



DANNY SULLIVAN GROUP

DESIGNING ■ ENABLING ■ STRENGTHENING ■ KEEPING CONNECTED

WORKFORCE STRATEGY

2021 - 2025



Our Mission.
To be the first choice
Labour Supplier for clients and
employees and be renowned for
our contribution to delivering a
legacy of transformational
UK Infrastructure.

Timothy O'Sullivan
Managing Director Danny Sullivan Group



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INTRODUCTION

Building for a better future requires great people at the foundation. That's why at Danny Sullivan Group we have developed a workforce strategy committed to recruiting, developing and deploying a best in class, sustainable workforce with the right skillsets and capabilities to meet the demands of the UK construction industry now, and into the future.

My father founded the Danny Sullivan Group over 30 years ago and in that time it has proudly grown to become the leading supplier of skilled, professional labour to UK's civil engineering, rail, transportation and construction industries. At the heart of that success has always been our people and commitment to family values. This is a tradition I am proud to carry on and champion. Knowing our history is crucial to allow us to shape the future and build a workforce and capabilities that continues to adapt and thrive to meet industry needs.

Our workforce plan sets out our strategic priorities of: attracting the right talent; creating pathways into construction; retaining and upskilling our existing workforce; and being a leader in identifying and developing the skills required to drive innovation and advancement in the construction industry. Enabling a culture where people can become the best versions of themselves is at the centre of our strategy and is critical to our ability to continue to deliver, together with our trusted clients and partners, a legacy of transformational UK Infrastructure.



Timothy O'Sullivan | Managing Director - Danny Sullivan Group

On behalf of the Executive Team at Danny Sullivan Group, I am delighted to present our Workforce Strategy for the period 2021-2025. This strategy is the result of tremendous effort by internal and external stakeholders. We recognise that the knowledge, commitment and willingness of our teams and key stakeholders to work together to embrace its goals will be critical to ensuring the success of this strategy. I look forward to working closely with all our stakeholders to realise this vision and be part of the very bright future ahead for the UK construction industry.

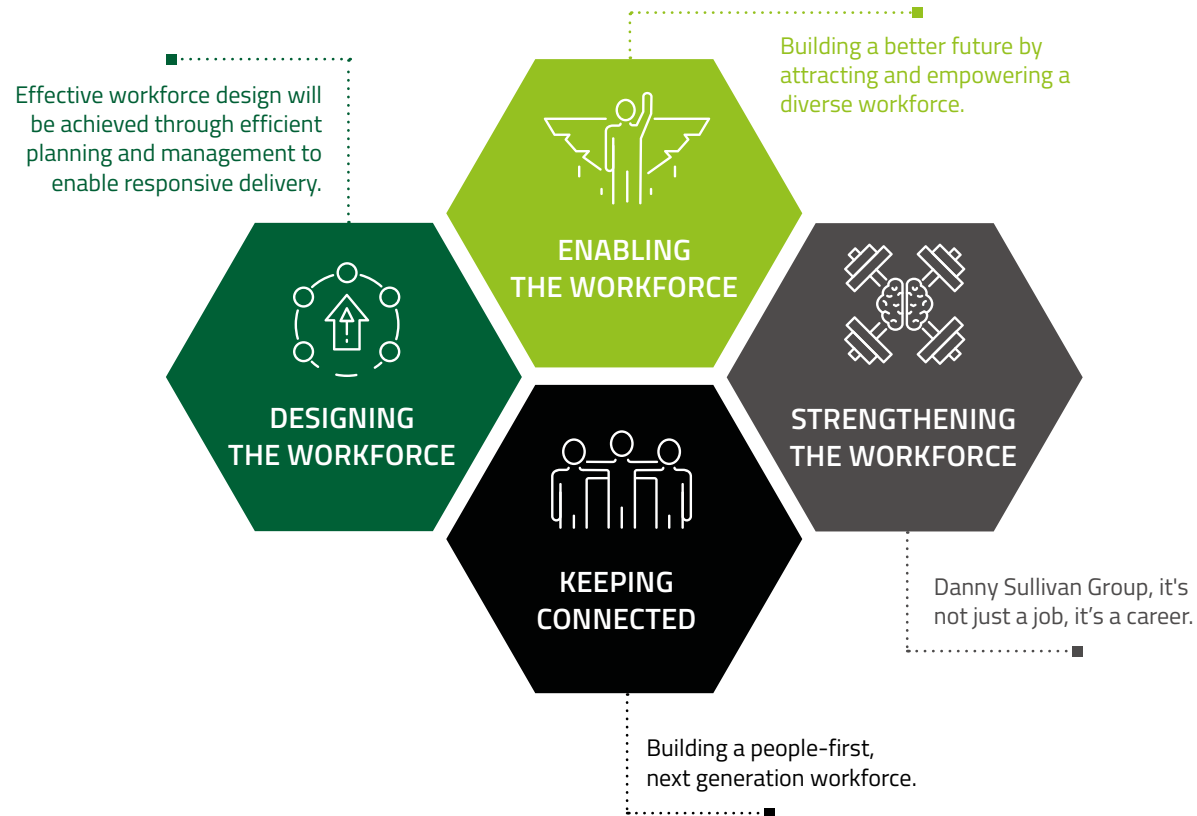
Be Fair
Fairness Inclusion Respect
Accredited

