
Absence Leave and Pay Policy

August 2026

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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.

Overview

This policy sets out the procedures to be followed for managing employee absence, including reporting requirements, certification, monitoring, and return-to-work expectations. It provides a clear framework to ensure absence is managed consistently, fairly, and in line with legal and operational requirements.

It also outlines expectations regarding communication during periods of absence, the use of medical evidence where appropriate, and the support available to assist employees in returning to work. This policy should be read in conjunction with related organisational policies, including those covering sick pay, annual leave, and disciplinary procedures where absence management issues arise.

A) Introduction

DSG recognises that from time-to-time employees may be unable to attend work due to illness. We are committed to supporting employees during periods of sickness absence whilst ensuring that absence is managed fairly, consistently and in accordance with current UK legislation.

This policy sets out your rights and responsibilities when you are absent from work due to sickness, along with the procedures that must be followed.

For the purposes of this policy, sickness absence refers to absence from work due to personal illness or injury which prevents you from carrying out your normal work duties.

This policy does not apply to other types of absence, including time off for dependants. Employees should refer to the Parental Leave Policy for guidance on such matters.

B) Notification Requirements

If you are unable to attend work due to illness or injury, you must notify your DSG manager and Site manager as soon as possible on the first day of absence, and no later than your normal start time, unless this is not reasonably practicable.

You must provide the following information:

- the reason for your absence;
- the date your absence began; and
- your expected return date (if known).

You are required to maintain regular contact with your DSG manager and Site manager throughout your absence and provide updates on your condition and likely return to work. The frequency of contact should be agreed with your DSG manager and Site manager.

Notification should normally be made personally unless this is not reasonably practicable.

Failure to follow the notification procedure may result in disciplinary action and/or loss of Statutory Sick Pay (SSP).

C) Evidence of Incapacity

For absences of up to 7 calendar days, you are required to self-certify your sickness absence.

For absences of more than 7 calendar days, you must provide a Statement of Fitness for Work ("fit note") from a registered medical practitioner.

Where a fit note indicates that you "may be fit for work", DSG will discuss any recommendations with you and consider whether reasonable adjustments can be made to facilitate your return. If adjustments cannot be reasonably accommodated, you will remain on sickness absence.

You must continue to provide fit notes to cover the entirety of your absence where required.

DSG reserves the right to take appropriate action where there is reasonable evidence that sickness absence is not genuine or where fraudulent documentation is provided.

D) Statutory Sick Pay (SSP)

DSG provides Statutory Sick Pay (SSP) in accordance with current legislation.

Statutory Sick Pay is payable if you meet the eligibility criteria, including complying with the notification and certification requirements outlined in this policy.

SSP is payable for up to 28 weeks in any period of incapacity for work, at the statutory rate set by the Government. A linked period of sickness applies in accordance with statutory rules.

SSP is processed through payroll and is subject to Income Tax and National Insurance deductions in the usual way.

No occupational or enhanced sick pay is provided, unless provided for in your terms and conditions of employment.

E) Maintaining Contact During Absence

During periods of sickness absence, DSG may maintain reasonable contact with you to:

- discuss your wellbeing;
- obtain updates on your condition;
- discuss any support required; and
- plan for your return to work.

In some cases, you may be required to attend meetings during your absence. These will be arranged with reasonable notice and consideration of your health.

F) Medical Assessments

DSG reserves the right to request that you attend an appointment with an occupational health adviser or other medical professional.

You may also be asked to consent to DSG obtaining a medical report from your GP or specialist under the Access to Medical Reports Act 1988.

Any medical information will be handled sensitively and in accordance with data protection legislation.

All medical information will be treated as confidential and processed in line with UK data protection laws.

G) Return to Work

On your return to work following any period of sickness absence, you may be required to attend a return-to-work meeting with your manager.

The purpose of this meeting is to:

- confirm the reason for absence;
- ensure you are fit to return to work;
- identify any support or adjustments required; and
- update you on any workplace developments.
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Where appropriate, DSG will consider reasonable adjustments to support your return to work in line with its obligations under the Equality Act 2010.

Where appropriate, a phased return to work or temporary adjustments to duties or hours may be agreed. Pay during any phased return will be in line with hours worked and any applicable SSP entitlement.

H) Long-Term Sickness Absence

Long-term absence is typically defined as continuous absence lasting four weeks or more.

In cases of long-term absence, DSG will:

- maintain regular contact with you;
- seek medical advice where appropriate;
- consider reasonable adjustments;
- explore options such as a phased return to work or alternative duties where feasible.

DSG may also consider whether suitable alternative roles are available where you are unable to return to your original position.

Where it is not possible for you to return to work within a reasonable timeframe, DSG may need to consider termination of employment on the grounds of capability, following a fair process.

You will have the right to be accompanied at formal meetings and the right to appeal any decision in accordance with DSG procedures.

I) Sick Pay and Holidays

You will continue to accrue statutory annual leave during periods of sickness absence.

If you are unable to take annual leave due to sickness, you will be paid this or it may carry forward your statutory holiday entitlement in accordance with current legislation.

If you become unwell during a period of annual leave, you must report this in accordance with the notification procedure and provide medical evidence where required.

J) Unauthorised Absence

Failure to follow the notification procedures or provide appropriate certification may result in your absence being treated as unauthorised.

Unauthorised absence may lead to disciplinary action.

K) Managing Attendance

DSG does not operate formal absence trigger points. However, all absence levels will be monitored.

Frequent or excessive sickness absence may be addressed through DSG's disciplinary procedure where appropriate.

Any action taken will be reasonable, proportionate, and based on the individual circumstances of the case.

L) Disability-Related Absence

Where sickness absence is related to a disability, DSG will consider its obligations under the Equality Act 2010 and may make reasonable adjustments to support you.

Each case will be considered individually, taking into account medical advice and operational requirements.

M) Medical Appointments

Where possible, medical appointments (e.g. GP, dentist, hospital) should be arranged outside normal working hours. Where this is not possible, appointments should be scheduled at the beginning or end of the working day where practicable.

You should inform your manager in advance of any appointment. You may be expected to attend work before or after the appointment where reasonably practicable.

Time off for medical appointments is normally unpaid or may be taken as annual leave.

However, paid time off will apply where required by law (for example antenatal appointments) and may be considered as a reasonable adjustment in cases of disability or other protected circumstances.

N) Conduct During Sickness Absence

While on sickness absence, you are expected to act in a manner consistent with your reported condition and recovery. You should avoid activities that are likely to reasonably delay recovery or are clearly incompatible with your stated inability to work.

Where there is concern that activities undertaken during sickness absence may be inconsistent with the nature of the absence or may impact recovery, the matter may be investigated in accordance with the disciplinary procedure, taking into account medical evidence where appropriate.

This may include situations where an employee undertakes other employment during sickness absence without informing DSG where this is relevant to their ability to work or may reasonably affect their sickness absence.



Russell Deards
General Counsel & Company Secretary
1st August 2026