

Register of Interests DECLARATION

Name: Surinder Birdi Date: 25/11/25

I have read the guidance on the Register of Interests, and I list below organisations of which I am a member, with which I am associated or in which I have a financial interest, where a conflict of interest or the appearance of such a conflict could arise.

Please note that the register of interests will be published on the NMC website.

Role	Relevant dates		Comments
	From	То	
HR Director	April 21	Current	No conflict
Director	Sept 22	Current	No conflict
Non-Executive Director	Nov 23	Current	
Independent Governor	Sep 25	Current	No conflict
	HR Director Director Non-Executive Director Independent	From HR Director April 21 Director Sept 22 Non-Executive Director Nov 23 Independent Sep 25	From To HR Director April 21 Current Director Sept 22 Current Non-Executive Director Nov 23 Current Independent Sep 25 Current

Please continue this table if necessary