

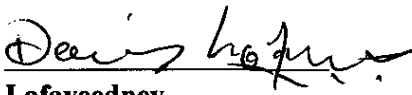
Company Number: SC312442

**THE COMPANIES ACT 2006
COMPANY LIMITED BY GUARANTEE
WRITTEN RESOLUTION
OF
THE INSTITUTE FOR STATECRAFT
(the "Company")**

Pursuant to Chapter 2 of Part 13 of the Companies Act 2006, the following resolution was passed as a special resolution by the Company on 7th June 2019.

SPECIAL RESOLUTION

THAT the regulations attached to this resolution be adopted as the Articles of Association of the Company in substitution for and to the exclusion of all the existing Articles of Association.

Signed 
Daniel Lafayeedney
Director
for The Institute for Statecraft
Date: 25 JUNE 2019

WEDNESDAY



SCT *S88GUAXF* #163
26/06/2019
COMPANIES HOUSE

Company Number: SC312442

**THE COMPANIES ACT 2006
COMPANY LIMITED BY GUARANTEE
ARTICLES OF ASSOCIATION
of
THE INSTITUTE FOR STATECRAFT**

**(Adopted by special resolution passed on 21 June 2017
and amended by special resolutions passed on 28 August 2018 and 7 June 2019)**

THE COMPANIES ACT 2006
COMPANY LIMITED BY GUARANTEE
ARTICLES OF ASSOCIATION
of
THE INSTITUTE FOR STATECRAFT

GENERAL	general structure	article 1
MEMBERS	qualifications, application, suspension, register, withdrawal, expulsion, <i>termination/transfer</i>	articles 2 - 16
GENERAL MEETINGS (meetings of members)	general, notice, special/ordinary resolutions, procedure	articles 17 - 34
DIRECTORS	maximum number, eligibility, election/retrial/re election, termination of office, register, office bearers, powers, personal interests, remuneration	articles 35 - 65
DIRECTORS' MEETINGS	procedure, conduct	articles 66 – 79
ADMINISTRATION	committees, secretary, minutes, accounting records and annual accounts, notices	articles 80 – 90
MISCELLANEOUS	winding up, indemnity, interpretation	articles 91 - 96

General structure

1. The structure of the company consists of
 - (a) the MEMBERS who have the right to attend the annual general meeting (and any general meeting) and have important powers under the articles of association and the Companies Acts, in particular, the members take decisions in relation to changes to the articles themselves;
 - (b) the DIRECTORS who hold regular meetings during the period between annual general meetings, and generally control and supervise the activities of the company, in particular, the directors are responsible for monitoring the financial position of the company.

Membership: general

2. The members of the company shall consist of the subscribers to the memorandum of association and such other individuals as are admitted to membership under articles 5 to 8.

Founder Members

3. For the purposes of these articles, "Founder Members" means (in each case, only for so long as he/she remains a member of the company) the subscribers to the memorandum of association, and such other members as the subscribers and the other Founder Members (if any) may determine should fall within this category.
4. Any determination that a member (other than a subscriber to the memorandum of association) should fall within the category of "Founder Members" shall be valid only if made in writing, signed by all of the individuals who are Founder Members at the time, any such determination may consist of two or more documents in the same terms, each signed by a Founder Member or Founder Members.

Qualifications for membership

5. Subject to article 7, membership shall be open to any individual having a special interest in the work of the company who has been nominated for membership by two directors of the company.

Application for membership

6. Any individual who wishes to become a member must lodge a written application for membership with the company, the application must be signed by him/her and by the two directors nominating him/her for membership.
7. The directors may, at their discretion, refuse to admit any individual to membership, an individual shall be admitted to membership only if at least two thirds (to the nearest round number) of the directors in office vote in favour of the resolution for his/her admission to membership.
8. The directors shall consider each application for membership at the first directors' meeting which is held after receipt of the application, the directors shall, within a reasonable time after the meeting, notify the applicant of their decision on the application.

Membership subscription

9. No membership subscription shall be payable.

Register of members

10. The directors shall maintain a register of members, setting out the full name and address of each member, the category of membership into which he/she falls, the date on which

he/she was admitted to membership, and the date on which any person ceased to be a member.

