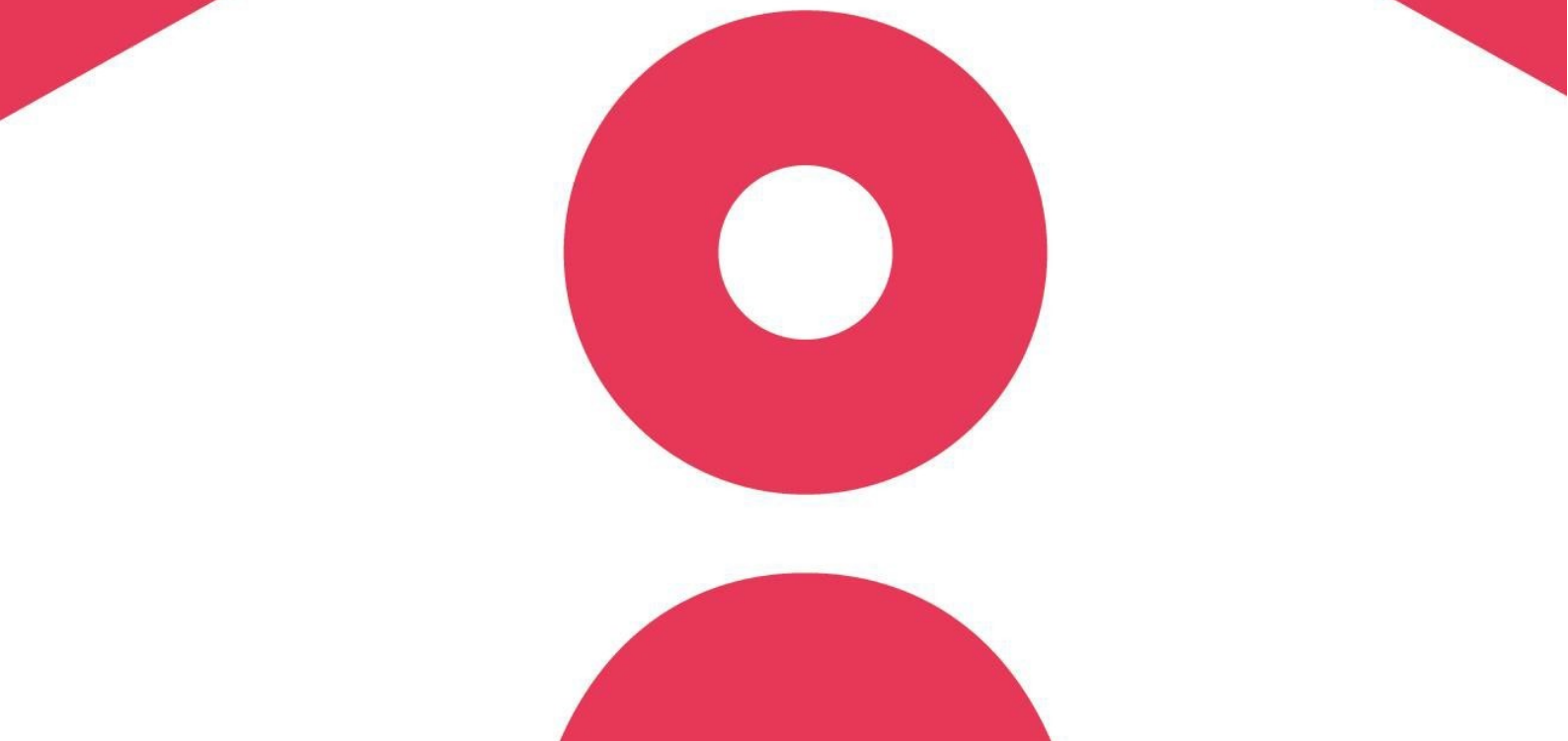
CODE OF CONDUCT AND ETHICS



"We have the most beautiful job in the world: Providing people with a job."

House of HR is a fast-growing pocket multinational with a fierce entrepreneurial spirit in the field of specialist recruitment and engineering consulting, connecting people's talents and dreams with successful operating companies in different countries across Europe.

