

GENDER PAY GAP REPORT 2025



**DANNY SULLIVAN
GROUP**



A MESSAGE FROM OUR DIRECTORS

“At the Danny Sullivan Group, we are committed to fostering a workplace that is fair, diverse and inclusive. Analysing our data helps us to identify areas where we can continue to improve and drive meaningful progress.

As leaders, we recognise our responsibility to champion an inclusive and equitable workplace - not only within DSG, but across the wider industry. Tackling the gender pay gap is about more than fairness; it’s about valuing the skills, perspectives and contributions that women bring to our sector. By continuing to build a culture rooted in respect, support and opportunity, we can enable women to succeed and play a vital role in shaping our shared future.

We recognise that the construction sector has traditionally been male-dominated, which has limited both representation and advancement opportunities for women. While progress is being made, we acknowledge that further action is needed to support greater gender balance and career development within the industry.

Through initiatives such as achieving the Level 5 Fairness, Inclusion and Respect Award and extensive International Women’s Day activity, we are focused on building an environment where women feel supported and empowered to succeed.

However, we understand that this is an ongoing journey, and we remain committed to expanding our efforts and creating more opportunities moving forward.

We confirm that the gender pay gap data presented in this report is accurate, reliable and complete, and has been prepared in line with the guidelines set out by the Advisory, Conciliation and Arbitration Service (ACAS).”

Tim O Sullivan and Kacey O’Driscoll, Directors

THE GENDER PAY GAP

The gender pay gap is the difference in average earnings between all women and men in an organisation, regardless of their role.

In accordance with gender pay reporting regulations, any UK organisation employing 250 or more employees must report on their gender pay gap.

Reporting figures should include:

- The mean and median gender pay gaps.
- The mean and median gender bonus gaps.*
- The proportion of men and women receiving bonuses.

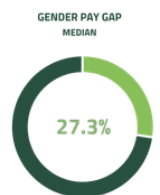
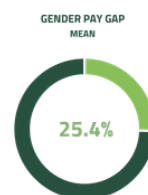
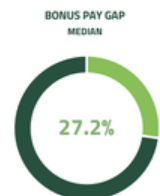
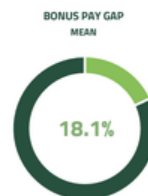
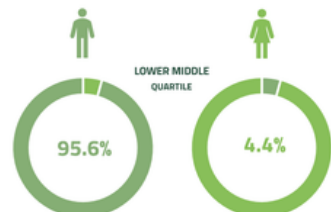
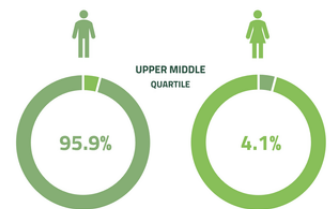
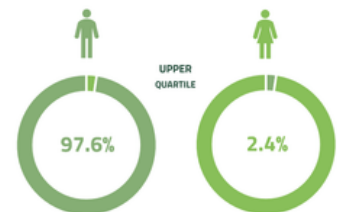
*The number of males and females according to quartile pay bands.

OUR GENDER PAY REPORT

PROPORTION OF MEN AND WOMEN EMPLOYED AT THE DANNY SULLIVAN GROUP



PROPORTION OF MEN AND WOMEN BY PAY QUARTILE





CLOSING OUR GAP

1 - Inclusive Recruitment

To minimise unconscious bias, all our job postings are written in gender-neutral and inclusive language, welcoming applications from people of all backgrounds. We review our recruitment processes annually to ensure we continue to lead in fairness, diversity, and equity.

2 - Women-Focused Support Initiatives

We actively champion gender equality within the construction sector. This includes offering support for women seeking careers in construction and assisting contractors in recruiting skilled, motivated female talent. We organise targeted recruitment events to connect women with career opportunities, with the goal of becoming the employer and partner of choice for women in the industry, helping to normalise and strengthen their presence across all levels. We attend events such as school and college job fairs and partner events, such as the upcoming Women in Construction Job Fair at Sizewell C, to actively engage with female audiences and inspire the next generation to see that working in infrastructure is open to them.

3 - FIR Accreditation

Our Be Fair accreditation places Fairness, Inclusion, and Respect at the core of our business, setting the benchmark for diversity and equality in UK construction. We are proud to be the first UK company to achieve the Construction Industry Training Board's Level 5 FIR Influencer Standard, demonstrating our commitment to embedding these principles across all operations.

