

Sustainable Impact Report

2024



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A Word from our CEO

As we reflect on the progress made since our 2023 initial Sustainable Impact Report, I am proud to share the strides we have taken towards achieving our sustainability goals. Our commitment to driving sustainable outcomes has been unwavering, and this year, we have made further advancements in our efforts to understand our carbon footprint, enhance community engagement, and promote good governance.

In 2024, we re-benchmarked our carbon footprint to reflect the more comprehensive data gathered and created a plan to achieve Net Zero Carbon Emissions by 2050. We continue to implement new initiatives and collaborate with external consultants to address our most significant sustainability impacts. Our strategy aligns with the United Nations Sustainable Development Goals (SDGs), ensuring that our efforts contribute to global sustainability targets.

Despite a challenging business environment, I am very pleased we received our third Kings Award for Excellence in International Trade, have been able to maintain support for our community initiatives and provide an increased number of school placements, interview and employability training in schools and careers fairs for undergraduates. We also recruited 6 Regulatory Associates into the team and maintained a high number of apprenticeship places.

Our governance improvements have been particularly satisfying, especially our success in becoming ISO:9001 accredited, making our B-Corp application, advances with EDI and improvements for our environmental credentials. Our environmental sustainability policy will help DLRC embed sustainability at the heart of what we do.

As we learn more about ourselves as an organisation and gain knowledge about ESG, our reporting becomes more accurate. We become more aware of our 'carbon spending' and only by doing this can we truly understand how to manage this going forwards. So recently, we have become very excited about the plan our landlords have for the building we occupy as these developments will greatly enhance our ability to decrease energy usage. We will also have better management of water usage, and we'll soon have access to showers, which will enable people to cycle to work.

2024 has seen some exciting developments with AI and automation to enhance the efficiency of the way we work, with the promise of this extending to the regulatory work we do for clients, which will improve our value proposition. Finally, I am proud of our IT team who have not only maintained Cyber Essentials and progressed to CE+ (Cyber Essentials Plus), which is very reassuring for us. Our IT systems integrity should give clients the reassurance they need that their IP is in safe hands.



Dianne Lee
CEO

About Us

Our growing team, of approximately 80 highly qualified and experienced professionals, come from pharmaceutical company and regulatory agency backgrounds. We have provided our services to over 130 companies of all sizes and backgrounds, enabling them to achieve their strategic and operational development objectives.

DLRC's expertise and flexible working approach ensure the provision of a highly motivated team who interact effectively with clients and regulators globally, to support both single-issue and long-term commitment to projects.

Our Vision

Advancing global patient healthcare through regulatory excellence.

Our Mission

DLRC offers renowned and innovative regulatory affairs solutions for the advancement of global healthcare so that:

Clients revisit

Employees excel

Patients benefit

Regulators respect us

Our Values

Quality

We aim to provide high quality regulatory services that adds value for our clients and gives confidence to the regulators that review our work.

Innovation

We train our staff to enable them to provide innovative and creative approaches in the regulatory support they provide.

Flexibility

We offer employees a flexible working environment in their quest for a work/life balance and to support their diverse personal situations. Our flexibility is reflected in how we strive to accommodate clients' needs.

Collaboration

We encourage a high level of collaboration with our colleagues, clients and stakeholders to obtain the best outcome for client projects, employee career paths and our business relationships.

Integrity

We act with integrity in all matters and it is at the heart of everything we do.

Respect

We respect our colleagues, clients, regulators and other stakeholders by taking account of collective and individual needs.

Our Business

DLRC, established in 2005, boasts over 15 years of expertise in providing award-winning regulatory support to pharmaceutical, biotech, Advanced therapy, and Med Tech companies. Our firm is renowned for its leadership in the field, combining extensive regulatory and scientific knowledge with a commitment to sustainability and social responsibility.

Our Clients

At DLRC, we collaborate with a diverse range of clients, from Top 5 Pharma companies to SMEs and start-ups. We develop and execute innovative phase-appropriate regulatory strategies to provide comprehensive support from very early in the lifecycle of a product right through to post-licensing activities, for both medicinal products and medical devices.

>15

Average years of expertise

>90

consulting professionals

Our Team

Our team of over 90 consulting professionals, from pharmaceutical and regulatory agency backgrounds, is dedicated to delivering innovative solutions tailored to meet our clients' strategic and operational objectives. With a focus on diversity and inclusivity, we foster a collaborative work environment where every voice is valued.

Our Approach

DLRC's flexible working approach ensures seamless interaction with clients and regulators worldwide, enabling us to support projects of varying scopes and durations. Through our efforts, we aim to make a positive impact not only on our clients but also on the broader communities we serve, contributing to a more sustainable future.



What is Sustainability for DLRC

Sustainability Strategy

DLRC believes in partnering with other institutions and individuals to promote sustainability and build a better future for people and the planet.

At DLRC, we focus on people. Initially, this was an internal focus, but as we have expanded our ESG initiatives, we have made this internal and external focus by working with our local community, the UK, and Global Charities. Many instinctively think that sustainability is just about the environment, but at DLRC, we appreciate more than ever that the people and planet ecosystems are complex and interdependent.

As we grow our business globally, we are determined to take care of our environment and the impacts we have on it. We also recognise how we can support our customers and teams to improve their impacts. The social impacts of DLRC range from the services we offer to supporting regulatory requirements, providing rewarding work for employees, and contributing positively to our communities. The Governance reflects how to remain a solvent business within our society while making ethical decisions that support our environmental and social goals.

Driving Sustainable Outcomes for DLRC

Our sustainability strategy arises from considering where we have positive and negative impacts on people, society, and the planet. At DLRC, we want to eliminate, reduce or mitigate any adverse effects we create and sustain, build and amplify positive impacts we make and influence

In 2024, we have re-benchmarked our carbon footprint and created a plan to achieve net zero carbon emissions by 2050. We have worked with external consultants to examine our sustainability impacts beyond carbon and develop a strategy and plan that addresses the most significant ones. We will continue to review and adjust these priorities as part of our ongoing review of our progress.

