Principles of Director Conduct:

1. Leading by example: Demonstrating exemplary standards of behaviour in personal conduct and decision-making.
2. Integrity: Acting with honesty, adhering to strong ethical values, and doing the right thing.
3. Transparency: Communicating, acting and making decisions openly, honestly and clearly.
4. Accountability: Taking personal responsibility for actions and their consequences.
5. Fairness: Treating people equitably, without discrimination or bias.
6. Responsible business: Integrating ethical and sustainable practices into business decisions, taking into account societal and environmental impacts.

Director acknowledgement and signature

I acknowledge that I have read and understood the IoD Code of Conduct for Directors and I commit to upholding the principles in my role as a DLRC Director.

Director Name	Role	Signature & Date
Dianne Lee	CEO	Dianne Lee (Jun 9, 2026 18:21:05 GMT+2) Jun 9, 2026
James Biddlecombe	COO	James Biddlecombe (Jun 10, 2026 11:41:14 GMT+4) Jun 10, 2026
Wafa Bouaziz	CRO	Wafa Bouaziz (Jun 16, 2026 18:52:32 GMT+2) Jun 16, 2026
Chris Middleton	CFO	Chris Middleton Jun 15, 2026
Annette Delling	Director of Quality	ANNETTE·DELLING¶ Jun 10, 2026
Cheryl Dhillon	NED and Board Chair	Cheryl Dhillon (Jun 16, 2026 17:53:08 GMT+1) Jun 16, 2026
Ruth Wilson	NED	R Wilson (Jun 10, 2026 15:19:26 GMT+1) Jun 10, 2026