To Be Fair Framework embeds Fairness, Inclusion and Respect at the heart of our business and sets the standard for Equality and Diversity in the UK Construction Industry. This award demonstrates our pledge to improving the culture and wellbeing of our employees in accordance with our business values.

Timothy O'Sullivan
Managing Director Danny Sullivan Group



STRATEGIC OBJECTIVES



At Danny Sullivan Group, our people have always been at the centre of everything we do. This philosophy is more important than ever in a time where having the right skills and talents to respond to a fast and ever changing industry is critical to delivering success for our valued clients.



OUR WORKFORCE STRATEGY ROADMAP

OUR GOALS AND INITIATIVES

DESIGNING THE WORKFORCE



Effective workforce design will be achieved through efficient planning and management to enable responsive delivery



Automated Reporting

Targeted Recruitment

Integrated Workforce Planning

Expert Selection & Trusted Service Delivery

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ENABLING THE WORKFORCE



Building a better future by attracting and empowering a diverse workforce



Removing Barriers

Creating Career Pathways

Empowering our People

Skills for the Future

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STRENGTHENING THE WORKFORCE



Danny Sullivan Group, it's not just a Job, it's a career



DSG Academy

Worker Wellbeing

Building an Agile Workforce

Sustainable Employment

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KEEPING CONNECTED



Building a people-first, next generation workforce



Expert Insight

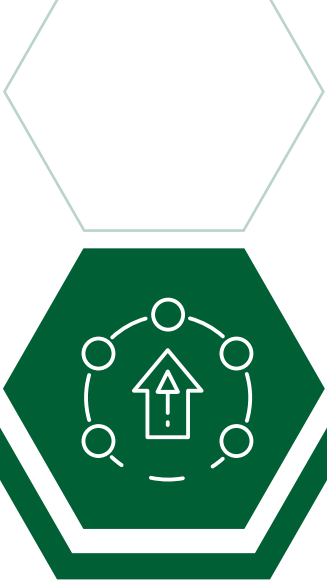
Strong Relationships

Leadership

The Journey

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01 DESIGNING THE WORKFORCE

Effective workforce design will be achieved through efficient planning and management to enable responsive delivery.



Automated Reporting

Utilising data analytics to inform and improve workforce planning and decision making.



Targeted Recruitment

Combining our people-first recruitment expertise with the latest technology to optimise hiring quality and efficiency.



Integrated Workforce Planning

Achieving a streamlined data link between demand and supply to guarantee proactive service delivery.



Expert Selection & Trusted Service Delivery

Leveraging over 30 years' experience of quality, consistent and reliable service, whilst continuing to evolve to meet industry expectations.

DELIVERY CAPABILITY

- Implementation of the bespoke powerful data analytics tool.
- Significant investment in upgrading the existing applicant and opportunity tracking software to leverage advancements in technology to deliver best in class service for our staff & customers.
- Full digitisation of the candidate journey and the linking of its individual components (compliance, learning, training, onboarding, timesheet, payroll & billing).
- Best in class teams with a strong focus on delivering customer goals.

MEASURE OF SUCCESS

- All customer reporting to be automated and driven through the data engine. Allowing for increased visibility and insights to customers and the elimination of manual processes.
- 95% of job postings done directly through the CRM. Improving turnaround times and quality of applicants in the recruitment process.
- Provision of live data points to the business to empower the delivery of an even more robust and proactive service to our customers.
- Target an annual Net Promoter Score of >50 and achieve our commitment to make every customer experience a great one.



02 ENABLING THE WORKFORCE

Building a better future by attracting and empowering a diverse workforce.



Removing Barriers

Building a diverse workforce that reflects the communities we work in.



Creating Career Pathways

Attracting new talent by creating and developing pathways into construction.



Empowering our People

Continuing to foster our special culture which enables people to be their best selves and supporting them to drive positive, lasting change.



Skills for The Future

Promoting fresh ways of thinking and new industry perceptions to build a workforce for the future.