Having grown rapidly in recent years, House of HR is now a European group thriving on its diversity, the expertise of its entrepreneurs and its local footprint. Working as a team, we are mobilising our efforts and those of the talents we recruit to meet company needs and to play a key role in the HR world. Together we are stronger and we can change people's lives, one job at a time, because... we love what we do!

All House of HR representatives, our happy rebels, strongly believe our business has a responsibility to be a positive contributor to societal change. With this Code of Conduct and Ethics, we outline these corporate values and principles in our professional and personal behaviour and commit to fulfil our mission in an ethical manner. We expect House of HR employees, contractors, consultants, and others who may be temporarily assigned to perform work or services for us (happy rebels) to follow the Code of Conduct and Ethics. It sets out our acceptable business practices and standards, provides guidance in recognizing and dealing with ethical risks and accommodates mechanisms to report unethical conduct without fear of retribution. We highly encourage the operating companies to implement a supplementary local Code of Conduct with guidelines and principles dedicated to their specificities.

Everything we do at House of HR will be measured against the highest possible standards of ethical business conduct. So please read the Code of Conduct and Ethics and live up to our values, always remembering that each of us has a personal responsibility to incorporate these values and principles in everything we do. And inspire the other happy rebels to act in the same way.



"For a Code of Conduct to work, it should be considered as the GPS of the heart - not only rules are important but especially common sense should prevail."

Rika Coppens
Chief Executive Officer



"Ethics and integrity are the necessary ingredients of any successful and sustainable development."

Matthias Boyer
Chammard, Co-Chair of the board
Partner Bain Capital Private Equity

1 Huge Respect

House of HR is absolutely committed to promoting and maintaining a diverse and inclusive culture of respect and equal opportunity.

1.1 We believe all people should be treated with dignity and respect and deserve a work environment that is free from discrimination. We do not discriminate. Not on gender, religion, race, national or ethnic origin, cultural background, social group, disability or illness, sexual orientation, marital status, age or political opinion. Or on any other topic some evil spirit might come up with. We will not tolerate any unlawful discrimination and we will report anyone who asks us to do so.

1.2 All actions undertaken by our happy rebels while doing their jobs are based on sincerity, fairness and mutual respect. We will not accept abusive behavior in any way, from anyone. Not from fellow rebels, candidates, clients, suppliers or by anyone else who creates an intimidating, offensive, abusive or hostile work environment, including any workplace violence or sexual harassment.

1.3 House of HR is committed to a supportive work environment, where everybody has the opportunity to reach their fullest potential. Whether they are internal employees, or employees working through us at a client we maintain a positive working environment where people have the freedom to learn from their successes as well as their mistakes. Even though we encourage entrepreneurship, no happy rebel may use corporate property, information, or position for improper personal gain, and may compete with House of HR directly or indirectly.

1.4 House of HR strives for fair and competitive compensation. House of HR shall also not charge directly or indirectly, in whole or in part, any fees or costs to candidates and workers, for the services directly related to temporary assignment or permanent placement.

2 Healthy Rebels

Because we care about People, we care about the health and safety of everyone as an important aspect of our culture.

2.1 House of HR strives to provide each person with a safe and healthful work environment. Each happy rebel has responsibility for maintaining a safe and healthy workplace for everyone by following safety and health rules and practices.

2.2 Nobody should ever feel unsafe or do work that is bad for his health without all the measures taken that can prevent this. Happy rebels or workers must report unsafe working conditions or practices immediately so timely action may be taken. All workplace related accidents, no matter how minor, should be reported without delay.

Happy rebels should report to work, free from the influence of illegal drugs or alcohol. If not, the use of illegal drugs and excessive consumption of alcohol in the workplace will lead to immediate termination of the employment contract. Occasionally, the moderate usage of alcohol can be tolerated if it does not lead to impaired performance and when specifically authorized by Management. On such occasion people must keep.

3 Be a law abiding Rebel

House of HR, with its operating companies, and its happy rebels must at all times comply - both in letter and in spirit - with all applicable national and international laws and regulations.

3.1 All happy rebels must respect and obey the (social) laws of the cities, regions and countries in which we operate. While it's impossible for anyone to know all aspects of every applicable law, we should understand the major laws and regulations that apply to our work. If not clear, don't hesitate to seek advice from supervisors or the (local) legal and compliance team.

