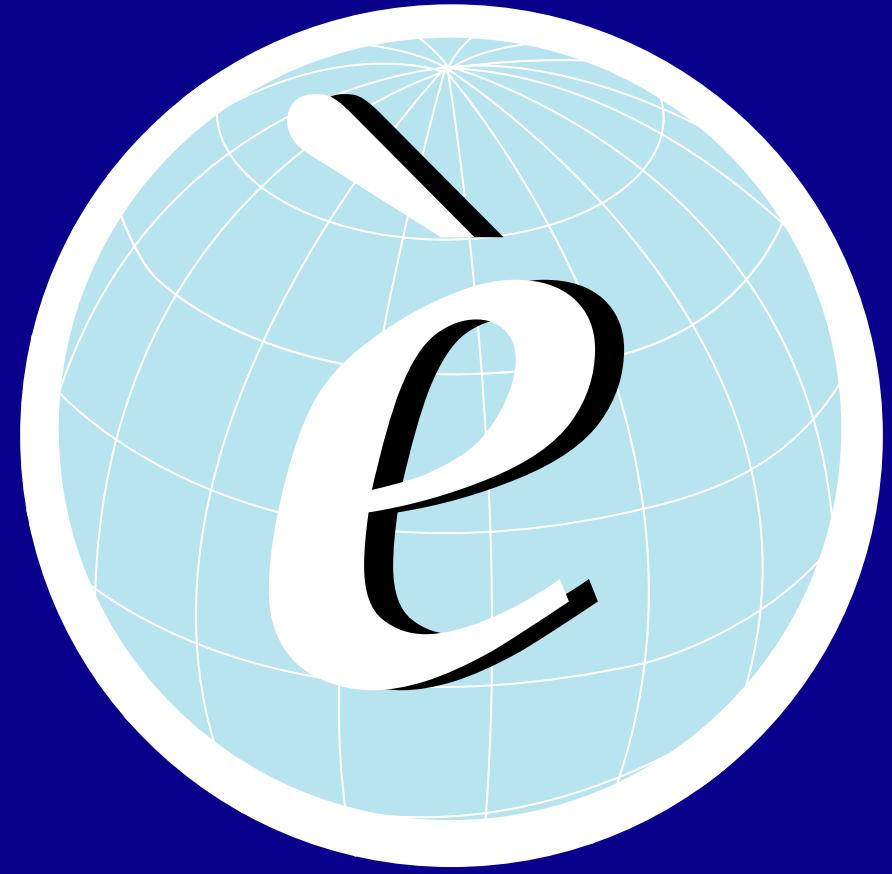


“delivering the total global project solution”



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The Dedicated Professional's Handbook

Becoming part of our team



A New beginning



Be a part of us

Working for Èpeus is no ordinary job. What we do – management consulting focused on projects and project management across a range of sectors and in a variety of roles – is a most dynamic industry, offering variety, challenge and reward.

The true capital of any organisation is its people. Èpeus is focused on enriching through any commercially realistic means its true capital – individuals whom we believe embody and uphold our corporate values, share our vision and will work toward the future with us.

One aspect that sets us apart from most companies undertaking projects is that we are committed to a structured training program and a career path for individuals wishing to engage in management consulting in the project field. Very few, if any, client companies offer such a career path.

Projects in which Èpeus are involved include an almost unimaginable breadth of variety. As an Èpeus employee, you would be tested and you would be challenged, but you would also be rewarded for the value that you add to our clients' projects. We have a wide range of incentives and rewards to recognise effort and contribution towards company goals.

Financial, legal, marketing, and administrative functions are also essential to the smooth running of our business and projects. This book, however, is focused on those who can accept our challenge as project professionals.

Our Training Program:

The Èpeus Training Program is intended as a structured approach and is aimed at all Èpeus personnel to add to their skills sets and help each to identify and develop his or her personal and professional goals. Èpeus will attempt to specifically tailor development for the individual. The training that any given individual is offered depends on his or her role within the company as well as future aspirations.

Although the stages of the training program can be outlined as follows:

Stage 1: Induction and Familiarisation

Stage 2: Project Components – Theoretical Underpinnings – 'Gap Closing'

Stage 3: Practical Experience

Stage 4: Ongoing Professional Development

the path is not linear. An individual may go through one or more stages at the same time.

Your Commitment:

Our commitment to you carries reciprocal obligations from you to Èpeus. One word can sum up what we expect from you: PROFESSIONALISM. You should conduct yourself as a professional at all times.