Withdrawal from membership

11. Any person who wishes to withdraw from membership shall sign, and lodge with the company, a written notice to that effect, on receipt of the notice by the company, he/she shall cease to be a member.
12. A person shall automatically cease to be a member if he/she ceases (for whatever reason) to be a director of the company.

Expulsion from membership

13. Subject to article 14, the directors may expel any individual from membership by means of a resolution passed at a meeting of the directors in respect of which at least two thirds of the directors voted in favour.
14. Any director who wishes to propose at any meeting of the directors a resolution for the expulsion of any individual from membership shall lodge with the directors written notice of his/her intention to do so (identifying the member concerned and specifying the grounds for the proposed expulsion) not less than three weeks before the date of the board meeting.

Termination/transfer

15. Membership shall cease on death.
16. A member may not transfer his/her membership to any other person.

General meetings (meetings of members)

17. The directors shall convene an annual general meeting in each year (but excluding the year in which the company is formed), the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company.
18. Not more than 15 months shall elapse between one annual general meeting and the next.
19. The business of each annual general meeting shall include:
 - (a) a report by the chair on the activities of the company;
 - (b) consideration of the annual accounts of the company.
20. The directors may convene a general meeting at any time.
21. The directors must convene a general meeting if there is a valid requisition by members (under sections 303-305 of the Act) or a requisition by a resigning auditor (under section 518 of the Act).

Notice of general meetings

22. At least 21 clear days' notice must be given of (a) an annual general meeting or (b) a general meeting at which a special resolution (see article 27) or a resolution requiring special notice under the Act, is to be proposed, all other general meetings shall be called by at least 14 clear days' notice.
23. The reference to "clear days" in article 22 shall be taken to mean that, in calculating the period of notice, the day after the notice is posted, (or in the case of a notice contained in an electronic communication, the *day* after the time when it was sent) and also the day of the meeting, should be excluded.
24. A notice calling a meeting shall specify the time and place of the meeting, it shall (a) indicate the general nature of the business to be dealt with at the meeting and (b) if a special resolution (see article 27) (or a resolution requiring special notice under the Act) is to be proposed, shall also state that fact, giving the exact terms of the resolution.
25. A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting; any other general meeting shall be called a general meeting.
26. Notice of every general meeting shall be given (either in writing or, where the individual to which notice is given has notified the company of an address to be used for the purpose of electronic communication, by way of electronic communications) to all the members and directors, and (if there are auditors in office at the time) to the auditors.

Special resolutions and ordinary resolutions

27. For the purposes of these articles, a "special resolution" means a resolution passed by 75% or more of the votes cast on the resolution at an annual general meeting or general meeting, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 22 to 26; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast in favour of the resolution as compared with the number of votes cast against the resolution, and accordingly no account shall be taken of abstentions or members absent from the meeting.
28. In addition to the matters expressly referred to elsewhere in these articles, the provisions of the Act allow the company, by special resolution:
 - (a) to alter its name;
 - (b) to alter its memorandum of association with respect to the company's objects;
 - (c) to alter any provision of these articles or adopt new articles of association.
29. For the purposes of these articles, an "ordinary resolution" means a resolution passed by majority vote (taking account only of those votes cast in favour as compared with those votes against, and (as applicable) the chairperson's casting vote), at an annual general

meeting or general meeting, providing proper notice of the meeting has been given in accordance with articles 22 to 26.

Procedure at general meetings

30. No business shall be dealt with at any general meeting unless a quorum is present, the quorum for a general meeting shall (subject to article 31) be two members, present in person or represented by proxy.
31. A quorum shall not be deemed to be constituted at any meeting at which a resolution of the nature referred to in article 37 is to be proposed unless all of the Founder Members are present or represented at the meeting.
32. If a quorum is not present within 15 minutes after the time at which a general meeting was due to commence or if, during a meeting, a quorum ceases to be present the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.
33. The Chair shall (if present and willing to act as chairperson) preside as chairperson of each general meeting, if the Chair is not present and willing to act as chairperson within 15 minutes after the time at which the meeting was due to commence, the directors present at the meeting shall elect from among themselves the person who will act as chairperson of that meeting.
34. The chairperson of a general meeting may, with the consent of the meeting, adjourn the meeting to such time and place as the chairperson may determine.

