



WINDMILL FAMILY OFFICE

A Father's Code

The family principles taught and lived by Ronald Alfred Windmill

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Status	Family source document; not company regulation

Provenance

This Code records the principles taught and lived by Ronald Alfred Windmill. It was reconstructed in 2026 by his brother, Leonard George Windmill, and his son, Steven Michael Windmill, from remembered words, repeated instruction and the example of his conduct.

It is not presented as a recovered historic document or as words written by Ronald in this final form. It is expressed deliberately in the restrained idiom of his generation. It is published as a personal and familial source of conduct principles, not as a regulation of Windmill Family Office Ltd.

In Calm Judgement, Strength

A Father's Code

A Knight's Oath

- 1. Speak the truth, and speak it plainly.**
- 2. Give your word sparingly; once given, keep it.**
- 3. Do your duty without complaint, especially when it is inconvenient.**
- 4. Protect those who cannot readily protect themselves, most particularly women and children.**
- 5. When honest help is asked of you, and it lies within your power, give it.**
- 6. Show courtesy and restraint. Govern your temper, your tongue and your appetites.**
- 7. Know your craft. Keep learning, and never pretend to a competence you have not earned.**
- 8. Be a perfect witness. Say what you saw, what you were told and what you inferred; never pass one for another.**
- 9. Hold yourself to the standard you would rightly require of another.**
- 10. Leave each person, task and place the better for your having passed through it.**

How the Code is to be understood

The Code is short because conduct is tested in action. It joins truth to evidence, promise to performance, duty to service, capability to humility and inheritance to responsibility.

Its discipline of the perfect witness is especially important: personal observation, another person's report and one's own inference are different things. To confuse them is to weaken judgement and trust.

The Code does not depend upon religious belief, public status or institutional office. Its force lies in voluntary adherence and in the consequences of conduct over time.

Transmission

These principles passed first through instruction and example. Their publication does not make them more ancient; it makes their present form more durable. Each generation may express them in its own language, but should preserve the obligations beneath the words.

For Windmill Family Office, the Code is a source of culture. The company's operative governance standards are set out separately in Governance and Standards of Conduct.

The family principles taught and lived by Ronald Alfred Windmill, reconstructed by his brother Leonard George Windmill and his son Steven Michael Windmill, and expressed in the idiom of their generation.