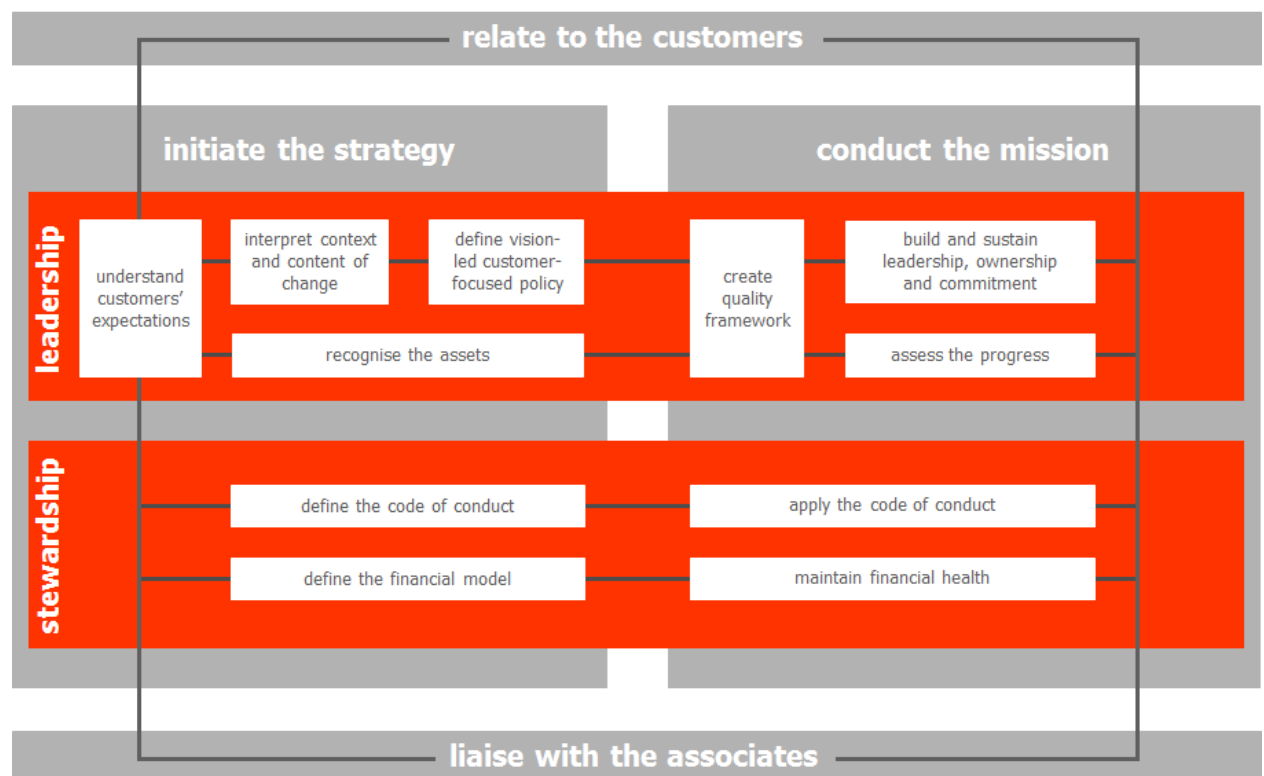


philippe rixhon associates

Governance Model

Our governance model defines two roles – two sets of responsibilities with defined outcomes:

- leadership and
 - stewardship,
- and four clusters of actions:
- to relate to the customers,
 - to initiate the strategy,
 - to conduct the mission and
 - to liaise with the associates.



The core associates meet once a year with interim telephone and email communication when needed. They work with and support the managing director in:

- the company's ongoing work and development
- the planning of current and future projects
- accessing sources of financing and support
- ensuring the effectiveness and efficiency of the company's operations.

A role is not a job. On a small project, an associate can play more than one role. Conversely, on a large and complex programme, a specific role can carry such a large volume of actions that it takes a whole team to undertake the designated responsibilities. No role dominates. Teamwork is essential.

The **lead** is *the guidance given by going in front*. Leadership covers the strategic contribution to performance, as well as stakeholder liaison and analysis of the external environment to determine its influence on organisational success.

The **steward** is *the associate entrusted with management of another's property*. This role makes timely information available to associates, monitors executive ethical and financial management and extracts resources from investors and grantors. The interrelationship between the two roles is integral to organisation performance.

Relate to the customers includes achieving balance between the needs of the board, the company, and all the stakeholders – the customers, suppliers, sponsors or investors.

Initiate the strategy relates to envisioning the future commensurate with the company's responsibility, authority and accountability and to meet objectives. It also relates to monitoring outputs, including those related to board structure, composition and process, and how individual board member characteristics influence board dynamics.

Conduct the mission ensures the company is mission-led in an increasingly complex, pressured environment.

Liaise with the associates includes all interactions with the associates working on programmes of Philippe Rixhon Associates Ltd or its affiliated organisations.

The core associates are a team

The core associates are a team of personalities leveraging various skills and experiences, focusing on different domains, and sharing views and opinions. They play from various positions and win together.

The core associates are also a club

The core associates are a club; its members share a passion for the vision and the mission, a commitment to professionalism and a duty of stewardship.