

# Code of Conduct

## Professional code of conduct for consultants Qi Consultancy



### 1. Objective and Scope

This professional Code of Conduct is applicable to all consultants of Quality Improvement Consultancy hereinafter referred to as 'Qi Consultancy'.

1.1 The professional Code of Conduct expresses the standards that the Qi Consultancy consultants observe in the performance of their organizational consultancy work. The Code of Conduct provides clarity of what clients may expect from Qi Consultancy consultants and contractors involved by Qi Consultancy.

1.2 The Code of Conduct applies to all assignments performed by consultants or contractors of Qi Consultancy; they are not permitted to avoid or exclude the application of the provisions.

1.3 Qi Consultancy consultants ensure they offer and provide their services adequately and thoroughly. This way, they keep client confidence in organizational consultancy in general and Qi Consultancy in particular at a high level.

1.4 Qi Consultancy consultants observe all legislation and regulations, the General Terms and Conditions, contractual provisions and this professional Code of Conduct.

1.5 The Code of Conduct is based on four core values:

- I Expertise
- II Reliability
- III Due care
- IV Independence

1.6 A Qi Consultancy consultant agrees with the party/parties involved in the performance of an assignment - irrespective of whether different codes of conduct apply to them - that this professional Code of Conduct is also applicable to such parties. Involving third parties does not relieve a Qi Consultancy consultant from his/her professional responsibility.

1.7 A Qi Consultancy consultant holds clients accountable for their conduct if they do not comply with the contractual agreements and General Terms and Conditions.

### 2. Core values

#### I. Expertise

2.1 A Qi Consultancy consultant performs his/her assignment with professional and effective application of his/her expertise and work capacity. Each assignment is performed under the final responsibility of the Qi Consultancy Group Executive Board.

2.2 A Qi Consultancy consultant exclusively performs assignments for which he/she is qualified, convincing the client that he/she has the required knowledge, experience, competencies and skills.

2.3 A Qi Consultancy consultant clearly states in proposals, quotations and the performance of the assignment what the client may expect in the specific assignment situation, and also clarifies his/her expectations of the client in this respect.

2.4 A Qi Consultancy consultant clarifies the added value of his/her advice for the client.



2.5 In the performance of the assignment, a Qi Consultancy consultant ensures at all times (if this is required for the submission of an offer and/or performance of the assignment) that he/she will involve any third parties (colleagues and/or external experts) for any issues or fields for which his/her expertise is not adequate.

## **II. Reliability**

2.6 A Qi Consultancy consultant will observe due care and confidentiality relating to confidential information and/or commercially sensitive information that has come to his/her attention in the course of the assignment, unless he/she is subject to mandatory disclosure and/or transfer pursuant to a legal provision and/or if this is conducive to the performance of the assignment.

2.7 When transferring information, a Qi Consultancy consultant will ensure that the source cannot be derived from this information, unless the owner/manager/source of this information has provided explicit permission accordingly, if the information is already available from public sources, or if the consultant is subject to mandatory transfer pursuant to a legal provision or an order from a judicial authority.

2.8 A Qi Consultancy consultant will at all times show professional conduct and due care during the acceptance, implementation and completion of an assignment as a responsible contractor. The consultant is responsible for the proper and effective performance of the assignment. He/she will not accept any assignment that he/she may reasonably assess that no appropriate solution can be recommended to the client.

2.9 Before accepting an assignment, a Qi Consultancy consultant ensures that he/she and the client reach an explicit consensus relating to the content and performance of the assignment. If any facts or circumstances occur during the performance of the assignment that may lead or actually lead to amendment of the agreement, the consultant will consult with the client in good time, ensuring that the parties reach an agreement relating to changes and amendments to the assignment and/or its conditions. A Qi Consultancy consultant realizes the intended result of the assignment on a best-effort basis; this means he/she is committed to perform the assignment to the best of his/her ability.