3.2 House of HR is committed to respecting the United Nations International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, namely freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the elimination of human trafficking, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation as a means to ensure decent working conditions.

3.3 House of HR operates only in countries where in accordance with their national law and practices the hiring, on short-term and temporary contracts, of workers to replace strikers is forbidden. Furthermore, House of HR is committed not to be knowingly involved in any placement of workers at a client who are legally on strike.

3.4 House of HR is committed to comply fully with all applicable anti-money laundering laws of Europe and throughout the world, which have the goal to detect and prevent money laundering and potential terrorist financing.

4 Apply ethical and professional conduct

House of HR applies the highest principles of ethics, integrity, professional conduct and fair practice in dealing with all our stakeholders.

4.1 House of HR seeks to outperform our competition fairly and honestly. We seek competitive advantages through superior performance, never through unethical or illegal business practices. No happy rebel should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other intentional unfair dealing practice.

4.2 House of HR never tries to restrict competition by exchanging information about prices, terms and conditions, distribution of markets and strategies with our competitors, or engage in any other activities that appear to constitute collusion between competitors.

4.3 House of HR strictly prohibits the payment or acceptance of bribes or kickbacks to or from government officials, representatives of commercial organizations or any other person.

4.4 House of HR does not promote a culture of gifts and entertainment. No gift or entertainment should ever be offered or accepted by any happy rebel or family member in exchange for undue influence. Gifts that are unreasonably large or could create the appearance of impropriety should be declined.

4.5 We avoid conflicts of interest and make decisions that put House of HR's interests ahead of other personal or business interests. A conflict situation can arise when happy rebels take actions or have interests that may make it difficult to perform his or her work objectively and effectively. Conflicts of interest may arise, for example, when we are in a position to decide on the employment status of a family member, when we are appointed to a board of directors or a

similar function of another organisation, or when we could take personal advantage of business opportunities. We immediately disclose such circumstances to our superiors or the (local) compliance team.

5 Preserve transparency and openness

House of HR commits to be as transparent as possible towards all our stakeholders.

5.1 House of HR ensures that the happy rebels and employed workers are given full details of their working conditions, the nature of the work to be undertaken, the rates and arrangements of pay and the working hours. Workers receive these details in a language they understand or are assisted by dedicated supervisors when support is required.

5.2 Our business agreements are clear, unambiguous, fully understood and fair. We are transparent towards our stakeholders what they can expect from us, and what we expect from them. We honour our obligations and act fairly to enforce our rights under such agreements.

5.3 We communicate in an honest, accurate, timely and effective manner, complying with all relevant legal requirements. Happy rebels must never take, directly or indirectly, any action to coerce, manipulate, mislead or fraudulently influence House of HR's internal or external auditors in the performance of their audit or review of the Company's financial statements.

We must maintain the confidentiality of information entrusted to us by our candidates, workers, clients and other stakeholders, except when disclosure is authorized by the legal team or required by law or regulations. The obligation to preserve confidential information continues even after employment ends.

6 Blow the whistle, if needed!

Anyone can and should raise awareness if we believe, in good faith, unethical practices or misconduct is going on. This will be treated confidential and with the utmost respect and understanding. No one should ever feel that they cannot share their story or have fear of being retaliated for reporting their concern, whether they are directly involved or are merely a witness.

6.1 Any retaliation or reprisals against the person who raises a concern will be considered as a violation of this Code of Conduct and Ethics.

6.2 If we believe in good faith that a person is not acting in accordance with the law, internal policies or this Code, or if we have suffered any form of retaliation, please do not hesitate to report the issue to your direct manager or supervisor, the next level manager, the HR responsible or the local compliance team. All breaches, questions, concerns and doubts can be raised directly or via the internet application "Spot": Spot allows to raise sensitive issues in an accessible and, if desired, anonymous way. Open the tool via talktospot.com/hohr of via the QR code. If you believe that local support will not be able to help you while you make a report, then you should directly contact the group compliance responsible at compliance@houseofhr.com.

6.3 House of HR takes all matters pertaining to this Code of Conduct and Ethics seriously and will actively enforce the requirements set forth in this Code to the extent permitted by applicable law. Those who violate the standards in this Code may be subject to disciplinary action up to and including termination. We must all work to ensure that the values and principles of this Code are upheld.