4 - Flexible Working

We aim to tackle the barriers women face in gaining employment. We have developed progressive programs to assist with flexible working options, job sharing and childcare support. Our on-site working patterns are often dictated by our client's on-site shift requirements, and we work with them to support individual requests for flexibility however possible. In addition, we have HQ members of staff who work part time and condensed hours, to accommodate caring responsibilities.

5 - Stretch Initiatives

On key projects, we work closely with clients to measure female representation onsite. Beyond projects, we have built strong partnerships with female-only schools and invest in community initiatives that provide apprenticeships, placements, and ongoing training to upskill women and support their progression in construction careers.

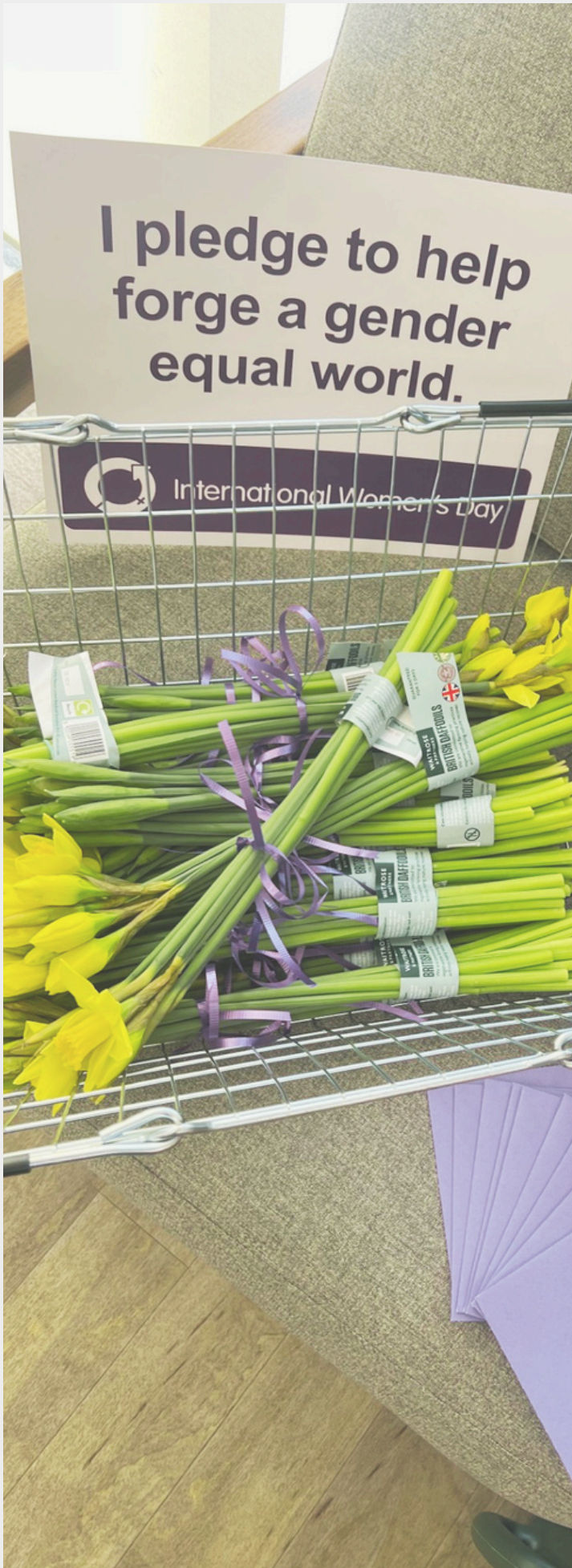
6 - Inclusive Leadership Initiatives

We have huge ambitions here and are aiming for this to be the market-leading initiative in infrastructure workforce. Our plan is to create structured programmes, specialist entry pathways and innovation solutions that provide direct access to opportunities for women. This will be across entry, progression and returner routes and will include specialist support for even further marginalised groups such as ex-offenders, those who are NEET and Care Leavers.

7 - Gender Pay Gap Audits

We conduct regular gender pay gap analyses to identify and address any disparities. These audits inform decisions on pay adjustments, ensuring equitable compensation across all roles and levels of the organisation.