Our plan, mapped against the United Nations Sustainable Development Goals (SDGs), provides a comprehensive framework for determining our impacts and aligns us with the UK Government's pledge to achieve the goals by 2030.

We recognise that sustainability is a team effort. This first report reflects the efforts of key DLRC employees and our initial partnerships with external people and organisations. In the future, we want to broaden and deepen the input to include clients, all employees, and more like-minded organisations.

United Nations Sustainable Development Goals (SDGs)



Focus and Commitments

Our sustainability strategy is grounded in three focal points, each supported by our Governance pillar, selected through an initial materiality assessment aligned with the UN SDGs. Detailed exploration of each pillar follows, outlining progress, objectives, and targets. Key SDGs have been pinpointed for each focus area, reflecting our belief in where our impact can be most substantial. Moving forward, we remain dedicated to monitoring and transparently reporting our advancements in line with our commitments.

Priority SDGs

The environment



Our clients and community



Our team



The Environment

Last year we aimed to:	This year we have:	Next year we will:
Create a sustainability policy	Created and rolled out an environmental sustainability policy	Run training for all employees on environmental practices, create a sustainability committee with representatives from all departments, and roll out sustainability goals for all departments.
Include sustainable stipulations in Travel and supplier policies	Included sustainable stipulations in Travel and supplier policies	Improve sustainability stipulations in Travel and Suppliers policies
Electric Vehicle Salary Sacrifice and Charging Points	Looked into this	Will be implementing this
Work with Landlords to make our office building more sustainable.	Started this	Have more in-depth conversations with Landlords and make concrete plans
Use the Good Life Goals to educate employees on what they can do as individuals to support the UN Sustainable Development Goals	Used the Good Life Goals to educate employees on what they can do as individuals to support the UN Sustainable Development Goals	Provide environmental training for all employees, either internally or externally provided.
ESG Review in the Vendor Selection Process	Implemented this for High-risk suppliers	Consider implementing this for all suppliers
Improve Carbon reporting accuracy	Improved carbon reporting accuracy	Monitor carbon output throughout the year and have carbon reporting to the board a regular item on the agenda.

Measure and Report

As a result of collecting dramatically more accurate carbon data this year we have decided to re-baseline. We predicted that this may occur due to teething problems around starting to measure carbon. We worked with Sustainable X to calculate our carbon and consider a trajectory for reducing our emissions moving forward.

DLRC 2024 tCO₂e Per FTE for 2024 = 1.63

Carbon Reduction

As a services company, much of our carbon output comes from scope 3, especially business travel. Cutting this drastically will not be easy; to aid our journey, we will consider offsetting while carefully considering our business travel requirements.

In 2025, we will collaborate with our landlords, The Heritage Foundation, to see what can be done to make our office more environmentally friendly. We will investigate what changes they can make to the building and what changes they will allow us to make.

“Letchworth Garden City Heritage Foundation has a sustainability strategy with a goal to achieve Net Zero Carbon in operation by 2030. Net zero carbon pathway reports are being produced for key properties, and the Nexus report is planned in Q2 2025. The report will provide a plan to remove gas boilers and carry out other energy efficiency improvements up to 2030 in the Nexus building.” – The Heritage Foundation (Landlords)

Policies

In 2024 we created and implemented an Environmental Policy with the aims of:

Informing staff and stakeholders of our commitment to the environment and sustainability.

Supporting the implementation of environmental actions within our organisation.

Monitoring the progress of those environmental actions.

Communicating the outcome of those environmental actions to relevant stakeholders.

In 2025, we will review our Travel and Expenses Policy and our Suppliers Policy with the ambition of making the environmental considerations of these policies more robust.

Some things we will consider include:

- The class of travel taken by employees when flying.
- The number of employees needed at events abroad.
- Cost-benefit analysis of international conferences, considering carbon cost against business gain.
- We will review and revise our approved suppliers list, paying greater attention to sustainability issues and prioritising local businesses where possible.

Our Clients and Community

Last year we aimed to:	This year we have:	Next year we will:
Raise more money for charity	Raised £32,200 amount for charity	Focus on fewer charities and raise more for them
Support more school careers events and support Mission 44 and STEM in schools	We significantly increased the number of school events we attended in 2024. This was partially due to our involvement and partnership with Herts County Council and their programme Access to All, an initiative funded by Mission 44 to promote Young STEM futures, and our attendance at school career days. In February, we participated in a STEM career challenge. We ran two separate employability skills workshops, all part of the Access to All programme, highlighting the importance of soft/transferable skills. We ran a separate employability skills workshop at KTS for sixth form students. In May, we attended Generation Stevenage. We also attended TOPRA Careers Fair & Hitchin Girls School Career Fair.	Continue to support school events
Expand work experience offering	Offered 7 school children work experience	Continue to provide work experience for school-age children
Increase the number of employees taking advantage of the paid volunteering day	We did not achieve this in 2024	Looking into systems to increase the number of employees taking advantage of paid volunteering day, e.g. finding and advertising specific volunteering opportunities
Donate Laptops and phones to schools	Donated 5 Laptops and 20 smartphones to schools	Increase the number of laptops donated
Work closely with clients on their sustainability ambitions	Shared our sustainability commitments with clients to show our support for their ambitions	Continue to share our sustainability commitments and carbon data with clients to support their ambitions. Take part in the PING Conference focusing on Sustainability in the pharma industry.

Client Satisfaction

10 / 10

How likely are you to recommend DLRC's services to others?

10 / 10

The DLRC team communicated effectively throughout the project?

8 / 10

How would you rate whether the DLRC deliverables met or exceeded your expectations?