Professionalism requires a mindset that defines your life, not as an amateur, but as someone who, for example, always puts the client first, working as long as it takes to meet deadlines. The following points describe some of the aspects of professionalism that we expect.

- **Expertise**

You must demonstrate technical distinction. Our clients expect us to have the latest knowledge in how to assure success on their projects, which requires nothing less than technical excellence on your part. Being a professional means always striving for the best in technical proficiency and welcoming the opportunity to learn something new everyday.

- **Passion**

You must be highly motivated everyday in everything you do for us and our clients. Motivated and empowered individuals underpin successful teams of people, and it is these teams that play a central role in our endeavours and operations. As a project orientated organisation, we place immense value on the team, as well as the individual's contribution within it.

- **Mutual Respect**

You must have a high level of self-respect, as well as respect for others. Mutual respect is a central core value of our company. Our people, for example, are expected to appreciate that we are guests in the various countries in which we operate around the world, bringing only opportunities for success and not conditions.

- **Positive Mental Attitude**

You must have a positive mental attitude toward Èpeus and others. A professional accepts responsibility for his or her conduct and takes action that can remedy problems as they arise. Rather than hiding mistakes, for example, you should discuss them as soon as they are identified so that corrective action can be taken. As another example, whining (or whining) about what seems unfair is not professional; a professional discusses an issue with management in a proactive way to resolve it.

- **Independent But Cooperative**

You must be able to act on your own, while recognising the need for cooperation. A key feature of project management is the ability to 'think on one's feet' particularly when it comes to problem solving. But you are not expected to act alone. We have developed communications protocols to assist you with obtaining corporate knowledge from past projects, and you should use that knowledge.

You must also say what you mean and mean what you say. We do not require 'yes men' (or women) – the Company has zero tolerance for 'office politics' and "sweet talk."

To the contrary, we require that information flow throughout Èpeus through constructive open dialogue and the exchange of ideas. The burden is on you to take appropriate action if there is something that you feel needs to be said, if you can see a way of improving a process, or if you have an innovative idea.

You must plan to devote your time, energies, and purpose toward advancing Èpeus' goals, which in turn can be expected to advance your own. We are not interested in an individual who is spending time at company expense while simply furthering his or her agenda. While internal competition is natural, it is productive only if positively focused, and you should focus on cooperation to ensure optimal productivity, mutual help, and support, and thus long run sustainability and development.

- **Presentation Skills**

You must have good oral and written presentation skills. A product that may be flawless on a technical level could be easily misunderstood or ignored if not presented in an equally flawless manner. Our clients expect a product that looks as good as we hope it is.

- **Commercial Acumen**

You must develop and pay attention to the commercial aspects of work for a client. A professional does not propose action that would prove commercially unrealistic for a client's project because that would lessen or destroy the client's confidence in other recommendations you might make.

In addition, vis-à-vis Èpeus, working on a client's project does not mean that Èpeus are obligated to give the client whatever the client representative may ask for. The parameters of the contract should set out what the client is willing to pay for. We as a company must realise compensation for what we provide, so you must be aware of the what we have been asked to do and will be paid for as reflected in the contract.

- **Appearance**

You must exhibit a neat appearance at all times. A variety of garments bear the Èpeus logo, from T-shirts to fleeces, and more formal attire such as trousers, shirts and ties, and should be displayed as appropriate for the circumstances and environment in which you would find yourself. In some ways, appearance is another aspect of presentation, where client expectations are paramount.





Code of Business Conduct and Ethical Practices

We also have published a Code of Business Conduct and Ethical Practices covering many aspects of behaviour expected from all Èpeus personnel toward the company, fellow workers, suppliers, and even competitors.

An Èpeus person, you would be an ambassador for the company at all times. Your actions and attitudes would play a significant role in the wider perception of our brand. As we are a global organisation operating across multiple cultural boundaries, the importance of how we are perceived cannot be overstated or overestimated. As such, you would be expected to conduct yourself appropriately at all times. Inappropriate behaviour that brings disrepute on Èpeus is subject to discipline.

Conducting business globally requires that we observe the most stringent ethical standards applicable in any of the areas in which we operate. We cannot apply different standards of honesty and integrity in different parts of the Company, so we expect that all personnel will strive for and achieve these goals.

Although specifically covered by the Code of Conduct, several points deserve special attention. We actively seek the talent and character that we have described in this booklet, which applies regardless of the sex, age, national origin, or cultural background of an individual. We therefore have a zero tolerance policy towards sexism, racism, and ageism.

