The Zimpler Code of Conduct

Introduction

Zimpler conducts its business in a responsible manner and follows all relevant legal requirements. But ethics and law are not the same. We go beyond the legal minimum to ensure human rights, the safety and health of our people, and our impact on the environment are all carefully accounted for. So, this code is more than showing the line between appropriate and inappropriate behaviour.

Questions about the code can be sent to people@zimpler.com, the Slack channel #people, or directly to anyone in the People team.

The Code Base

Zimpler isn't a "family" and we're also not just a place where you show up, do your work, and leave. We're a community of shared values and this code is what those values look like in practice.

These shared values are sourced from our guiding principles, the UN Sustainable Development Goals, and academic research on maintaining fair and equal communities.

Zimpler's Guiding Principles

Be you, play together
We know that everyone has a singular story, their own sacred style of genius and we value them all equally. We are open and honest and we talk with each other, not about each other. We act without prestige and we always look for other perspectives, knowing that the best results are the ones we reach together. Egos can't stand in the way of the best solutions.

Drive innovation, deliver results
We daydream about a world that doesn't exist today and to solve the problems of tomorrow. Fueled by curiosity, we always challenge ourselves to use our imagination and drive innovation. We dare to go outside our comfort zone to find better ways to create, collaborate and deliver data-driven results.

Take action, learn, grow, repeat
We don't sit around talking about what we could do, we DO IT. We hold ourselves accountable in all our efforts and we ask ourselves "What can I do to beat yesterday?". We encourage each other to keep learning, to constantly grow and evolve. We aren't afraid of failures, we make failures a positive learning opportunity.

We 💛 our customers
Everything we do, we do with our customers' best interest in mind. We strive for great customer satisfaction and use data to continue to improve. By actively listening and solving problems, we make sure we always suit the needs of our customers and are flexible. To us, qualitative work will always be more important than quantitative.

UN Sustainable Development Goals

We use the UN Sustainable Development Goals ("UN SDG") as a guide for what more we need to do in order to be responsible global and local citizens. Of the 17, we specifically work towards:

- Good Health and Well-Being
- Decent Work and Economic Growth
- Reduced Inequalities
- Climate Action

Illegal activity in general

It goes without saying, but we follow all laws relevant to our various entities, operations, and offices. Any violation of local law is considered a violation of this code of conduct. While this may sound kind of obvious, things like plagiarism and theft aren't explicitly in this code but are illegal and we absolutely don't tolerate them.

Discrimination

Discrimination is prejudiced treatment of someone based on some aspect(s) of their identity. Our scope for what's protected is a blend of both local legal requirements and UN SDG alignment. Take note that while we're born with some aspects of our identities, others are choices we make or things that happen to us later on in life — **this difference doesn't matter.** Everything here is equally important to us.

- Ethnicity (intersections of culture, religion, nationality, language, etc)
- Race and colour (facial features, skin colour, hair texture, etc)
- Sex (female, intersex, male, etc)
- Gender expression (feminine, transgender, masculine, non-binary, etc)
- Sexual orientation
- Age
- Body size or shape
- Health (genetic or chronic conditions)
- Disability (visible and invisible, physical and mental)
- Religion or other belief systems
- Family status (planned/current, type, size)
- Military status (past, current, or future membership, service or obligation)

Both Zimpler to its employees/consultants and all of us to each other do not discriminate. It's not tolerated in any aspect of our business or culture from recruitment to promotions to dismissal and every area in between. Discriminatory behaviour can also include bullying, harassment, and other disrespectful behaviours. For example, men ignoring or talking over women during a meeting.

Several aspects of our culture and processes are designed to prevent Zimplers from discriminating and empowering those who have been to speak up. We take all reports seriously and act as quickly as possible.

Our Working Culture

Company culture is the collection of attitudes and behaviours of all the people in the organisation (all entities in the group included). This section is just that.

Högt i tak

Literally "high ceilings", this Swedish expression describes a culture where everyone's opinions are welcome to the conversation.

- Everyone at Zimpler can have a tangible effect on the outcome of the company.
- Everyone is encouraged to propose ideas and be on the lookout for new business opportunities.
- Leaders enable everyone to create change.
- Decision making is clear and open to those affected by it.

Universal Feedback

Everyone shares with everyone what's working and why…but also what's not working and why. It doesn't matter who has what role — we're all expected to give and ask for feedback.

This is central to our culture and it comes from a place of appreciating each other and learning from mistakes — not being judgmental. In fact, we want you to fail and we applaud people for admitting ignorance and asking questions. Mistakes can lead to positive results!

Feedback Rules:

- We identify what's working before looking for what's not. But we aren't shy about constructive feedback.
- Separate the role from the process and the person from the role. Our roles are a fraction of our full knowledge and our roles are often tied to processes outside of our control.
- Ask permission before giving longer feedback, especially if it's constructive.
- Always try to be specific with your feedback, though general positive feedback is okay at times.
- We **never** just say something's bad without any specifics. Ever. This is demotivating and demoralising.

