
AURIC ADVISORY

Service Delivery Policy

How Auric Advisory Works — Our Standards, Principles and Commitments

PRACTICE	Auric Advisory
QUALIFICATION	MSc Organisational Psychology & Human Resource Management
BASED	Reykjavik, Iceland
SERVICE REGIONS	Iceland · Europe · Africa · International
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This document sets out the professional standards, service delivery principles, ethical commitments, and operational practices of Auric Advisory. It is provided to clients, partners, and stakeholders as a transparent statement of how the Practice operates — across Iceland, Europe, Africa, and wherever it is called to serve.

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About Auric Advisory

Auric Advisory is an independent HR consulting and organisational psychology practice founded and operated from Reykjavik, Iceland. The Practice serves organisations, leaders, and teams navigating the complex, human dimensions of work — from people strategy and culture to employee relations, workforce health, and leadership development.

The practice principal holds an MSc in Organisational Psychology and Human Resource Management from Reykjavik University (2022), formally assessed as equivalent to a Canadian Master's degree by World Education Services (ECA# B261AKEVX7IMM, March 2026). The Practice brings trilingual capability in English, Icelandic, and Twi/Akan, and over a decade of cross-continental HR practice across Sub-Saharan Africa and Northern Europe.

The name Auric Advisory is drawn from the Latin aurum — gold. It reflects the Practice's commitment to quality in every engagement. It also connects to REFINED: A Memoir of Pressure, Breaking and Gold, the published memoir of the practice principal, which documents the personal and professional journey that shaped the practice.

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Our Mission and Values

Auric Advisory exists to help organisations build cultures that hold — and leaders who do too.

The quality of people practice inside an organisation determines the quality of everything that comes out of it.

Rigour

Every engagement is grounded in evidence, research, and professional standards. Auric Advisory does not offer generic frameworks or templated solutions.

Integrity

Auric Advisory reports what it finds. It does not tell clients what they want to hear when what they need to hear is different.

Human Understanding

Organisations are made of people. Every policy, every process, every recommendation is evaluated against its human impact.

Cross-Cultural Intelligence

With operational experience across Ghana and Iceland, Auric Advisory brings a lived understanding of how culture shapes work — and how people navigate institutions not built with them in mind.

Discretion

The matters Auric Advisory is brought into are sensitive. They are treated with the same discretion the Practice would expect if the roles were reversed.

Continuous Learning

The field of organisational psychology and HR practice continues to evolve. Auric Advisory commits to staying current, questioning assumptions, and refining its practice.

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Services We Deliver

HR Strategy and Advisory

Strategic people advisory for organisations navigating growth, transition, or transformation. This includes HR policy architecture, culture design, workforce planning, onboarding and retention frameworks, cross-cultural workforce integration, and compliance with employment law across applicable jurisdictions.

Organisational Psychology

Applied behavioural science for leaders who want to understand what is actually happening inside their teams and what to do about it. This includes team dynamics assessment, employee wellbeing diagnostics, leadership psychology and coaching, change management consulting, and workplace culture analysis.

Pay Equity and Workforce Health Diagnostics

Structured assessments of pay equity within organisations, benchmarked against applicable standards including Iceland's ÍST 85 equal pay certification standard — a nationally mandated framework requiring companies with 25 or more employees in Iceland to obtain equal pay certification. In the European Union, the Pay Transparency Directive (Directive 2023/970/EU) requires member states to transpose pay transparency obligations into national law by 7 June 2026. Iceland, as an EEA member, is expected to incorporate equivalent obligations once the Directive is formally adopted into the EEA Agreement. Auric Advisory monitors this development and advises clients accordingly. Workforce health diagnostics surface patterns of burnout, disengagement, cultural friction, or organisational dysfunction before they become costly.

Employee Relations

Advisory support on employee relations matters including disciplinary processes, grievance handling, workplace investigations, redundancy and restructuring, and employment transitions. Delivered in compliance with applicable national labour law in the jurisdiction of the engagement.

Speaking and Training

Keynote addresses, workshops, and training programmes for conferences, organisations, universities, faith communities, and diaspora events. Topics include cross-cultural leadership, organisational resilience, identity and belonging in the workplace, diversity and inclusion, and faith and professional ethics. Available in person and virtually.

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How an Engagement Works

1. Discovery

Every engagement begins with a complimentary 60-minute Discovery Conversation. This is an honest conversation about the client's context, challenge, and goals — and whether Auric Advisory is the right partner for the work. No charge. No obligation.