Voting at general meetings

35. Every member shall (subject to article 36) have one vote, which (whether on a show of hands or on a secret ballot) may be given either personally or by proxy.
36. If at any general meeting a resolution of the nature referred to in article 37 is proposed, a Founder Member, if voting against the resolution, shall be entitled to cast 100 votes in respect of that resolution.
37. The provisions of article 36 shall apply in relation to:
 - (a) any resolution to alter the memorandum and articles of association (whether or not involving an alteration to article 36 or this article 37 (the adoption of new articles of association or the introduction of new provisions which would alter or affect the operation of any provision of the memorandum of association or the articles, being deemed to be an alteration for this purpose);
 - (b) any resolution to change the name of the company;
 - (c) any resolution giving a direction to the board of directors;

- (d) any resolution for the winding up of the company.
38. A member who wishes to appoint a proxy to vote on his/her behalf at any meeting:
- (a) shall lodge with the company, at the company's registered office, not less than 48 hours before the time for holding the meeting, a written instrument of proxy (in such form as the directors require), signed by him/her; or
 - (b) shall send to the company at such address as may have been notified to the members by the company for that purpose, an electronic communication containing the appointment of a proxy, providing such electronic communication is received by the company at such address not less than 48 hours before the time for holding the meeting.
39. An instrument of proxy, or electronic communication containing the appointment of a proxy which does not conform with the provisions of article 38, or which is not lodged or sent in accordance with such provisions, shall be invalid.
40. A proxy need not be a member of the company.
41. A member shall not be entitled to appoint more than one proxy to attend the same meeting.
42. A proxy appointed to attend and vote at any meeting instead of a member shall have the same right as the member who appointed him/her to speak at the meeting.
43. If there is an equal number of votes for and against any resolution, the chairperson of the meeting shall not be entitled to a casting vote.
44. A resolution put to the vote at a general meeting shall be decided on a show of hands unless a secret ballot is demanded by the chairperson (or by at least two persons present at the meeting and entitled to vote whether as members or as proxies for members), a secret ballot may be demanded either before the show of hands takes place, or immediately after the result of the show of hands is declared.
45. If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the chairperson may direct, the result of the ballot shall be declared at the meeting at which the ballot was demanded.

Number of directors

46. The minimum number of directors shall be 5.
47. The maximum number of directors shall be 8.
48. The number of directors who are not employees of the company must at all times exceed the number of directors who are employees of the company.

Appointment, retrial, re-appointment

49. Subject to articles 47 and 48, each individual admitted to membership (other than a Founder Member) shall automatically constitute a director with effect from the time at which he/she becomes a member of the company.
50. At each annual general meeting:
- (a) any director who became a director under article 49 during the period since the preceding annual general meeting (or, in the case of the first annual general meeting, since the date of incorporation of the company) shall retire from office; and
 - (b) out of the remaining directors (excluding those who are Founder Members or employees of the company), one shall retire from office.
51. The director to retire under paragraph (b) of article 50 shall be the director who has been longest in office since he/she was last appointed or reappointed, as between directors who were last appointed/re appointed on the same date, the question of which of them is to retire shall be determined by some random method.
52. The members may at any annual general meeting, by way of a resolution passed by at least two thirds (to the nearest round number) of the total membership at the time, re appoint any individual retiring at the meeting, if any individual retiring at the meeting is not so re appointed, he/she shall cease to be a director and member of the company with effect from the conclusion of the annual general meeting.
53. A director who is a Founder Member or an employee of the company shall not be subject to periodic retrial/re appointment, articles 50 to 52 shall be deemed to be qualified accordingly.

Termination of office

54. A director shall automatically vacate office if:
- (a) he/she ceases to be a director through the operation of any provision of the Act or becomes prohibited by law from being a director;
 - (b) he/she becomes debarred under any statutory provision from being a charity trustee;
 - (c) he/she becomes incapable for medical reasons of fulfilling the duties of his/her office and such incapacity is expected to continue for a period of more than six months;
 - (d) he/she ceases to be a member of the company;
 - (e) he/she resigns office by notice to the company;

- (f) he/she is absent (without permission of the directors) from more than three consecutive meetings of the directors, and the directors resolve to remove him/her from office; or
- (g) he/she is removed from office by ordinary resolution (special notice having been given) in pursuance of section 168 of the Act.

Register of directors

55. The directors shall maintain a register of directors, setting out full details of each director, including the date on which he/she became a director, and also specifying the date on which any person ceased to hold office as a director.