10 / 10

The DLRC team demonstrated the necessary urgency and commitment to your project that you expected?

10 / 10

DLRC invoices were presented in a way which made it easy to understand

8 / 10

The DLRC team provide regular updates on the status of the budget?

8 / 10

How would you rate the value for money?

7 / 10

The pricing structure met your needs?

8 / 10

The DLRC team managed the budget appropriately?

9 / 10

All milestones were completed within the agreed timelines?

10 / 10

The DLRC team understood the scope of the project?

9 / 10

It was easy to work with DLRC to reach finalised deliverables?

9 / 10

The DLRC team members had the skills and experience to provide quality deliverables?

9 / 10

The DLRC team provided solutions and though leadership with respect to challenges encountered?

The DLRC team who support a long-standing big Pharma client received 8 Certificates of Excellence for outstanding work which come with a small cash reward.

Where we receive client feedback that requires action, we address this promptly, proactively and transparently. This may be in the form of revisiting work on projects and implementing client feedback, or responding to concerns. On occasion, there may be a requirement to address training needs or performance in our consulting team. In rare circumstances, there may be a requirement to reevaluate the fit of consulting staff allocated to the client in order to address specific resourcing needs or experience profiles.

Overall, we take an active approach to partnership with our clients that involves open dialogue on constructive solutions where challenges arise. We are proud of our client retention and satisfaction rates, which are a testament to our ability to solve problems, which inevitably do arise from time to time. In 2025, we are enhancing our data collection capabilities to create a more formalised data set to manage our key performance indicators.

Community Engagement and Support

Community engagement is at the heart of our values. We take pride in our involvement with the community, resulting in five distinct ways that reflect our commitment to making a positive impact and fostering meaningful connections beyond our business walls.

We are proud to engage with the community in 5 different ways:



Charity Committee

DLRC is actively involved in charity support, and our efforts as a team are coordinated via our Charity Committee, which ensures that we align our charitable efforts with our core values. DLRC's Charity Committee is crucial in our community engagement efforts, as it nominates charities and organises fundraising events. We aim to align our interests and purpose with charitable causes, ensuring a positive impact on the community.



In 2024, we have raised:

£466.25

for MacMillan Cancer Support

MACMILLAN
CANCER SUPPORT

£626

For MIND



£480

For Age UK



£310

For Linda Norgrove Foundation

the **linda norgrove** foundation

£310

for Herts and Essex Air Ambulance



£370

For Blue Cross



£330

For Movember Foundation



£44

For Herts Young Homeless



£910

For Garden House Hospice

£5,765.75

for 15,000 Crème Eggs for Garden House Hospice 'Charlie Chicks' campaign, from which the Hospice raised £22,000



£330

for Crisis at Christmas, and clothing & toiletry donations



Additionally, we matched £250 raised by an employee for Breast Cancer UK and donated £2000 to various charities for Health Talks.

Driving Success with Professional Memberships

At DLRC, we recognise that professional memberships are more than just affiliations—they represent our commitment to excellence, collaboration, and responsible business practices. These strategic partnerships enhance our ESG objectives while providing our team with invaluable industry knowledge, networking opportunities, and professional development resources.

Our carefully cultivated membership portfolio enables us to:

- Access cutting-edge insights and regulatory best practices that help us serve our clients more effectively
- Contribute to industry-wide innovation in navigating complex regulatory landscapes
- Gain regulatory intelligence that informs our strategic decision-making
- Advocate for our client's interests within influential industry forums
- Support our team's continuous professional development and expertise

In addition to the industry memberships listed below, we encourage our board members to join the Institute of Directors, and we have a Chartered Director in the Executive team. We also support our administrative and operational staff in becoming members of relevant professional organisations, such as the Chartered Institute of Personnel and Development (CIPD). Our team includes a CIMA Fellow, two TOPRA Fellows, and a Royal Pharmaceutical Society Fellow. We actively support regulatory professionals obtaining their Chartered Scientist (CSci) and Registered Scientist (RSci) designations.

Through these memberships, we strengthen our capabilities and contribute to advancing standards across the life sciences sector, demonstrating our commitment to responsible business leadership and sustainable industry growth. As we continue to grow, these memberships will remain central to our strategy for responsible business leadership and positive industry impact.



BIA (BioIndustry Association)

The BIA provides DLRC a platform to engage with the broader bioindustry ecosystem and contribute to regulatory excellence. Our active participation includes attending BIA meetings regularly to stay at the forefront of industry developments. We are deeply involved in the PULSE initiative, providing free-of-charge, tailored early advice to start-ups on regulatory requirements. This involvement allows us to guide emerging companies in navigating regulatory pathways strategically. Looking ahead, we are developing standardised support packages for start-up companies to foster innovation in the sector. Through our BIA membership, we fulfil our ESG commitment to supporting innovation and entrepreneurship within the life sciences industry, particularly for early-stage companies developing potentially life-changing technologies.



PING (Pharmaceutical Industry Networking Group)

Through our PING membership, we cultivate valuable professional connections that enhance our regulatory solutions and industry awareness. We regularly engage with industry peers to stay informed about emerging trends and best practices and participate in collaborative discussions that shape regulatory approaches. These interactions provide diverse perspectives that inform our client-focused strategies and help us build relationships that strengthen our position within the pharmaceutical ecosystem. These networking opportunities support our ESG objectives by promoting knowledge-sharing and collaborative problem-solving across the industry.



TOPRA (The Organisation for Professionals in Regulatory Affairs)

Our TOPRA membership underscores our investment in professional excellence and regulatory expertise. We provide corporate TOPRA memberships for all regulatory affairs staff, demonstrating our commitment to professional development. Our team's expertise was recognised through the TOPRA Support Award in 2021 and the Contribution and Support Awards in 2024. These awards acknowledged our critical role in supporting clients throughout the drug development lifecycle. We actively leverage TOPRA's educational resources to enhance our team's specialised knowledge and participate in TOPRA-led initiatives that advance regulatory standards and practices. This membership supports our ESG goals by ensuring the highest standards of professional competence, which impacts patient safety and product quality.



