

DSG FIR & EDI Policy

1. Our Commitment

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

Our success depends on attracting, developing and retaining good people. We know that when people feel respected, listened to and treated fairly, they are more likely to perform at their best, contribute ideas, support one another and help us deliver excellent outcomes for our clients.

This policy sets out our commitment to Fairness, Inclusion and Respect (FIR) and Equality, Diversity and Inclusion (EDI) across every part of our business. It applies to all employees, workers, agency personnel, contractors, consultants and job applicants.

We are committed to creating a working environment where everyone is treated with dignity and respect and where employment decisions are based on merit, capability and business need. We do not tolerate discrimination, harassment, bullying or victimisation in any form.

2. What FIR Means to Us

Fairness

Fairness means providing equal opportunities and making decisions consistently and objectively. It also means recognising that some people may need additional support or adjustments to ensure they can participate fully and perform at their best.

Inclusion

Inclusion means creating an environment where people feel welcome, valued and able to contribute. We want our people to feel comfortable being themselves and confident that their views and experiences matter.

Respect

Respect is reflected in how we treat one another every day. It means acting professionally, listening to different perspectives and treating people with courtesy, dignity and consideration.

3. Our Promise as an Employer

We are committed to:

Creating a Safe and Fair Workplace

- Maintaining a zero-tolerance approach to discrimination, bullying, harassment and victimisation.
- Taking concerns seriously and addressing them fairly and consistently.
- Providing reasonable adjustments where appropriate to support employees and applicants.
- Creating an environment where people feel able to speak up and raise concerns without fear of unfair treatment.

Building a Workforce That Reflects the Communities We Serve

- Encouraging applications from people from all backgrounds.
- Working with organisations that help us widen access to careers in construction and infrastructure.
- Supporting initiatives that create opportunities for people who may face barriers to employment, including women, disabled people, veterans, ex-offenders, refugees, migrants and those returning to work after a career break.

Creating an Inclusive Culture

- Providing learning and development opportunities that help our people understand their role in creating an inclusive workplace.
- Encouraging constructive discussion, collaboration and the sharing of ideas.
- Celebrating the different experiences, backgrounds and perspectives that strengthen our business.

Leading by Example

- Maintaining our commitment to Fairness, Inclusion and Respect across all areas of the business.
- Working with clients, partners and industry bodies to promote positive change across the construction sector.

4. How We Bring FIR to Life

Inclusive Recruitment

We want the best people for the job and believe talent comes from all backgrounds. Our recruitment process is designed to give every applicant a fair opportunity to demonstrate their suitability for a role.

All recruitment and selection decisions will be based on skills, experience, qualifications and the ability to perform the requirements of the role. We will not allow personal bias, assumptions or stereotypes to influence recruitment decisions.

To support this commitment, we will:

- Use clear, inclusive and accessible language in our recruitment materials.
- Advertise opportunities through appropriate channels to reach a wide and diverse talent pool.
- Encourage applications from people who may not traditionally consider a career in our industry.
- Ensure job descriptions and selection criteria accurately reflect the requirements of the role.
- Treat all applicants fairly and consistently throughout the recruitment process.
- Offer reasonable adjustments during interviews, assessments and selection activities where required.
- Ensure interview questions relate to the requirements of the role.
- Seek, wherever practical, to involve more than one person in recruitment decisions.
- Ensure employees involved in recruitment and labour management understand their responsibilities under this policy and apply FIR principles consistently when making decisions about people.

We will not:

- Discriminate unlawfully against any applicant, employee or worker.
- Allow assumptions, stereotypes or personal bias to influence recruitment or employment decisions.
- Restrict recruitment activity in a way that unnecessarily limits access to opportunities.
- Allow the opinions or preferences of others to influence recruitment decisions.

Listening to Our Workforce

Understanding the experiences of our people is essential if we are to maintain an inclusive culture.

We use workforce data, employee feedback and engagement activity to understand what we are doing well and where we can improve. Our approach includes:

- Anonymous reporting routes.
- Employee surveys and culture reviews.
- Site engagement activities and workforce conversations.

We encourage people to share ideas, raise concerns and help shape the future of DSG.

Learning and Development

FIR and EDI principles are embedded throughout the employee journey, including induction programmes, leadership development, toolbox talks, wellbeing initiatives and ongoing learning opportunities.

Our aim is to ensure that people understand the standards we expect, feel confident challenging poor behaviour and can contribute positively to our culture.

Wellbeing and Support

We recognise that people perform best when they feel supported.

We provide a range of wellbeing initiatives and support mechanisms, including Mental Health Champions, awareness campaigns, support networks and partnerships with organisations that promote positive wellbeing.

Community and Social Value

Our commitment to fairness, inclusion and respect extends beyond our workforce.

We work with community partners to help create opportunities for people who may face barriers to employment and to support more inclusive pathways into construction and infrastructure careers. This includes programmes supporting women, ex-offenders, refugees, migrants, young people, people with disabilities and individuals experiencing homelessness.

5. Responsibilities

Our Leaders

Our leaders are responsible for setting the tone, leading by example and ensuring decisions reflect the principles within this policy.

FIR Steering Committee

The FIR Steering Committee provides oversight of our FIR strategy, reviews progress, supports engagement activity and helps ensure that commitments translate into meaningful action.

Managers & Supervisors

Managers and supervisors are expected to:

- Lead their teams fairly and consistently.
- Address concerns promptly and appropriately.
- Promote a workplace where people feel respected, included and supported.

All Employees

Everyone at DSG has a responsibility to:

- Treat others with dignity and respect.
- Behave in line with our values.
- Challenge inappropriate behaviour where appropriate.
- Raise concerns where something does not feel right.
- Contribute to a positive and inclusive working environment.

6. Monitoring and Review

To understand the effectiveness of this policy and identify opportunities for improvement, DSG will collect and review workforce, recruitment and engagement data where appropriate and in accordance with data protection legislation.

Monitoring activities may include:

- Reviewing workforce and applicant demographics to understand the diversity of our workforce and recruitment activities.
- Monitoring recruitment outcomes, training participation, career progression and retention trends.
- Reviewing employee feedback, survey results and concerns raised through reporting channels.
- Assessing participation in inclusion, wellbeing and engagement initiatives.
- Identifying any barriers that may prevent individuals from accessing opportunities or reaching their potential.

This information will help us understand where we are making progress and where further action may be needed.

This policy will be reviewed annually, or sooner where required by changes in legislation, business needs or organisational learning.

Creating a workplace built on fairness, inclusion and respect is an ongoing commitment. Every person at DSG has a role to play in helping us achieve it.

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