

# Code of Conduct – Interim Manager

## Introduction

The purpose of the Code of Conduct is to define a common understanding between the Interim Manager (IM) and Nordic Interim Executive Solutions (NIES), below called “the parties”, and how we shall interact and work together.

## Nordic Interims promise to the Interim Manager

### General

- NIES will perform its work with the IM in a professional manner and as a partner and treat him/her with due respect including maintaining a good dialogue throughout the entire duration of the selection and assignment phases, respectively
- NIES will act according to NIES values and applicable laws incl. the GDPR directive and specifically manage information in a professional and confidential way
- NIES will share all relevant information with the Interim Manager and handle the commercial dialogue with the Client representing the interest of the IM in a fair way
- NIES will work for a sustainable society.

### During the Selection and Presentation phase for an Interim Manager

- NIES will provide a balanced view of the Client and the Assignment to the best of our knowledge in order to empower the IM candidate to make an informed decision of the match
- NIES will normally present one to three candidates to the Client and only after approval of the IM
- NIES will represent the IM’s interest towards the Client and will apply fair market pricing in a close dialogue with the IM.

### During an engagement (Signed Consultancy Agreement)

- NIES will initiate a start-up meeting with the IM and have ongoing dialogue and perform periodic follow-up meetings with the IM and the Client, focusing on the engagement objectives
- NIES will have a confidentiality agreement with the Client enabling the Interim Manager to speak freely with NIES and its representatives during the entire duration of the Assignment
- NIES will in dialogue with the IM give relevant support to handle upcoming situations including non-performance or breach of contract situations.

## The Interim Managers promise to Nordic Interim

### General

- The IM will act according to NIES values and applicable laws as well as a default treat all information as strictly confidential and not disseminate such information to third parties
- The Interim Manager (IM) will perform the work agreed in the Assignment in a qualified and professional manner and maintain a good dialogue with NIES through the entire process and not withholding any relevant information from NIES or the Client, including notifying NIES if a complaint is raised, or unacceptable behaviour or business practises are noticed

- The IM has the intention to help the Client as long as is needed, which means do his/her utmost to never abandon the Client during an assignment and to complete the assignment according to the evolving objectives. Our joint offering is a reliable and flexible management solution
- During the engagement the IM shall not have any financial or other personal interests with the Client or be engaged in any competitive business towards NIES nor the Client during the engagement
- The IM will not get involved in any direct dialogue with the Client regarding Commercial matters between NIES and the Client
- The IM will work for a sustainable society.

#### During the Selection and Presentation phase for an Interim Manager

- The IM will provide NIES with open, honest, complete and correct information of the history of the candidate in the form of a CV. The parties jointly agree how the information should be presented to the Client
- NIES is the contact interface between the Client and the IM unless explicitly agreed otherwise
- The IM agrees that, from the initial contact and his/her communicated interest in the assignment and up until 2 weeks after the presentation to the Client, the Interim Manager will work exclusively with NIES, unless agreed otherwise with NIES
- If other offers would become relevant for the IM during this time, the IM should immediately inform NIES about this.

#### During an engagement (Signed Consultancy Agreement)

- The IM will participate in a start-up meeting together with NIES
- The IM will assume the full responsibilities of the role and perform the engagement with a strong focus on the engagement objectives agreed with the Client as well as act as a good representative for NIES and for the Client, according to their respective values and policies
- The IM will prepare and participate in periodic follow-up meetings with NIES and the Client, with focus on the engagement objectives. These meetings will be based on a status report written by the IM
- The IM will in his/her role act as a natural part of the Client organisation, but will at all times behave as a professional consultant as regards to interpersonal relations and ethics
- The IM will, without delay, inform NIES about substantial changes regarding the engagement or critical situations arising
- The IM will, without delay, inform NIES if the IM becomes involved in and/or aware of a situation where applicable laws are not followed, and/or a situation that could harm NIES reputation on the market as a professional service firm.
- The IM will not engage in a dialogue with a competitor to the Client during the engagement.

Stockholm, 2 October 2023



Cecilia Brinck  
Managing Partner Sweden



Björn Henriksson  
Managing Partner Nordic Region