

ASSOCIATE MEMBERSHIP CHARTER

Introduction and Vision

Arkanum's primary aim is to build a consultancy and management business around the planning and delivery of sound, sustainable and effective new service capabilities on behalf of our clients.

The Arkanum management team has experience of working together in project teams over the last ten years and we aspire to grow our business through the coordination of inputs from a group of experienced associates whose capabilities complement the business and who share our values.

It is important to us that our people are recognised as operators with a record of successful hands-on management experience who take a keen interest in the viability of the work we undertake for clients. Our business plan is based on steady growth that will not compromise our standards of delivery or the corporate integrity of our organisation.

Professionalism and Due Care

We select our associates on the basis of their track record and the professional manner in which they conduct their work and build their relationships with colleagues and clients. In our business model Arkanum staff are often 'embedded' within a client organisation and whilst embracing the adopted management culture it is also important to maintain a strong element of critical integrity.

Arkanum Members will ensure that advice, solutions and management actions are based on thorough consideration and analysis of the available facts and experience and are realistic, practicable and understood by the client.

Confidentiality

Arkanum Members shall regard as totally confidential all information concerning the business affairs of Arkanum and its clients. Our team based approach recognises the benefits of sharing information and learning with trusted colleagues, but these must be set in the context of protection of the intellectual property of Arkanum and its clients and in line with contractual agreements. Our Assignments will support a range of clients across potentially overlapping market sectors and the avoidance of Conflicts of Interest in relation to confidential information is paramount to our future business success.

Equal Opportunities

Arkanum welcomes diversity amongst its employees and associates. All Arkanum Members are expected to operate within the bounds of current Equal Opportunities legislation and be aware of and sensitive to the particular environment in which they are working.

Complaints/Disputes

We aim to work in a collegiate manner within the Arkanum Membership and to act fairly and openly towards each other. In the unlikely event of complaints and disputes between clients and Members or Members and other Members, we would look to the professionalism of the Member to resolve the problem. Should this not be possible, we would expect Members to refer the problem to the Director in charge of the particular assignment in order to seek third party input and action if required.

Team Working

We aim to differentiate ourselves through a team based approach with a focus on delivery and management reaching beyond pure advisory services. In practice this requires Members to work in team environments with other Arkanum Members and as embedded participants in client teams. We will endeavour to facilitate this with regular opportunities to meet as a 'team' and through tools including online document management available to all Members.

Knowledge Sharing

While working on an Arkanum assignment, Members are expected to inform and when appropriate to request assistance from other Members in order to enhance the service offered to clients. Although shared, such information is privileged and must not be communicated to other clients or used directly as insider information to provide them with an unfair business advantage. When this might be considered a cause for concern then the matter should be discussed with the appropriate Board director.

On conclusion of an assignment, information relevant to the client must be handed back together with any critical advice and significant recommendations for going forward. Arkanum should be provided with a copy of the relevant material annotated with the necessary privacy markings. It may well be appropriate to convene a 'Lessons Learnt' discussion within Arkanum for the benefit of the Members and to improve their offering to new clients but such information must not be disseminated.

Personal Standards

When working on an assignment, Arkanum Members are expected to behave professionally and dress in a manner appropriate to a director level appointment in the client's organisation.

Fees and Expenses

When a daily rate is being charged, Members are required to carry out a full day's work. Part days should be assembled in quarter days and aggregated into equivalent full days.

Expenses are to be charged in accordance with the terms and conditions laid down at the start of an assignment and must not be 'padded'.