8 - Community Outreach and Education

We are expanding our engagement with communities to promote construction careers to young women. By collaborating with schools, colleges, and educational programmes, we aim to inspire and nurture the next generation of female construction professionals.

9 - Celebrating and Supporting International Women's Day

Our Women's network lead the way on championing women generally and in construction specifically. This year, for example, we have undertaken a huge amount of work to engage our female operatives and HQ staff, and our wider network via International Women's Day and Women In Construction Week. We delivered thank you cards and flowers to our teams, hosted a free brunch, gathered donations for a baby bank and featured case studies from across our female operatives and HQ team on social media.



OUR WOMEN

Our female employees bring energy, skill, and dedication across a wide range of roles.

On site, they keep our projects safe as Banksmen, Traffic Marshalls and Supervisors, and contribute hands-on as Groundworkers, Multi-Skilled Operatives, and Skilled Trade Mates. They also support smooth operations behind the scenes as Cleaners, Yard Operatives, and Administrators, alongside specialist roles such as Crane Supervisors and 24/7 Pit Bottom Operatives.

At head office, women work across HR, Finance, Marketing, Operations, Recruitment, Payroll, and other support functions.

Across all these roles, their expertise and commitment are vital to the success of our projects and the business as a whole.



"I joined DSG in 2025 and I am proud to work alongside a leadership team where gender has never presented itself as a barrier to opportunity; and I have seen first-hand how we strive to ensure that every employee, regardless of gender, has equal access to development, progression, and recognition. This dedication is central to our values and the culture we continue to build.

While proud of the progress we have made internally, I also acknowledge that gender equality in the construction industry remains a broader challenge. This is reflected in the statistics of this report which reflect not only our efforts but also the systemic factors that can influence pay and progression.

Beyond policies and data, we are committed to fostering a culture where all employees feel empowered to reach their full potential, knowing that their contributions are valued equally. Achieving true gender equality is an ongoing journey, one that requires persistent effort, reflection and collaboration. I am confident that by continuing to challenge assumptions, invest in our people and lead with transparency, we can create an environment where opportunity and reward are determined solely by talent, ambition and contribution, setting a standard not just within our company, but across the industry."

Helen Taylor – HR Director



"I love working for Danny Sullivan, I feel lucky to have my job, 13 years in, Teamwork is nice because the majority of the team are respectful. Recently, my mum passed away and my supervisor advocated for me to organise leave, which I really appreciated. I love coming to work and I love the people I work with, they are reliable and respectful."

Margaret Lawrence - Traffic Marshall - SCS

OTHER INITIATIVES MAKING A DIFFERENCE

Armed Forces Covenant work

We hold a Gold Award for our commitment to the Armed Forces Covenant. Through partnerships with Buildforce, CTP and Project Recce, we support military service leavers in finding roles that match their skills, experience and aspirations. In 2025, we engaged with military individuals through workshops, virtual job fairs, e-learning sessions, and practice interviews. We also share relevant job opportunities on forces-friendly job sites.

Standing with LGBTQ+

We are committed to fostering an inclusive working environment where all colleagues feel supported and able to be themselves. To support this, we have launched our employee network, DSG Colours, bringing together LGBTQ+ colleagues and allies. The network provides a platform for connection and supports initiatives that promote equality and inclusion across our organisation.

Disability Confident Employer

We are Disability Confident Level 2 accredited. As part of our combined EDI/FIR policy, we are committed to ensuring that disabled colleagues have equal opportunities to fulfil their potential.

Care Leavers

We work closely with the Carers Trust Hillingdon and currently employ several care leavers as apprentices on projects across London. We have also supported the Carers Trust Hillingdon by donating to their annual awards ceremony, which we attend personally to celebrate the achievements of young carers.

Homeless Inclusion

We collaborate with a Work and Learning Coach from Crisis, who has referred several applicants ready for interview. We also work with Crisis during the onboarding process, helping individuals gain CSCS qualifications and access support as they prepare to join our workforce.

STEM Ambassadors

We have a network of STEM (Science, Technology, Engineering and Mathematics) ambassadors across the business. They actively support initiatives that encourage young people to explore STEM careers, taking part in workshops and activities that allow them to share their curiosity, knowledge, and enthusiasm for the construction industry.