Office bearers

56. The directors shall elect from among themselves a Chair, and such other office bearers (if any) as they consider appropriate.
57. A person elected to any office shall cease to hold that office if he/she ceases to be a director, or if he/she resigns from that office by written notice to that effect.

Powers of directors

58. Subject to the provisions of the Act, the memorandum of association and these articles, and subject to any directions given by special resolution, the company and its assets and undertaking shall be managed by the directors, who may exercise all the powers of the company.
59. A meeting of the directors at which a quorum is present may exercise all powers exercisable by the directors.

Personal interests

60. Subject to articles 61 to 65, provided he/she has declared his/her interest and has not voted on the question of whether or not the company should enter into the relevant arrangement a director will not be debarred from entering into an arrangement with the company in which he/she has a personal interest (or is deemed to have a personal interest under article 75) and may retain any personal benefit which he/she gains from his/her participation in that arrangement.

Directors' remuneration and expenses

61. Where a director provides services to the company or might benefit from any remuneration paid to a connected party for such services, then:
- (a) the maximum amount of the remuneration must be specified in a written agreement and must be reasonable;

- (b) the directors must be satisfied that it would be in the interests of the company to enter into the arrangement (taking account of that maximum amount); and
 - (c) less than half of the directors must be receiving remuneration from the company.
62. For the purposes of paragraph (c) of article 61, a director shall be deemed to receive remuneration from the company if a party who/which is connected with him/her within the meaning of the Charities and Trustee Investment (Scotland) Act 2005 receives remuneration from the company.
63. The directors may be paid all travelling and other expenses reasonably incurred by them in connection with their attendance at meetings of the directors, general meetings, or meetings of committees, or otherwise in connection with the carrying out of their duties.
64. A director who is an employee of the company shall be entitled to retain the remuneration, and pension and/or other benefits, paid or provided to him/her in his/her capacity as an employee of the company.
65. Subject to article 61, a director may serve as an employee (full time or part time) of the company; but no director may be given any remuneration by the company for carrying out his/her ordinary duties as a director.

Procedure at directors' meetings

66. Any director may call a meeting of the directors or request the secretary to call a meeting of the directors.
67. Questions arising at a meeting of the directors shall be decided by a majority of votes, if an equality of votes arises, the chairperson of the meeting shall not have a casting vote.
68. No business shall be dealt with at a meeting of the directors unless a quorum is present, the quorum for meetings of the directors shall (subject to article 69) be three directors, present in person.
69. A quorum shall not be deemed to be constituted at any meeting of directors unless the number of directors present who are not employees of the company (and who do not receive any other remuneration from the company) exceeds the number of directors present who are employees of the company (or receive other remuneration from the company).
70. A director may participate in a meeting of directors by way of a videoconferencing facility, a teleconferencing facility or other form of communications equipment whereby all of the directors participating in the meeting can hear each other, a director participating in this manner shall be counted in determining whether a quorum is constituted.

71. If at any time the number of directors in office falls below the number fixed as the quorum, the remaining director(s) may act only for the purpose of filling vacancies or of calling a general meeting.
72. Unless he/she is unwilling to do so, the Chair shall preside as chairperson at every directors' meeting at which he/she is present, if the Chair is unwilling to act as chairperson or is not present within 15 minutes after the time when the meeting was due to commence, the directors present shall elect from among themselves the person who will act as chairperson of the meeting.
73. The directors may, at their discretion, allow any person who they reasonably consider appropriate, to attend and speak at any meeting of the directors, for the avoidance of doubt, any such person who is invited to attend a directors' meeting shall not be entitled to vote.
74. A director shall not vote at a directors' meeting (or at a meeting of a committee) on any resolution concerning a matter in which he/she has a personal interest which conflicts (or may conflict) with the interests of the company, he/she must withdraw from the meeting while an item of that nature is being dealt with.
75. For the purposes of article 74, a person shall be deemed to have a personal interest in a particular matter if any partner or other close relative of his/hers or any firm of which he/she is a partner or any limited company of which he/she is a substantial shareholder or director, has a personal interest in that matter.
76. For the avoidance of doubt, a director who is an employee of the company shall not be entitled to vote in relation to any matter connected with his/her terms and conditions of employment.
77. A director shall not be counted in the quorum present at a meeting in relation to a resolution on which he/she is not entitled to vote.
78. The company may, by ordinary resolution, suspend or relax to any extent - either generally or in relation to any particular matter - the provisions of articles 74 to 77.