One Nucleus

As members of One Nucleus, we connect with the vibrant life sciences and healthcare community headquartered in Cambridge. We regularly connect with potential partners and peers through varied networking events in Cambridge and London, expanding our collaborative opportunities. One Nucleus offers valuable resources to attract and retain talented professionals in the competitive life sciences sector, supporting our team development. Participating in this community contributes to a collaborative ecosystem that drives innovation and knowledge sharing throughout the region. This membership aligns with our ESG commitment to supporting regional development and fostering collaborative innovation within specialised life sciences hubs



OBN (Oxford Bioscience Network)

As part of OBN's network of over 500 member companies, we benefit from access to a diverse community of over 10,000 life sciences professionals across the UK. Our membership provides networking, partnering, collaborative innovation opportunities, and specialised training and advisory services that enhance our team's capabilities. We participate in advocacy activities that advance the interests of the life sciences sector and contribute to the collective knowledge base. Our OBN membership reinforces our ESG commitment to fostering innovation and supporting the broader life sciences ecosystem in the UK.



Medilink Midlands

Our membership with Medilink Midlands connects us to the thriving life sciences and MedTech community across the Midlands and East of England. As part of this established network, we gain access to comprehensive industry knowledge and connections across medical technologies, academia, business, and clinical communities. We actively participate in Medilink Midlands' tailored programme of events, connecting with industry thought leaders and fostering strategic partnerships that enhance our service delivery. We leverage their innovation support services to stay at the forefront of industry developments and contribute to collaborative initiatives. This membership aligns with our ESG objectives through Medilink Midlands' core commitment to sustainability, supporting us to make a positive impact, utilising the collective power of regional collaboration to advance responsible business practices throughout the life sciences sector.



RAPS (Regulatory Affairs Professional Society)

Our membership with RAPS connects DLRC with the largest global organisation of professionals involved with regulatory and quality for healthcare products, including medical devices, pharmaceuticals and biologics, diagnostics, and digital health. Headquartered in Washington, DC, in the US, RAPS provides valuable insights into the US regulatory landscape while maintaining global relevance. RAPS supports and elevates the regulatory profession with education and training, professional standards, publications, research, networking, career development, and other valuable resources. Our team benefits from access to timely regulatory information and intelligence that informs our strategic approach to complex regulatory challenges. We actively participate in RAPS networking opportunities that foster knowledge exchange and collaboration. This membership ensures our team possesses up-to-date regulatory knowledge that contributes to our delivery of regulatory excellence while providing professional development opportunities to maintain the highest standard of regulatory expertise.



ABPI (Association of the British Pharmaceutical Industry)

Our Affiliate Membership with ABPI ensures that our team remains well-informed about policy developments and environmental changes affecting our clients. We receive weekly updates on media and environmental issues relevant to the pharmaceutical industry and have access to key publications and information resources about the UK pharmaceutical landscape. This membership provides valuable insights from ABPI's meetings with government officials, NHS representatives, and other stakeholders. We actively participate in forums and expert networks that address critical industry challenges and have access to the ABPI Annual Conference, Reputation Events, and specialised masterclasses that provide networking opportunities and knowledge exchange. This membership supports our ESG goals by ensuring we remain responsive to evolving regulatory and policy landscapes.

Educational Engagement

Our employees contribute to education by volunteering their time for school and university talks and sharing their expertise and insights. They run employability workshops, share career paths, and help with mock interviews, inspiring young minds and strengthening our local educational connections.

Careers Fairs and Work Experience

In 2024, we significantly increased the number of school events we attended. This was partially due to our involvement and partnership with the Herts County Council and their programme 'Access to All', an initiative funded by Mission 44 to promote Young STEM futures.



Additionally, this year we have:

- Taken part in a STEM career challenge
- Run two employability skills workshops highlighting the importance of soft/transferrable skills, which are all part of the Access to All programme
- Run an employability skills workshop at The Knights Templar School for sixth form students, to help them prepare for upcoming job and university interviews
- Attended 'Generation Stevenage' in May, a careers event open to secondary school students in and around Stevenage
- Attended the TOPRA Careers Fair and Hitchin Girls school career fair
- Supported 7 work experience students ranging from 15-18 years old
- Donated 25 laptops and 20 other devices to schools and charities
- Attended two events with the Shaw Trust in Stevenage and Hastings, this included a skills-based workshop on helping people find meaningful employment opportunities this was attended by adults who were all seeking to return to work

Our dedication to supporting local schools and youth reflects our commitment to encouraging and guiding young people into STEM careers. Going forward into 2025, we are committed to continuing to support schools and young people. We currently have 10 students pencilled in for work experience / placements, and several career events scheduled.

University Talks

In 2024, we attended University careers events at Bath, Surrey, and Nottingham. We enjoyed meeting with some enthusiastic graduates who were seeking their first steps into industry, and were able to encourage and explain in further detail about Regulatory Affairs and what part DLRC plays within this.

Empower Individuals

DLRC supports team cohesion and community involvement by granting employees one additional paid day off per year for volunteering with charitable organisations. The Volunteering Policy ensures we allow our team members to pursue charitable and community interests dear to them. We also support our employees in making a difference by offering a charity matching scheme, with DLRC matching donations up to £250 per collection. This initiative underscores our commitment to supporting our colleagues' charitable endeavours.

