
FIR & EDI Policy

March 2026

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Our Commitment

At Danny Sullivan Group (DSG), people are at the heart of everything we do. We work in a fast-moving, challenging industry, and we know that the way we treat each other matters just as much as the quality of the work we deliver.

Our Fairness, Inclusion and Respect (FIR) and Equality, Diversity and Inclusion (EDI) Policy is our promise, to our colleagues, our clients, our partners and our communities, that we will create a workforce and a working environment where everyone feels valued, supported and able to be themselves.

FIR isn't an add-on for us. It's woven into how we recruit, how we lead, how we communicate, how we collaborate and how we grow. This policy simply captures the standards we already expect from ourselves every day.

Context/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.

What FIR Means to Us

Fairness

Everyone deserves equal opportunities. We aim to make sure our processes, decisions and behaviours are consistent and without bias. Sometimes fairness means offering a little extra support—whether through reasonable adjustments, training, or simply listening when someone needs it.

Inclusion

We want everyone to feel they belong here. Inclusion means noticing and valuing differences, encouraging ideas, and making sure people feel safe, seen and able to contribute.

Respect

Respect is about how we show up for each other. It's treating people with dignity, courtesy and kindness—especially when under pressure. It's choosing behaviours that lift others up, not shut them down.

Our Promise as an Employer

We commit to:

Creating a safe and fair workplace

- Taking a zero-tolerance stance on discrimination, bullying and harassment.
- Making reasonable adjustments so people can work comfortably and confidently.
- Making sure our decisions are transparent and fair—from recruitment to development.

Building and supporting a diverse workforce

- Actively encouraging applications from underrepresented groups.
- Working with partners who help us reach people who may not otherwise access opportunities in construction.
- Offering support routes for women, veterans, ex-offenders, disabled people, long-term unemployed candidates and others who may face barriers.

Nurturing an inclusive culture

- Providing training that helps everyone understand their role in building an inclusive company.
- Celebrating awareness events that bring our people together and help us learn from one another.
- Encouraging people to speak up, ask questions and share concerns without fear

Leading by example

- Maintaining our SCSS FIR accreditation and continuing to push standards forward.
- Playing our part across the industry—whether that's supporting mental health awareness, championing prison employment programmes or sharing what we've learned with others.

How We Bring FIR to Life

Inclusive Recruitment

We design our recruitment processes to be open, welcoming and accessible. This includes:

- Writing inclusive job adverts.
- Sharing opportunities widely so we reach more people.
- Offering adjustments for interviews or assessments.
- Ensuring our recruitment and labour management teams are trained FIR Ambassadors.

Listening to Our Workforce

We regularly look at anonymised workforce and applicant data to understand who we're reaching—and who we might unintentionally be missing. This helps us make better decisions and keeps us accountable to our commitments.

We also gather staff feedback through:

- Anonymous QR-code reporting routes
- Annual culture and satisfaction surveys
- Regular site engagement and check-ins

Every voice matters.

Training and Development

We build FIR into:

- Inductions
- Monthly learning pathways
- Toolbox talks
- Leadership development
- MHFA training and wellbeing support

Our aim is simple: to make sure everyone knows what good behaviour looks like, and how to call out behaviour that doesn't align with our values.

Wellbeing and Support

We support our people through:

- Mental Health Champions
- Partnerships with CALM and other charities
- Awareness campaigns
- Support networks and wellbeing initiatives

We want people to feel they can ask for help when they need it and know that help will be there.

Community and Social Value

Our FIR values extend beyond DSG. We work closely with partners who support:

- Homeless individuals
- Ex-offenders
- Refugees and migrants
- Women returners
- Young people
- People with disabilities

These programmes change lives by opening doors into long-term, meaningful employment.

Responsibilities

Our Leaders

- Set the tone through their actions.
- Make decisions that reflect our FIR values.
- Champion inclusion in their teams.

FIR Steering Committee

- Drives the FIR Strategy.
- Tracks progress, oversees training and engages with the Board.
- Ensures we stay on track with our commitments and accreditations.

Managers & Supervisors

- Lead by example day to day.
- Address concerns early and fairly.
- Ensure everyone feels safe and respected at work.

Everyone at DSG

- Treats colleagues and clients respectfully.
- Speaks up if something isn't right.
- Completes FIR training and lives our values.

Working Together to Improve

We will review this policy every year and keep listening to the experiences of our people. FIR isn't a box we tick; it's a culture we work on together.

We all play a part in making DSG a place where people feel proud to work, proud to belong and proud to grow.



Russell Deards
General Counsel & Company Secretary
1st March 2026