Rudeness, lack of patience, and aggression, moreover, achieve nothing except the same. Such conduct would obviously be negative and would ultimately impact on bottom line profitability. Such behaviour will not be tolerated in any form or fashion by anyone employed or retained by or representing the Èpeus Group.





Routes to Joining Our Team

We aim to create successful long term business relationships across all our contact points, from our clients to our suppliers, from our in house staff to our contractors, all are ingredients towards our continuing success. And we provide several roads to joining Èpeus.

The Student:

A difficult road faces a young person dealing with an uncertain future, and we are committed to a proactive response to this difficulty to encourage a future generation of project specialists.

We offer a summer placement scheme to select students on a yearly basis. We hope that once on board with us, you will elect to return to us every summer and lay a firm foundation toward becoming a part of our graduate training program. Our placements will pay a wage, reducing the need to find other sources of income and allowing our students to concentrate on adding value to our clients while developing professionally.

Besides those specialising in project management theory, this program is open to undergraduates in engineering, business/finance, and law.

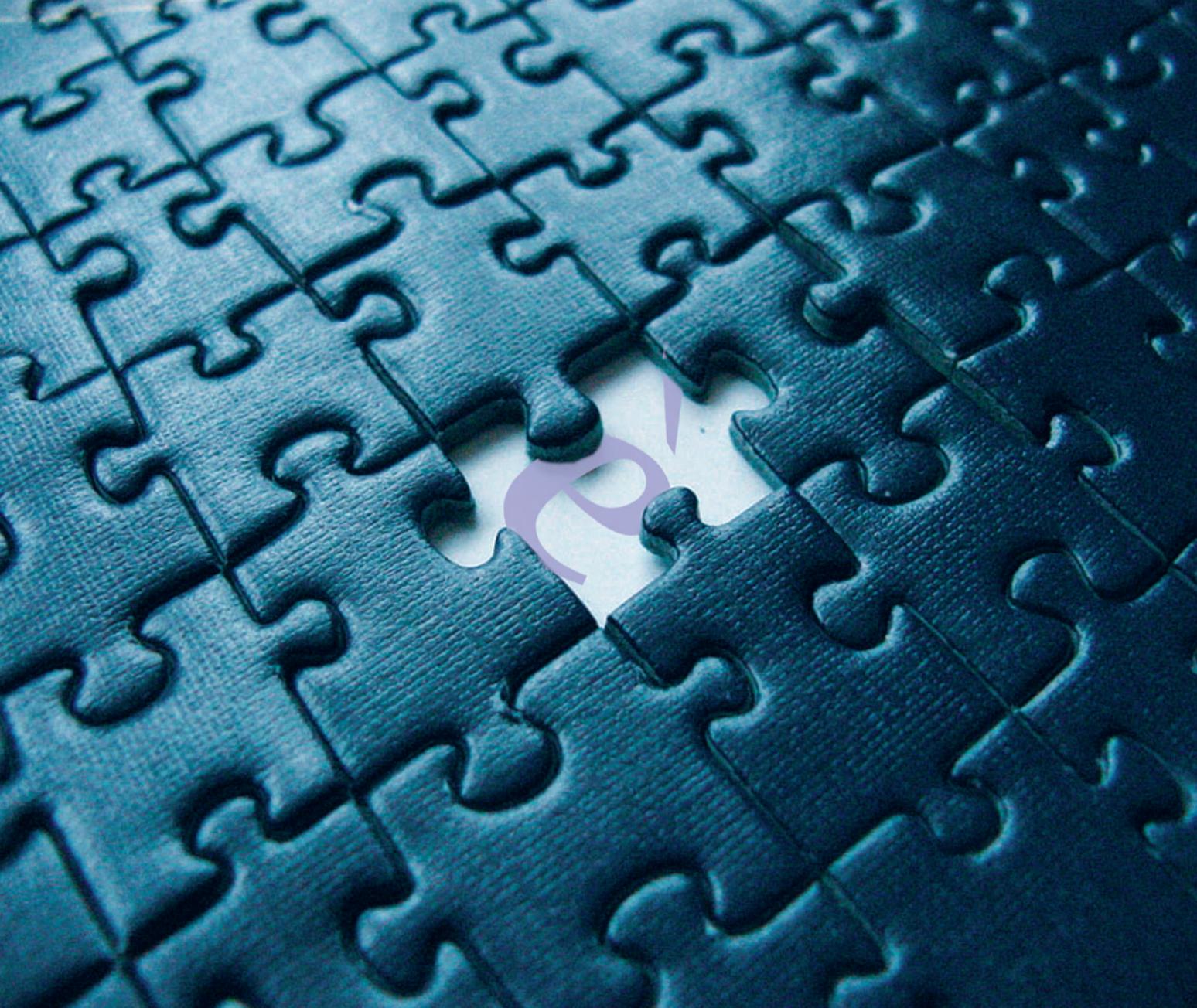
As well as our undergraduates, we are also interested in individuals who have elected to further their particular aspirations by returning to study. Our interest applies whether you are studying in a related discipline or have diverged from your 'core competencies' to change the direction of your career path. We can offer postgraduate students a defined 'placement' to provide an opportunity to demonstrate their abilities to us as well as allowing you to form an opinion of us.