Our Team

Last year we aimed to:	This year we have:	Next year we will:
Provide 12 Wellbeing Talks	Provided 11 wellbeing talks	Provide 12 wellbeing talks
EDI and cultural awareness training for all staff	We provided EDI and cultural awareness training for all staff	Ensure our website is disability friendly and sign up to the government's disability confidence scheme
Join Eve Appeal Every Woman Promise	Joined Eve Appeal Every Woman Promise, and held a health talk on the Five Gynaecological Cancers	Share re-fresher information on women's health issues covered last year, continue to battle stigma around women's health issues, and investigate more women's health topics. And train two Fertility Ambassadors in conjunction with the Fertility Network UK.
Create policies for Wellbeing, Menstrual Health, and Menopause	Created policies for Wellbeing, Menstrual Health, and Menopause	Work with Landlords to get period products provided in office toilets
Take a further IIP assessment	Took a further IIP assessment and achieved a silver award	Work towards achieving IIP Gold Award
Gain RAPS Membership	Gained RAPS Membership	Maintain RAPS membership
Training for Wellbeing Champions (WBCs)	WBCs completed a day of training with MIND	Hold internal refresher training for WBCs and roll out wellbeing training for managers

Diversity, Equity, and Inclusion (DEI)

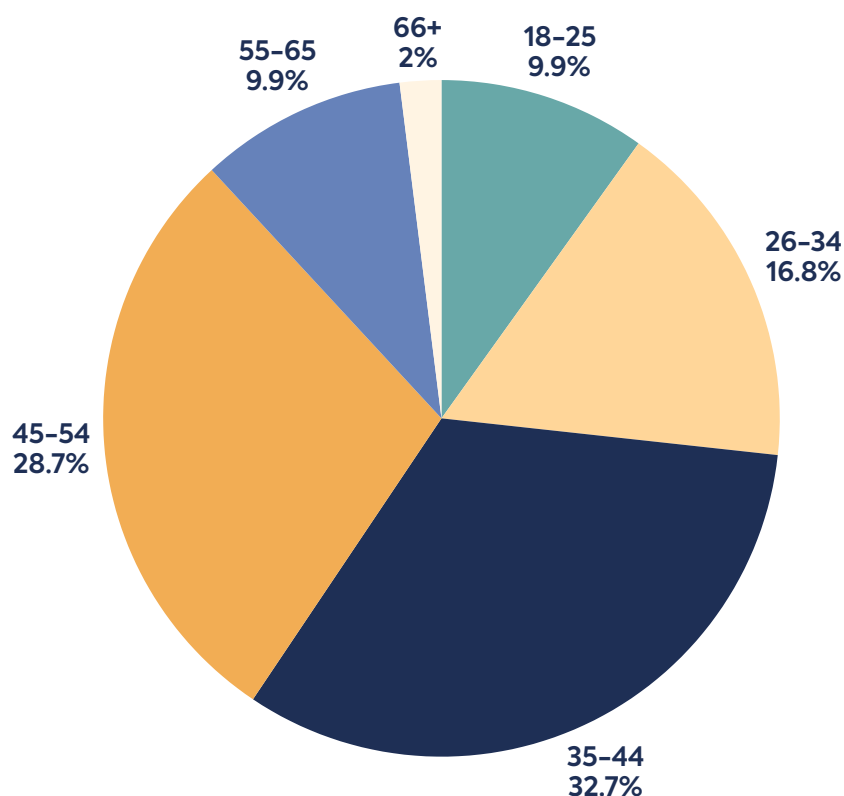
Diversity

DLRC is proud to have a diverse workforce, with over almost 25% of our employees identifying as being from a racial or ethnic minority background. We value the contributions and perspectives of individuals from diverse backgrounds and are committed to maintaining an inclusive environment, this is supported by our equal opportunities policy and our EDI policy.

Gender diversity is a cornerstone of our workplace culture. On average throughout 2024, 75% of our workforce identified as female, and this is usual for Regulatory Affairs. This gender diversity, however, is echoed throughout our leadership teams; at the end of 2024, 60% of our managers identify as female, and 70% of the board identify as female. This reflects our commitment to supporting women in leadership roles.

DLRC also recognises the importance of age diversity, on average throughout 2024 30% of our workforce comprised individuals under the age of 24 or over the age of 50.

Age of employees at DLRC 2024:



Our Ownership and Leadership

DLRC proudly embraces diversity in leadership. Three women, Dianne Lee, Wafa Bouaziz, and Cheryl Dhillon, lead our UK team and affiliates and chair our Board of Directors. Their positions demonstrate our commitment to supporting women in senior roles and encouraging underrepresented groups to excel in leadership positions.

Inclusive Work Environments

Our commitment to inclusivity extends beyond hiring. DLRC ensures its facilities meet accessibility standards for those with physical disabilities. We also accommodate learning or emotional disabilities in our workplace policies, ensuring accessibility for all. Our commitment to an inclusive work environment has been highlighted through our new internal policies on Menopause, Breastfeeding, Wellbeing and Domestic Abuse.

Equity at DLRC

Proactively managing equity is important at DLRC. We have conducted a comprehensive pay equity analysis, addressing gender, race/ethnicity, and other demographic factors, and have implemented equal compensation improvement plans where needed, ensuring fair and equitable compensation practices. Our most recent comprehensive survey was in December 2024. We are a Living Wage Employer.

Measurement of Diversity

DLRC continuously tracks the diversity attributes of our workforce, including race or ethnicity, gender, and age, through anonymous surveys. This data is collected at all stages of the employment cycle, starting at onboarding and asking for feedback on DEI during exit interviews. This data collection informs our diversity and inclusion efforts. Moving forward, we intend to begin measuring diversity through our recruitment process to ensure that no aspect of the process is disadvantaging a protected group.

Wellbeing

Guest Speaker and Health talks

At DLRC, a thriving team is the cornerstone of success. That's why we've implemented initiatives such as our Health and Wellbeing talks, designed to promote knowledge about health and wellbeing issues and empower our colleagues who may have conditions or may be working with someone who does. These talks are usually delivered by charities to whom DLRC donates £250 and encourages employees to donate of their own accord. These talks are recorded where possible and shared on our learning management system for employees to access as they wish. One-pagers are also created and circulated.