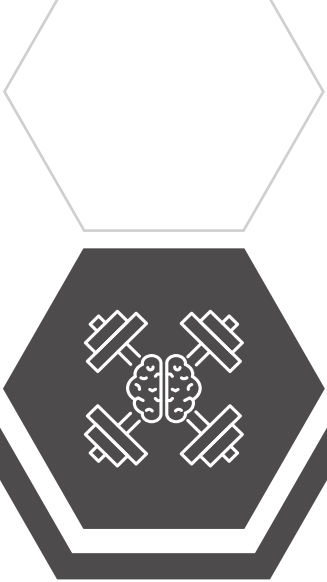
DELIVERY CAPABILITY

- Innovative software solutions to promote online learning and continuous professional development.
- Identify and attract a pipeline of diverse and talented workers from industries adversely affected by the Covid-19 pandemic and Brexit and provide cross training and career opportunities in construction.
- As the first UK labour supplier to achieve the CITB Be Fair accreditation, we will continue to be committed to realising our 3 year strategic plan priorities to build and maintain a diverse and thriving workforce.

MEASURE OF SUCCESS

- Implementation of DSG LMS. A bespoke learning system to enable all staff to undertake online courses.
- Implementation of the flexible working initiatives for both onsite and office/HQ staff.
- Training of 40 NEW personnel per year via our cross industry training initiative, with a commitment of a job offer to >50% of all candidates.
- Supporting applicable government schemes to encourage young people into the construction industry and aim to employ > 50% of applicants.
- Apprenticeship Scheme. 60 NEW Apprentices per year across the business; Focusing on the skills shortage to meet service demands.





03 STRENGTHENING THE WORKFORCE

Danny Sullivan Group, it's not
Just a Job, it's a career.



DSG Academy

Providing our people with opportunities to support their growth and development which will contribute to improved workforce performance and responsiveness.



Worker Wellbeing

A 360 degree approach to worker wellbeing, supported by targeted workplace initiatives and activities.



Building an Agile Workforce

Embracing technology and giving our workforce the tools they need to adapt to the changing needs of the industry.



Sustainable Employment

Doing well by doing good. Continual investment in our workforce will make Danny Sullivan Group the employer of choice.



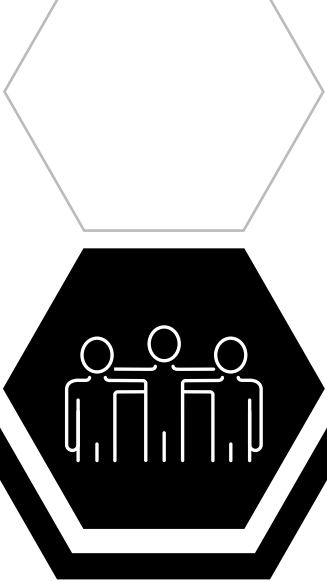
DELIVERY CAPABILITY

- DSG Academy – always focused on increasing the quality of the end product and service to our customers, our Academy provides continuous learning and development opportunities so that we can improve the experience of our staff and customers. In 2020 alone, over £225,000 was spent on staff training and upskilling.
- Continual investment in our workforce through upskilling and training via the utilisation of the CITB levies.
- Supporting and creating a culture of value and purpose for every employee. Living by our values and supporting our workforce by promoting positive mental health and overall wellbeing.

MEASURE OF SUCCESS

- An average of £300,000 each year will be allocated to our DSG Academy, offering a wide variety of career development programmes and learning opportunities to our staff.
- Increased resilience across our workforce to adapt to industry needs.
- 1 in every 25 people across the organisation will be a fully trained and qualified a Mental Health First Aider.
- DSG will adopt the SMILE 360 Wellbeing Initiative (Social, Mental, Individual, Living conditions & Economic), which is a holistic approach to worker wellbeing.





04 KEEPING CONNECTED

Building a people-first, next generation workforce.



Expert Insight

Through participation in industry-leading consultation and leadership groups our Senior Leadership Team are at the forefront of industry decision making and best practice.



Strong Relationships

Promoting collaboration, generating feedback and understanding industry needs to maintain our position as a trusted partner to our key clients and stakeholders.



Leadership

We are continuously building a diverse and dynamic leadership team that are solution focused and future oriented.



The Journey

Knowing our history so we can shape our future. Staying true to our values is important so that we may continue to evolve and thrive.



DELIVERY CAPABILITY

- Achieved ISO 44001:2017. The international standard in collaborative business relationship certification. Through individual Relationship Management Plans, this management approach allows us to further enhance and improve our working relationships with all of our key clients to consistently ensure a customer centred approach.
- Continual consultation and collaboration with key industry partners and stakeholders to identify further opportunities for collaborative working relationships and to prioritise sector workforce issues.
- Dedicated DSG Employee Portal to ensure seamless and instantaneous communication with our workforce.

