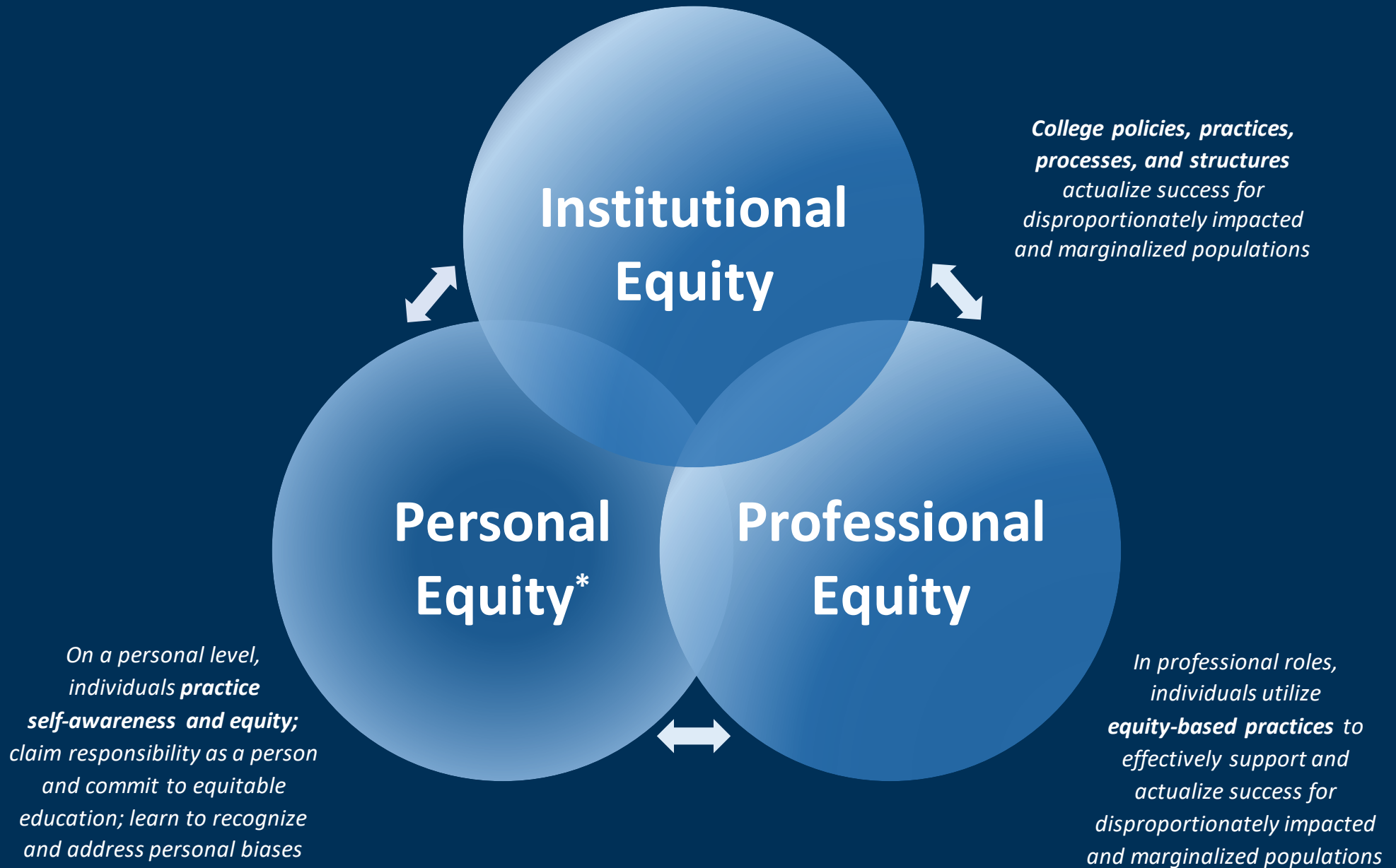


# ARC EQUITY FRAMEWORK



**\*PERSONAL EQUITY IS AN ESSENTIAL ELEMENT OF PROFESSIONAL EQUITY AND INSTITUTIONAL EQUITY. PERSONAL, PROFESSIONAL, AND INSTITUTIONAL EQUITY ARE SIMULTANEOUS PROCESSES AND DESTINATIONS. ALL THREE CAN BE EXPERIENCED CONCURRENTLY.**