2.10 A Qi Consultancy consultant has the right to suspend the performance of the assignment (with due care for the client) if, based on circumstances not within his/her control (force majeure), adequate performance of the assignment is obstructed or if an irreconcilable dispute with the client arises relating to the way the assignment should be performed.

2.11 A Qi Consultancy consultant applies a fee in accordance with the services performed or to be performed and the assignment accepted, both in quotations/proposals and on the invoice for his/her work.

2.12 A Qi Consultancy consultant retains the documentation of an assignment for at least three years after completion of the relevant assignment, also in view of any accountability issues afterwards, ensuring that the documentation is archived in accordance with internal rules.

2.13 A Qi Consultancy consultant always concludes an assignment with a verbal or written evaluation of the way the assignment was performed, ensuring that this evaluation is recorded.

## **III. Due care**

2.14 A Qi Consultancy consultant acts with integrity. He/she can be held accountable for his/her actions at all times relating to (a) acquiring, (b) accepting and (c) performing an assignment. He/she observes this Code of Conduct.

2.15 A Qi Consultancy consultant always focuses on the interests of the assignment when performing the assignment, unless the interests are conflicting with the law, good morals, public order or Qi Consultancy's independence. A Qi Consultancy consultant does not accept an assignment or will terminate an assignment already started if it becomes clear to him/her that the client has illegal intentions or performs illegal actions.

2.16 Insofar this is reasonably possible, a Qi Consultancy consultant takes into account the wishes, expectations, rights and interests of all parties involved in an assignment.



2.17 A Qi Consultancy consultant defines and substantiates his/her conclusions in a responsible and thorough manner. He/she is aware of the impact or side effect of his/her activities within an organization and any undesirable social or other impact or side effect.

2.18 A Qi Consultancy consultant issues any assessments of persons with extreme care in the performance of an assignment. If the Qi Consultancy consultant is required to issue an assessment of a person, this assessment must be an explicit part of the assignment. Furthermore, the Qi Consultancy consultant is obliged to hear the person or persons involved. Before making an assessment, the Qi Consultancy consultant considers all interests with due care, balancing what is in the individual's interest and in the assignment's interest. Before issuing the assessment to the client, the Qi Consultancy consultant offers the person assessed the opportunity to provide input. After receiving input, the Qi Consultancy consultant hands over the report to the client.

2.19 Subject to the client's approval, a Qi Consultancy consultant may disclose traceable data on the assignment or client, unless mandatory disclosure applies pursuant to legislation or regulations or an order of a judicial authority. This also applies to publications relating to assignments in which the client can be recognized.

2.20 A Qi Consultancy consultant issuing direct or indirect details of natural persons (for example for a publication) is subject to informing the person accordingly and requesting his/her permission, unless the details of this person can also be derived based on public sources and/or legislation and regulations and/or a judicial authority orders the consultant to disclose such information.

#### **IV. Independence**

2.21 A Qi Consultancy consultant performs assignments professionally and independently. He/she avoids conflicts of interests, keeping adequate distance to the assignment, his/her client and the organization in which he/she performs the assignment in order to ensure unobstructed application of his/her expertise. The consultant does not accept any assignment or does not end his/her tasks performed in the course of the assignment if independent assessment within the context of the assignment is not or no longer possible, for whichever reason.

2.22 If a Qi Consultancy consultant performs an assignment from specific social views or objectives, he/she will inform the client accordingly prior to acceptance of the assignment.

2.23 A Qi Consultancy consultant is loyal to the goals agreed for the assignment, and he/she is open and transparent about relevant and existing relationships that may be important for the performance of the assignment.

2.24 A Qi Consultancy consultant ensures that no other interests (material and/or non-material) than those of the assignment play a role in the performance of the assignment. If this cannot be assured, he/she will present this issue to the client, and will suspend his/her tasks, unless the client explicitly requests the consultant to continue the assignment.

2.25 A Qi Consultancy consultant respects the professional independence of colleagues involved in the performance of the assignment and any external contractors upon acceptance and performance of assignments in order to ensure unobstructed application of their expertise.