2. Diagnosis

A structured assessment of the people, systems, or cultural dynamics at the heart of the engagement. Informed by data where available, by structured observation and interview where not. Findings are shared in plain language.

3. Proposal

A written proposal setting out the scope of work, deliverables, timeline, and fees. Nothing proceeds without written agreement from both parties.

4. Engagement

The active work — advisory sessions, workshops, policy development, diagnostics, or keynote delivery — structured around agreed outcomes and timelines. Changes require mutual written agreement.

5. Consolidation

Outcomes documented, embedded, and handed over in a form the organisation can sustain independently. The goal is the client's capability, not their dependency on Auric Advisory.

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Our Standards of Practice

Auric Advisory holds itself to the standards of a professional scholar-practitioner. Every engagement draws on both academic rigour and practical experience. Recommendations are grounded in evidence from organisational psychology, HR research, and employment law.

Auric Advisory maintains awareness of current developments including changes to employment legislation in Iceland, the European Economic Area, and the jurisdictions in which its clients operate. Where a matter requires specialist legal, financial, or clinical expertise beyond HR and organisational psychology, Auric Advisory will say so clearly and refer the client to an appropriate specialist.

All written deliverables are reviewed for accuracy, clarity, and practical applicability before delivery to the client.

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Confidentiality and Data Protection

Everything shared with Auric Advisory in the course of an engagement is treated as strictly confidential. This obligation does not end when the engagement ends.

This includes organisational data, personnel information, financial details, internal strategies, and any personal information about employees or members of the client organisation. Auric Advisory will not disclose this information to any third party without prior written consent.

Where engagements involve the processing of personal data, Auric Advisory complies with applicable data protection legislation. Verified applicable frameworks include: the Icelandic Act on Data Protection and the Processing of Personal Data (Act No. 90/2018), which implements the EU General Data Protection Regulation (GDPR) in Iceland and entered into force on 15 July 2018; the GDPR itself, applicable to data subjects in the European Economic Area; and the Ghana Data Protection Act (Act 843, 2012), enacted by the Parliament of Ghana on 10 May 2012.

Personal data collected in the course of an engagement is used only for the purposes of that engagement. Auric Advisory applies the following retention schedule:

- Financial records and engagement documentation: retained for seven years in compliance with applicable accounting and tax obligations.
- General client correspondence and engagement records: retained for two years following the conclusion of an engagement.
- Contact form enquiries and pre-engagement communications: retained for twelve months.

After the applicable retention period, personal data is securely deleted or anonymised.

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International Service Delivery

Auric Advisory is based in Iceland and operates under Icelandic law as its primary jurisdiction. The Practice actively serves clients across Iceland, the European Economic Area, Sub-Saharan Africa, and internationally.

Iceland

Engagements in Iceland are conducted in compliance with Icelandic employment law, the Icelandic Act on Equal Status and Equal Rights Irrespective of Gender (Act No. 150/2020), and the ÍST 85 equal pay certification standard, which is mandatory for organisations with 25 or more employees. The Icelandic Act on Data Protection (Act No. 90/2018) governs all personal data handling.

The European Economic Area

As an EEA member, Iceland participates in the single market and is subject to EEA-relevant EU legislation. The EU Pay Transparency Directive (Directive 2023/970/EU) is designated as EEA-relevant. As of the date of this document, the Directive has not yet been formally incorporated into the EEA Agreement, and Iceland's

transposition timeline depends on that process. EU member states are required to transpose the Directive by 7 June 2026. Auric Advisory monitors this development and advises clients accordingly.

Ghana and West Africa

Engagements in Ghana are conducted with knowledge of the Ghana Labour Act (Act 651, 2003), the primary employment law framework in Ghana, and the Ghana Data Protection Act (Act 843, 2012). Engagements in Nigeria are informed by the Nigeria Data Protection Regulation (NDPR, 2019) and the Nigeria Data Protection Act (2023). Auric Advisory's operational background in Ghana's formal sector informs all engagements in this region.

United Kingdom

Engagements in the United Kingdom are informed by the Employment Rights Act 1996, the Equality Act 2010, and ACAS codes of practice on disciplinary and grievance procedures.

Canada

Engagements in Canada are informed by Canadian HR standards and the CPHR (Chartered Professional in Human Resources) framework. Employment law in Canada is jurisdiction-specific, governed by both federal legislation and provincial statutes depending on the sector and province.