In 2024, these speakers included:

- Exercise physiologist - On 'Movement as Medicine' (money donated to Cardiac Risk in the Young)
- We Are Donors – On Organ Donation
- ADHD Foundation - On Autism
- Eve Project - On the Five Gynaecological Cancers
- Woman's Aid - On Domestic Abuse
- Verity - On PCOS
- Internally led talk on Financial Wellbeing
- Action on Sugar - On Sugar consumption
- First Steps – On Eating Disorders
- Man V Fat – On their programme of sports for overweight adult men
- Antenatal Results and Choices (ARC) – On Foetal Testing and Terminating Pregnancy



We also have several resources in our shared area which promote a healthy work-life balance and provide advice on fostering a positive working environment. We provide our staff with a confidential Employee Assistance Programme (EAP), which includes a range of confidential resources, including a helpline. Each staff member is entitled to up to four free counselling sessions.

We have moved to a more comprehensive staff discount platform which provides a range of online wellbeing content, including advice on physical health, mental health, and financial wellbeing through both short and long educational programmes. In addition, our Private Medical Insurance (PMI) provider, which all employees can apply to, offers a range of self-care options, such as a free subscription to Headspace and online talking therapies. Our PMI also offers a range of discounts for gym memberships, therefore supporting physical wellbeing. For those employees who choose not to have PMI, we provide free access to Headspace.

By prioritising the wellbeing of our employees, we enhance morale and productivity and cultivate a culture of support and collaboration.

Recognising the importance of mental health in the workplace, we have trained Mental Health First Aiders who provide essential support and guidance to our employees in urgent situations. We also have a group of Wellbeing Champions, managed by our Sustainability Manager, who are there to promote wellbeing initiatives and signpost colleagues to resources if they need additional help. In 2024, the Wellbeing Champions completed a further full day of training with the mental health charity MIND. Additionally, the Wellbeing Champions meet regularly to plan new wellbeing initiatives and discuss areas of improvement. Our comprehensive management system includes robust people recognition, appraisal, and development mechanisms, ensuring that every team member feels valued and empowered to reach their full potential.

Over 2024, DLRC has created and implemented policies on wellbeing, menstrual health, menopause, and domestic abuse. This is to ensure that every member of our company understands what support is available to them, how they can support colleagues, and how they can empower colleagues to seek any assistance they may require.

To support the introduction of these policies DLRC has signed up to Eve Appeal's Every Woman Project who work together with the Department of Health and Social Care, provide a wellbeing programme which supports us to empower women to take charge of their health, break the taboos that exist around gynaecological health, and create a positive working environment. Additionally, we have signed up to the Employers Initiative on Domestic Abuse Charter, whose mission is to equip employers to support their employees affected by domestic abuse and to share best practice with other employers.

Team Development

At DLRC, a thriving team is the cornerstone of success. That's why we've implemented initiatives such as our Health and Wellbeing talks, designed to promote knowledge about health and wellbeing issues and empower our colleagues who may have conditions or may be working with someone who does. These talks are usually delivered by charities to whom DLRC donates £250 and encourages employees to donate of their own accord. These talks are recorded where possible and shared on our learning management system for employees to access as they wish. One-pagers are also created and circulated.

Some of the online training our colleagues have access to include:

- A series of recorded 'Lunch and Learn' sessions, which feature regulatory and non-regulatory topics
- Clinical Trial Regulation Workshops
- Good Clinical Practice Refreshers
- Personal Development courses, including communication skills, effective meetings, giving feedback and time management
- Professional Development
- Managing Teams, Project Management, and Project Lead series Business Central
- Training on our Internal systems and IT Tools
- External led Health & Wellbeing Talks

All employees have a weekly one-to-one meeting with their line manager. These regular informal meetings foster communication, trust, and personalised support.

As part of our more formal performance review process, quarterly check-ins and an annual performance review take place with their line manager where they discuss progress on objectives, feedback, career aspirations and development opportunities to improve and develop their skills to keep our teams motivated to succeed.

To further support our employees' development, we encourage our teams to attend external training to enhance their knowledge and skills in specific areas. Any learnings from external training are then distilled to the broader team during Lunch and Learn and our weekly company all-hands meeting.

For our leaders, we have developed a leadership development programme that equip our line managers with the skills and tools necessary to lead effectively within our organisation. By fostering a culture of mentorship and growth, we empower our team members to realise their full potential and drive success collectively.

Our well-established purpose and values are integral to our ethos, which serve as guiding principles in all aspects of our organisation. Our company values are embedded within our onboarding process, development framework, our probation meetings, as well as integrated into annual performance reviews.

Apprentices

DLRC currently supports 9 UK apprentices, equating to approximately 10% of our UK workforce. As a Regulatory Affairs Consultancy, most apprentices are on the TOPRA course in Regulatory Affairs, but DLRC also supports apprenticeships in Management, Accountancy, IT and Business Transformation. Some apprentices who have completed their courses have chosen to study further, while others now apply what they have learnt to their daily work.



Level 6 Chartered Manager Degree Apprenticeship with University Centre Quayside

In 2021, Dianne encouraged me to consider undertaking a Level 6 Chartered Manager Degree Apprenticeship (CMDA). Having not studied since leaving school, I was initially hesitant to commit to a three-year programme. However, after weighing the long-term benefits, I knew this was a valuable opportunity for personal and professional growth, and I am incredibly grateful for Dianne's encouragement.