The Graduate Trainee:

The graduate trainee program is expected to last 2 years with the focus on your further practical education and personal development. During this period, you will be expected to study and pass exams on various 'in-house' subjects. The level and content of the subject matter will become increasingly complex.

During the program, you will work with more experienced personnel representing the range of talents within the organisation. These "mentors" will serve as your guides and a source of encouragement to you. The mentors are expected to prepare you for the next stage of your career, through practical 'live' experience across a variety of projects.





The Graduate Trainee-continue:

When this phase is complete, you will find yourself beginning to operate as a member of a project team – carrying out your assigned role and responsibilities on projects that could be anywhere around the world.

At this stage of your career path, you will be expected to choose a designated 'initial interest stream'. The intention here is to allow specialisation within a particular area of project management that is of interest to you or in which you feel you may have a natural inclination. This 'specialist stream' is expected to last 12 months but could vary.

The following years will follow the same pattern – with the company rewarding you along the way. While we do not require you to complete all the specialist areas within a 36 month period, we do require that you complete the 'initial interest stream' and begin to specialise.

Ultimately, you can attain the most senior level of employee – our consultants.

"Èpeus offers a challenging work environment where there is great emphasis on cooperation and team work. This ensures adequate support and encouragement (so I never feel alone or out of my depth). I was encouraged to reach my full potential early on by being given ownership of tasks and ensuring their timely and successful completion. My colleagues never hesitated in guiding me to overcome any challenges I faced."

Damilola Olutogun, Project Engineer





The Practical Student:

Coupled with the Student Placement schemes, we recognise that you may have talent and initiative and, for one reason or another, have never pursued a formal degree. Perhaps you are about to demobilise from the military and are unsure as to what to do next. We can evaluate whether your skills and our company would be a fit, and invite you to consider the opportunity.

The Contractor:

Some talented and experienced individuals, for a variety of reasons would be happy to work for the organisation as a contractor – without giving up their own identities and future plans. If you share our goals, yet desire to remain independent, you can be an important part of Èpeus. We will welcome your input and see to it that you too benefit from a range of performance related enhancements.

Regardless of path, all employees must complete a 1 year probationary period. This period of time allows all parties to confirm that the choices made have been good ones.

"Routes to joining Our Team - The Student, The Graduate Trainee, The Practical Student and The Contractor"





Social Dimension

Lastly, Èpeus promote maintaining an efficient 'balance' between the professional and personal sides of life. This recognition underpins our intent to emphasise the development of our personnel within both of these spheres of life. We are here for the long term both for our employees and our clients and insist that those who join us will be as well.

We discuss our social dimension at some length in the booklet "About Us." The message is simple – we expect our people to concentrate on the task at hand, and if a related personal issue arises, communicate it so that the problem can be resolved.

We also recognise that an individual can become alienated from the Company when he or she is located remotely. We do not intend to lose a valuable resource due to these feelings of misplacement that develop over time and may manifest post-completion and close-out or handover of a project.

As our corporate culture is a people centred one, we have created a system of support mechanisms to deal with these issues. When a team or an individual returns from a project, our intent is to have dedicated senior level staff to engage in debriefing. This process, known within the Group as the 'Change Assessment Protocol', plays a central part in the growth and development of our knowledge management system.

Final Thoughts

Some last thoughts to keep in mind.

Èpeus does not operate a "blame culture." No one is infallible and Èpeus does not seek to penalise decisions that prove to be a mistake, provided that the consequences could not have been reasonably foreseen and avoided. Instead, Èpeus seeks to add the relevant information into the corporate knowledge management system, as part of an evolving learning culture.

In the meantime, keep in mind our goals and how we plan to achieve them. As a dedicated professional, you know the importance of getting the job undertaken done. The Èpeus Group will always recognise this dedication and effort, and to this end we will always ensure that such professionalism is recognised and rewarded.