Other International Jurisdictions

For engagements in other jurisdictions, Auric Advisory conducts the necessary research into applicable employment law and cultural context prior to commencing work. Where specialist local legal knowledge is required, appropriate local counsel will be identified and recommended.

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Professional Ethics and Independence

Auric Advisory operates as an independent practice. It does not hold financial interests in, or referral arrangements with, any third party whose products or services might be recommended to clients. Recommendations are made on the basis of professional judgement and the client's best interests alone.

Where a potential conflict of interest arises, this will be disclosed to the client immediately. The engagement will proceed only with the client's informed consent.

Auric Advisory does not discriminate on the basis of nationality, ethnicity, gender, religion, disability, age, or any other protected characteristic. The Practice actively promotes equity, dignity, and inclusion in every engagement.

Professional Indemnity

Auric Advisory is in the process of obtaining professional indemnity insurance appropriate to the nature and scope of its consulting and advisory activities. Professional indemnity insurance will be confirmed and in place prior to the commencement of paid client engagements. Details of coverage will be provided to clients at that time and will be addressed in the engagement letter for each specific engagement.

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Quality Assurance

Every engagement is subject to the following standards.

- All written deliverables are reviewed for accuracy, clarity, and practical applicability before submission to the client.
- Recommendations are grounded in evidence and referenced to the relevant body of research or legal framework where appropriate.
- Timelines agreed at the outset are adhered to. Where circumstances prevent this, the client is informed promptly and a revised timeline is agreed.
- Auric Advisory is the responsible party for all work delivered under its name. Where trusted specialists or associates contribute to an engagement, this will be disclosed to the client at the outset, and Auric Advisory remains accountable for the quality and integrity of all outputs.
- Client feedback is actively sought at the conclusion of every engagement and used to inform continuous improvement.

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Client Responsibilities

The quality of any advisory engagement depends on honest, complete information from the client. Auric Advisory asks that clients:

- Provide accurate and timely information.
- Make relevant personnel available where required.
- Flag any significant changes in organisational circumstances.
- Designate a single point of contact for the duration of the engagement.

Auric Advisory cannot be held responsible for outcomes that result from information that was incomplete, inaccurate, or withheld.

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Fees and Financial Practice

All fees are agreed in advance and set out clearly in the engagement proposal or letter. Fees are quoted in the currency agreed at the outset, reflecting the nature and location of the engagement. Nothing is ambiguous about what the work costs.

Auric Advisory does not charge hidden fees or costs beyond those agreed in the engagement letter. Where expenses are reimbursable, this is agreed at the outset and receipts are provided.

Auric Advisory does not compete on price. It competes on quality, precision, and the depth of understanding it brings to each engagement.

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Complaints and Resolution

Auric Advisory takes all concerns seriously. If a client has a concern about the quality, conduct, or outcome of an engagement, the following process applies.

Step 1 — Direct Contact

Raise the concern directly with Auric Advisory at hello@auricadvisory.com. Most concerns are resolved promptly through a direct and honest conversation.

Step 2 — Formal Written Complaint

If not resolved through direct contact within 14 days, submit a formal written complaint. Auric Advisory will respond in writing within 14 days, setting out what action will be taken.

Step 3 — Mediation

If the formal complaint process does not resolve the matter, both parties will refer the dispute to mediation before pursuing any legal route. If mediation does not produce a resolution within 60 days of referral, either party may proceed to the legal route.

Step 4 — Legal Route

If mediation is unsuccessful, the matter may be referred to the appropriate legal forum as agreed in the governing law clause of the engagement letter.

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Continuous Improvement

This Service Delivery Policy is a living document. Auric Advisory reviews and updates it annually, or sooner where significant changes in law, professional standards, or the scope of the Practice require it.

Client feedback is central to the improvement of the Practice. Every client is invited to share their experience at the conclusion of an engagement. This feedback is reviewed and used to inform how Auric Advisory develops.

Auric Advisory is committed to the ongoing professional development of its practice. This includes working toward the CPHR (Chartered Professional in Human Resources) designation through active membership application, continued study of Icelandic language and law, engagement with current research in organisational psychology and HR practice, and participation in professional networks across its areas of operation.

Auric Advisory is grateful for the trust that clients place in the Practice. Every engagement is taken seriously, handled with care, and delivered with the full commitment of everyone involved. The standards in this document are not aspirational — they describe how Auric Advisory operates today and how it intends to operate in every engagement that follows.