Conduct of directors

79. Each of the directors shall, in exercising his/her functions as a director of the company, act in the interests of the company, and, in particular, must:
 - (a) seek, in good faith, to ensure that the company acts in a manner which is in accordance with its objects (as set out in the memorandum of association);
 - (b) act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;

- (c) in circumstances giving rise to the possibility of a conflict of interest between the company and any other party:
 - (i) put the interests of the company before that of the other party, in taking decisions as a director;
 - (ii) where any other duty prevents him/her from doing so, disclose the conflicting interest to the company and refrain from participating in any discussions or decisions involving the other directors with regard to the matter in question;
- (d) ensure that the company complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

Delegation to sub-committees

- 80. The directors may delegate any of their powers to any sub-committee consisting of one or more directors and such other persons (if any) as the directors may determine, they may also delegate to the Chair (or the holder of any other post) such of their powers as they may consider appropriate.
- 81. Any delegation of powers under article 80 may be made subject to such conditions as the directors may impose and may be revoked or altered.
- 82. The rules of procedure for any sub-committee shall be as prescribed by the directors.

Secretary

- 83. The company secretary shall be appointed by the directors for such term, at such remuneration (if any), and upon such conditions, as they may think fit; the company secretary may be removed by them at any time.

Minutes

- 84. The directors shall ensure that minutes are made of all proceedings at general meetings, directors' meetings and meetings of committees, a minute of any meeting shall include the names of those present, and (as far as possible) shall be signed by the chairperson of the meeting.

Accounting records and annual accounts

- 85. The directors shall ensure that proper accounting records are maintained in accordance with all applicable statutory requirements.
- 86. The directors shall prepare annual accounts, complying with all relevant statutory requirements, if an audit is required under any statutory provisions or if they otherwise think fit, they shall ensure that an audit of such accounts is carried out by a qualified auditor.

87. No member shall (unless he/she is a director) have any right of inspecting any accounting or other records, or any document of the company, except as conferred by statute or as authorised by the directors or as authorised by ordinary resolution of the company.

Notices

88. Any notice which requires to be given to a member under these articles shall be given either in writing or by way of an electronic communication; such a notice may be given personally to the member or be sent by post in a pre-paid envelope addressed to the member at the address last intimated by him/her to the company or (in the case of a member who has notified the company of an address to be used for the purpose of electronic communications) may be given to the member by way of an electronic communication.
89. Any notice, if sent by post, shall be deemed to have been given at the expiry of 48 hours after posting, for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was duly addressed and posted.
90. Any notice contained in an electronic communication shall be deemed to have been given at the expiry of 24 hours after it is sent, for the purpose of proving that any electronic communication was sent, it shall be sufficient to provide any of the evidence referred to in the relevant guidance issued from time to time by the Chartered Institute of Secretaries and Administrators.

Winding up

91. If the company is wound up, the liquidator shall give effect to the provisions of clause 7 of the memorandum of association.

Indemnity

92. Every director or other officer or auditor of the company shall be indemnified (to the extent permitted by sections 232 and 532 of the Act) out of the assets of the company against any loss or liability which he/she may sustain or incur in connection with the execution of the duties of his/her office, that may include, without prejudice to that generality (but only to the extent permitted by those sections of the Act), any liability incurred by him/her in defending any proceedings (whether civil or criminal) in which judgment is given in his/her favour or in which he/she is acquitted or any liability in connection with an application in which relief is granted to him/her by the court from liability for negligence, default or breach of trust in relation to the affairs of the company.
93. The company shall be entitled to purchase and maintain for any director insurance against any loss or liability which any director or other officer of the company may sustain or incur in connection with execution of the duties of his/her office, and such insurance may extend to liabilities of the nature referred to in section 232(1) of the Act (negligence etc of a director).

Interpretation

94. In these articles "the Act" means the Companies Act 2006, any reference in these articles to a provision of the Act shall be taken to include any statutory modification or re-enactment of that provision which is in force at the time.
95. In these articles, "electronic communication" has the same meaning as is assigned to that expression in the Electronic Communications Act 2000.
96. Reference in these articles to the singular shall be deemed to include the plural.