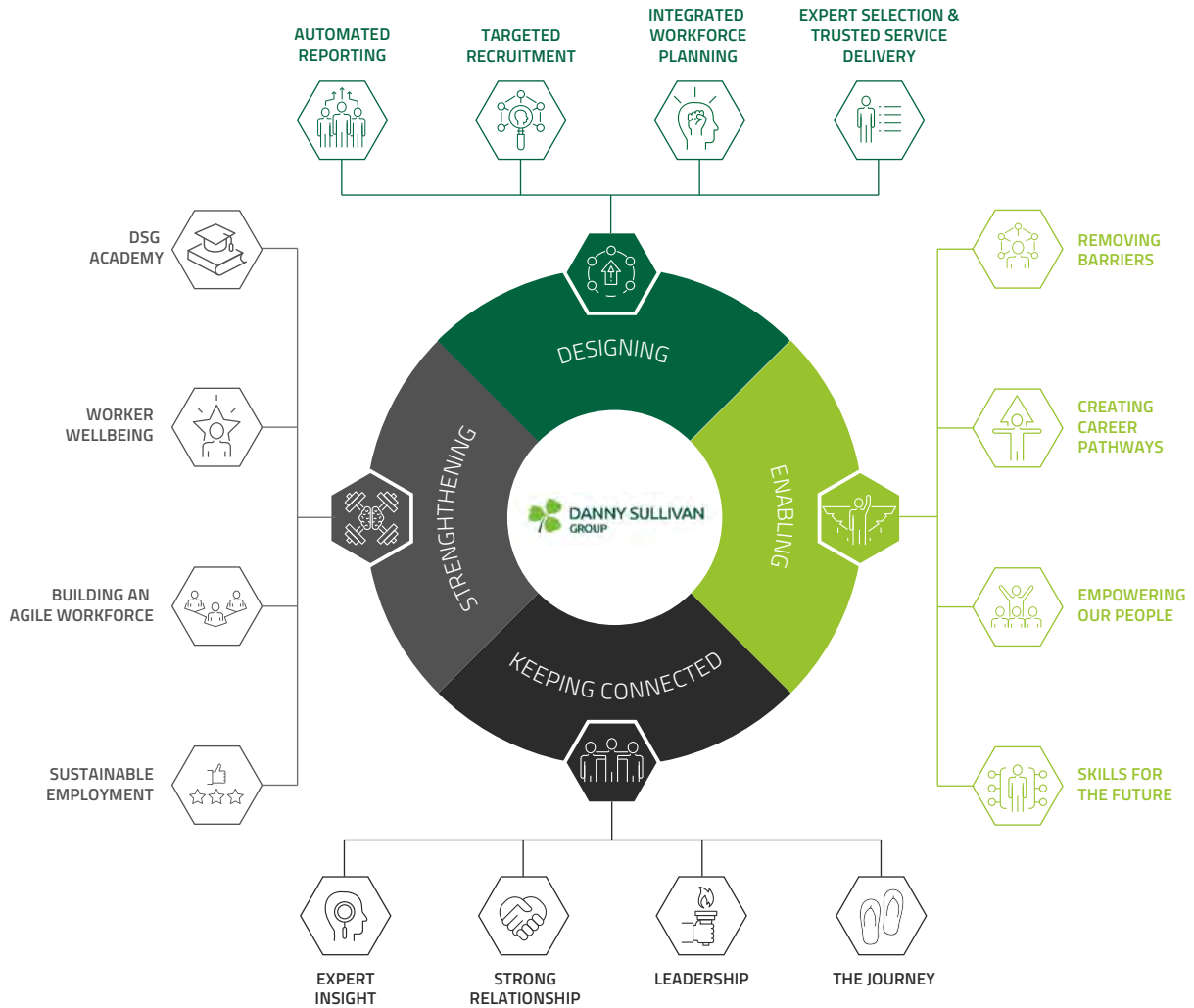
MEASURE OF SUCCESS

- Completion of strategic leadership and management training for our senior management teams.
- Continued involvement and participation by our senior leadership team in industry events, forums and working groups.
- Formation of the workforce strategy leadership working group with representation from all levels of our workforce, including on-site and HQ personnel.
- Continual consultation and collaboration with key industry partners and stakeholders to maintain and strengthen working relationships.
- Monthly on-site engagement tours will be undertaken by our senior leadership team on projects where we operate.



WORKFORCE STRATEGY

BRINGING IT ALL TOGETHER





dannysullivan.co.uk

22 BARRETT'S GREEN ROAD PARK ROYAL LONDON NW10 7AE UK | +44 (0) 20 8961 1900 | ENQUIRIES@DANNYSULLIVAN.CO.UK