

12.50.3. Collaborative Working Policy

The Danny Sullivan Group (DSG) recognises the importance of working closely with selected parties in certain situations in order to bring added value to our customers and partners.

This statement is a declaration of the Board's intent that the DSG shall, where appropriate, select and develop strong and effective collaborative business relationships that achieve added value for the customer and our partners.

DSG processes for Collaborative Working reflect the requirements of ISO 44001:2017 "Collaborative Business Relationships" and define the processes, tools and guidance that are to be followed to ensure that collaborative relationships are formed in the right situations, and in a methodically manner most likely to bring about best results.

This policy states that the DSG Leadership shall ensure that:

- A business case for partnering is formed before contemplating any collaborative working relationship
- Where the DSG choose their collaborative partners, they are selected against predetermined selection criteria
- The degree of integrated working agreed with each partner is appropriate to deliver the desired performance
- The integrated working methods with each partner are fully defined, agreed and documented before any collaborative working occurs.
- Each collaborative relationship is delivering "added value" in line with expectations
- Staff working in collaborative situations are sufficiently and appropriately skilled to do so



Be Fair



Be Well



**Be
Committed**



**Be
Courageous**

Quality, Health, Safety & Environmental Policies



- The agreement of an exit strategy before commencing collaborative working with any partner
- This policy is communicated effectively to all employees and made available to any interested party
- That experience is used to continually improve the collaborative working approach

Implementation of this policy shall be monitored through the DSG audit and assessment processes.

This policy will be regularly reviewed to ensure that the leadership system is effective, consistently implemented and continually improved.

Timothy O'Sullivan
Managing Director
October 2023



Be Fair



Be Well



Be
Committed



Be
Courageous