The CMDA is a work-based degree programme designed to develop business management capabilities, critical thinking, and leadership skills within a professional setting. In February 2022, I embarked on my CMDA journey, integrating my studies with my role at DLRC. On successful completion, I will be awarded a BA (Hons) in Professional Management, the CMI Level 5 Diploma in Management and Leadership, and Chartered Manager status (CMgr MCMI). Now, as I near the end of this incredible journey, I can hardly believe how much I've grown.

Balancing work responsibilities alongside university deadlines was extremely challenging at times, but DLRC's support was invaluable. They provided me with the flexibility and encouragement I needed to balance my workload effectively. Having a strong support system, including my colleagues and mentors, helped me stay on track and manage competing priorities.

One of the biggest benefits of this CMDA has been gaining the formal knowledge to reinforce and enhance what I had learned through experience. While I had developed practical management skills over the years, the CMDA has provided me with theoretical understanding, frameworks, and best practices to support my decision-making and leadership approach. This combination of experience and structured learning has made me a more confident leader, equipping me with the tools to drive positive change within my role.

The CMDA has transformed my approach to leadership and management. I have developed critical skills in strategic thinking, decision-making, and problem-solving, which apply to my role as Quality and Operations Manager. The programme has also helped me overcome self-doubt, allowing me to step into leadership with greater assurance. Additionally, the CMDA has enhanced my communication, teamwork, and adaptability skills, shaping me into a more well-rounded and capable leader.

Looking back, I am incredibly proud of my journey and the transformation it has brought to both my personal and professional life. This apprenticeship has been a challenging but rewarding experience, and I am excited to apply everything I have learned as I continue to grow within my career.

Internal Promotions

We value the development of our people and reward the team with internal promotions. In 2024, we promoted 15 of our team members across all parts of the business, including promotions to Associate Director and Director level.

Investors in People (IIP)

DLRC had the honour of retaining our Investors in People Silver Award in 2024 (first awarded silver in 2021). This Award is recognition of our exemplary investment in our employees and the resultant employee satisfaction. Our employees feel well supported, part of a team, and listened to. We are incredibly passionate about the development of our people, and we currently working through the indicators that will support us towards achieving Investors in People Gold Award at our next assessment with regular meetings to capture the progress made.

INVESTORS IN PEOPLE®
We invest in people Silver



Governance

Last year we aimed to:	This year we have:	Next year we will:
<ul style="list-style-type: none"> • Improve End to End Project management • Leverage AI and Machine Learning 	<ul style="list-style-type: none"> • Increased the number of BI reports available to the company • Revised the client satisfaction survey SOP • Employed an AI developer • Passed proof of concept for our first AI tool 	<ul style="list-style-type: none"> • Revise our project closure process • Improve our Account review process
Maintain Cyber Essentials Accreditation	Maintained Cyber Essentials Accreditation	Achieve Cyber Essentials Plus Accreditation
Achieve ISO 9001 Certification	Achieved ISO 9001 Certification	Maintain ISO 9001 Certification
Implement an EDI Policy	Implemented an EDI policy and set up an EDI group	Run EDI events throughout the year, organised by the EDI Group
Implement an Environmental Policy	Implemented Environmental Policy	Make sustainability stipulations in other policies more robust
Look into sustainable investment options	Investigated sustainable investment options	Sign off on confirming sustainable investments
Achieve B-Corp Certification	Submitted our B-Corp assessment and reached the evaluation phase	Achieve B-Corp Certification

Embedding sustainability

In 2025, DLRC plans to further embed sustainability into everyday business practices through two key measures. First, DLRC will create a Sustainability Committee with representatives from each company function. The committee will drive initiatives that align with the company's values and strategic objectives, ensuring a commitment to environmental, social, and business sustainability. Second, DLRC will begin to implement departmental sustainability goals. This will start in 2025 and be rolled out to all departments in 2026.

Cyber Essentials

DLRC are pleased to announce the receipt of the Cyber Essentials accreditation. This government-backed accreditation allows DLRC to guard against the most common cyber threats and demonstrate a commitment to cybersecurity.

What is Cyber Essentials?

Cyber Essentials is a government-backed accreditation scheme that sets out a baseline of cybersecurity standards that businesses must meet to achieve certification. The scheme was launched in 2014 as part of the UK government's National Cyber Security Programme and is designed to help businesses of all sizes protect themselves against cyber threats.

The Cyber Essentials certification is a self-assessment process that assesses a business's cybersecurity against five key controls:

- Boundary firewalls and internet gateways
- Secure configuration
- Access control
- Malware protection
- Patch management

To achieve Cyber Essentials certification, DLRC completed a self-assessment and provided evidence to demonstrate that DLRC have implemented the required controls. The questionnaire covers a range of topics, including password policies, email security, and secure remote access.

Receiving Cyber Essentials Accreditation

DLRC's in-house IT team are committed to safeguarding the entire business from cyber threats. The team are constantly working to secure our IT systems against cyber-attack, developing the way we work, and adding extra levels of security wherever possible. DLRC value security highly and fully appreciate the value and sensitivity of the information we handle.

Reducing Carbon Footprint using Microsoft Intune

In 2024, DLRC deployed standard power management configurations across all their physical hardware. By utilising Microsoft Intune's power management capabilities, we can now effectively manage and optimise power usage on our devices while maintaining a consistent user experience. In addition, we also rationalised our cloud infrastructure and reduced our datacentre footprint.

In addition to our Cyber Essentials accreditation, DLRC intends to aim for Cyber Essentials Plus certification in March 2025. Cyber Essentials Plus goes further, with a technical audit of our IT systems. This certification gives our stakeholders, partners, and customers confidence in our commitment to cybersecurity.

Risk Management

Risk assessments inform strategic decisions, ensuring alignment with DLRC's long-term business objectives. DLRC regularly identifies and assesses potential risks across all aspects of the organisation, including financial, operational, strategic, compliance, and reputational risks. This process includes environmental scanning to look at emerging risks such as the use of Artificial Intelligence, ESG risks and geopolitical risks.

