choose to raise the matter formally through the grievance procedure.

Formal Grievance Procedure

If your issue cannot be resolved informally, you may submit a formal grievance. A formal grievance involves writing to your line manager (or to HR Team, who will appoint a suitable person to hear the grievance if the grievance concerns your line manager). You should clearly set out the nature of your grievance and the outcome you are seeking. Your grievance will then be considered according to the formal grievance procedure.

Grievances may relate to various workplace issues such as work allocation, career development opportunities, management practices, or working conditions. However, issues subject to collective bargaining, disciplinary actions, redundancy or any issue covered by a separate policy are not covered by this policy.

Mediation

Where appropriate, the organisation may suggest mediation to resolve grievances. Mediation is a voluntary, confidential process involving a neutral third party who facilitates communication between the involved parties to reach a mutually agreeable resolution. Mediation is only used where all parties involved agree to it.

The Right to be Accompanied

You have the right to be accompanied by a colleague employed by the DSG or trade union representative at any grievance meeting. The companion can present your case, respond to questions, and sum up your case. However, they may not answer questions directly on your behalf.

If your chosen companion is unavailable, you may reschedule the meeting, provided the alternative date is within five working days.

Recording of Meetings

The organisation generally does not allow the physical recording of grievance meetings. This is to promote an open and honest dialogue. In exceptional circumstances (such as a disability requiring adjustments), recordings may be permitted. The organisation will take responsibility for any recordings made.

Grievance Hearing Process

1. **Making the Complaint:** To raise a formal grievance, submit a written complaint to your line manager. If the complaint is about your manager, send it to HR. Be clear about the issue and the outcome you are seeking. Your complaint will form the basis of the grievance hearing.
2. **Grievance Hearing:** The hearing will be arranged within five working days of receiving your written grievance, subject to any necessary investigations. It will be conducted by your line manager and an HR representative. You will have the opportunity to explain your grievance and the steps you would like to see taken.
3. **Outcome:** You will be informed in writing of the decision within seven working days after the hearing. If the outcome is unsatisfactory, you may appeal the decision.

Appeals

If you are dissatisfied with the outcome of the grievance hearing, you may appeal the decision. Your appeal should be submitted in writing to HR, stating the grounds for your appeal (e.g., why you believe the decision was incorrect). An appeal hearing will be held within five working days of submitting your appeal, where a senior manager will consider your case and the original grievance decision.

You will receive the outcome of the appeal in writing within seven working days. The decision following the appeal will be final.

Respect and Behaviour

Throughout the grievance procedure, all parties should be treated with respect and dignity. The organisation will not tolerate any abusive or insulting behaviour during the process. Any such behaviour may result in disciplinary action.



Russell Deards
General Counsel & Company Secretary
1st February 2026