DLRC maintains a formal risk register that evaluates the likelihood and potential impact of each identified risk and prioritises risks based on their potential severity and probability of occurrence. Within every risk, the internal and external factors that may influence each risk are considered, including relevant laws, regulations, and industry standards.

Where a risk is identified, actions to mitigate or minimise the potential consequences are put in place and assigned to individuals or teams, depending on the identified risk. The executive team reviews the risk register monthly and is a standing agenda item at every board meeting.

DLRC maintains a business continuity plan that is reviewed and updated annually to cover the principal risks and emergencies that may arise and ensure that critical business functions can continue in the event of disruption. DLRC also maintains a suite of insurance products to mitigate/transfer risk in certain situations, including coverage for business interruption.

DLRC encourages all employees to report any perceived risks or vulnerabilities in their day-to-day activities to their direct line manager or senior leader/director. DLRC has a robust set of cultural values that promote ethical behaviour and integrity throughout the organisation, emphasising the importance of transparency and accountability.

Quality Management System (QMS) and ISO 9001:2015

In December 2024, we achieved our quality goal and successfully obtained ISO 9001:2015 certification for our Quality Management System for our sites in the UK and Germany. The British Standards Institution awarded the certification, and we proudly display the "BSI mark of trust logo" on our website. This is a major milestone in our commitment to achieving operational excellence and being a responsible global citizen. We continue to integrate our sustainability efforts into the Quality Management System and have recently included our commitment to sustainability and our core value of environmental responsibility (acknowledging that climate change is relevant) as a key objective in our Quality Management Policy, aligning it with the company's vision and goals.

During 2025, it is our goal to maintain our certification status, and we will strive to optimise our processes through auditing and continuous improvement, which will include identifying and assessing the environmental aspects of our services, which will allow us to make informed decisions that reduce our ecological footprint. Our quality management system supports our sustainability goals by serving as stepping stones that helps us to foster efficient and responsible practices and show our commitments, making our B Corp journey smoother. We aim to promote collaboration with employees, clients, and our suppliers to ensure that we integrate our sustainability efforts into the broader organisational strategy.



The King's Award for Enterprise

In 2023, we submitted our application for a third King's Award for Enterprise in the International Trade category. The requirements to have a strong ESG focus are a part of the application as well as having a good marketing plan, describing the company's response to covid and of course, solid financials showing sustained overseas growth. The outcome was another visit from the Lord Lieutenant of Hertfordshire, Rober Voss, to present our award. We have previously won two Queen's Awards and are proud of keeping up this high standard over a number of years.

B-Corp

In 2024, DLRC reached the evaluation stage of the B-Corp application. This is a highly regarded and recognised third-party certification body that holds companies to high sustainability standards. It will help us measure our progress and display our commitment to all areas of sustainability.

End to End Projects

We are continuously reviewing our current project management processes to support the organisation's growth. We have identified two key improvement areas: proposal management and introducing a system-based resourcing solution. These initiatives will both drive efficiencies in how projects are managed internally end-to-end.

Proposal management seeks to leverage functionality in our finance system 'Business Central' to systemise our cost-builds whilst, in parallel, defining proposal templates to support the process. In turn, this will allow us to review the accuracy of our proposals more quickly against the actual work delivered. We have also identified key data to capture in relation to business metrics for data-driven decision making within the organisation. Systemised resourcing in Business Central aims to significantly streamline the project resourcing process, allow project managers to forecast, and switch our resourcing style from a 'reactive' to a 'proactive' approach.

Artificial Intelligence (AI)

Artificial Intelligence/Machine Learning is a simultaneous threat and opportunity to the organisation. External reports and models show the highly significant impact that AI/ML is expected and is already bringing, and we must address this. Due to the nature of a consultancy business, we have leveraged the technology to build our own AI/ML platform within our own tenant, enabling us to protect our clients' data and customise the platform to provide a personalised output to the DLRC high standards. AI/ML at DLRC is viewed as an "Assistive AI"; it reduces the low-value tasks as part of project delivery to allow our consultants to focus on the high-value tasks, thus supporting our goal of promoting SDG 8. Due to the nature of AI, it will significantly lessen the time taken to deliver work for our clients in some scenarios. We have completed an initial survey process with all staff on suggestions for the use of AI in the business, and we are now progressing with gathering user requirements and developing solutions for testing.

We prioritise efficiency in our AI resource consumption by utilising less resource-intensive classical machine learning methods and traditional statistical analyses to pre-filter tasks, reducing the number of queries sent to Gen AI services. For tasks requiring Gen AI, we employ smaller, specialised models over the general-purpose large models. These combined results in a significantly reduced environmental impact over consumer facing services such as Chat-GPT.



Closing Word from our CEO

As we conclude this year's Sustainable Impact Report, I want to express my gratitude to our dedicated team, partners, and stakeholders who have been instrumental in driving our sustainability agenda forward. The progress we have made is a testament to our collective commitment to creating a positive impact on people, society, and the planet.

Looking ahead, we remain focused on our goal of achieving Net Zero Carbon Emissions by 2050. We will continue to review and adjust our priorities, ensuring that we stay on track and make meaningful contributions to global sustainability efforts. Together, we can build a more sustainable future for all.

Thank you to everyone at DLRC for your continued support and dedication to our mission.



Dianne Lee
CEO

Appendix

Carbon Data 2024

Breakdown of carbon calculations for 2024.

Emissions		2024 (tCO ₂ e)
Scope 1	Gas	6.74
Scope 2	Electricity	2.89
Scope 3	Category breakdown	127.61
(included sources)	Transmission and distribution (electricity)	0.26
	Waste generated in operations	0.39
	Business travel	66.74
	Employee commuting	26.83
	Employee homeworking	33.40
	Total Emissions	137.24
	Per Employee	1.630

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