Teamwork over individualism

- You're not alone in being responsible for solving problems.
- Accountability goes beyond one specific role. It's both up and down and side to side with your peers.
- Meetings are a place to solve problems as groups, not just report on your activities.
- You're evaluated not only on your ability to get the job done, but your ability to do it with others.
- Credit doesn't just go to the leader or most visible person, but everyone who worked on it.
- The role and the person who performs it are two different things. Keep in mind how roles are defined and interact with each other.

Talk about emotions

- Everyone has emotions. They affect our work and how we work with each other. Pretending they don't exist or downplaying their importance is dangerous.
- It's not that you should wear your heart on your sleeve — it's just that you must account for the power and weight of emotions.
- Acknowledging emotions in the workplace is not destructive nor irrational. It should be a key role in most decision making processes.

Examples of how we do this:

- "Logical" or "linear" thought processes are both riddled with cultural bias / communication style but also downplay emotional knowledge as irrational. We have open dialogs that include all types of knowledge in the discussion, like emotion.
- At the start of meetings or discussions where big decisions will be made, everyone should share their fears and concerns about the topic.

Embrace Disagreement

Avoiding tough conversations just leads to tougher conversations later on. It's best to just dive straight in. It's probably going to be uncomfortable, but if you're going to learn something new, you're going to feel something new.

How we embrace disagreement:

- Look for the issue that caused it to happen. Don't focus on the person it happened to or who brought it up.
- **Seeking to understand doesn't mean seeking to agree.** We can have multiple conflicting viewpoints so long as we maintain that understanding.
- Stay active in the conversation — don't walk away when it gets hard. Needing to be heard is a value many desire and this has to be mutually respected.
- Don't jump in before someone is finished explaining their position and be curious to hear their view.
- Understand that values and beliefs are core to our identities...so challenging them can be emotionally charged. And remember, we talk about emotions.

Choose to learn and to think

As adults, we often switch from "learning mode" to "having knowledge mode" when we leave school. It's just easier to be on autopilot and let our experience take the wheel. Autopilot can backfire with everything from missed business opportunities to unethical treatment of people. This is why we question our assumptions and are eager to learn.

There are many ways to do the same thing.

- Different people do different things differently and that's good!
- Take the time to understand how someone else does something. Never assume you / your team / your culture knows the best way to do anything.
- People are hired to perform roles based on their knowledge and experiences. Trust that they have the best intentions.
  - → There's a difference between asking how something works and challenging why we're doing something.

Not all data is created equally.

- We consider the true significance of what we measure and the impact / connections they have to other statistics.
- We place value on "non-digital" knowledge, like the emotional impact of something.
- → Just because something can be counted, doesn't mean it should count.
- → Just because something can't be counted, doesn't mean it shouldn't count.

Embrace nuance, avoid binary thinking

- Few things in life are truly binary — good or bad, with us or against us, and so on.
- Oversimplifying concepts removes nuances and dilutes the truth.
- Focussing on "either / or" thinking also creates conflict and increases a false sense of urgency.

What to expect from Zimpler

This section addresses the relationship between Zimpler as a group of companies and its employees, consultants, partners, and surrounding community/environment.

A safe office to work in

We care greatly about our employees/consultants having a safe and healthy work environment. We take appropriate actions in order to prevent workplace accidents and work-related illness. We're attentive to our work environment and immediately report risky situations.

Stress Prevention

Safety in the workplace isn't just about physical setup, it's about mental health as well. Leaders are responsible for keeping an eye on their team and intervening to provide support when necessary.

For example, leaders look out for:

- You bring work home or skip lunch/breaks to continue working
- Are under increased work intensity for long periods of time
- Low quality or late delivery of work
- Increased sick leave
- Low retention rates for specific teams

Freedom of association

We respect your freedom to create or join trade unions and to use them for collective bargaining as inline with local laws and regulations. We also respect you electing to not join a trade union or other representative body.

Climate Action

We're a responsible company regarding the climate and we aim to minimise the business's impact on the environment. Our commitment to this is seen in many different aspects of our business.

For example:

- Valid regulations within the area of the environment are always followed.
- Products and material that can bring about environmental and health risks are avoided.
- We recycle to the best of our ability in all our offices.
- We use services to carbon offset our employees and business related flights.
- We invest in bike rooms, changing rooms, and showers to encourage those who can to ride to the office.

Your responsibilities at Zimpler

Harassment and Bullying

Do not harass or bully anyone at or connected to Zimpler. And while this is often tied to discrimination, it's larger than that. The list below has common methods of harassment or bullying along with what we expect of everyone instead. Repeated harassment or bullying may result in termination of your employment.

- **Do not:** Silence or ignore others
  - *Instead*: Take the time and space to acknowledge everyone
- **Do not:** Mock or dismiss ideas
  - *Instead*: Question and discuss them fairly
- **Do not:** Exclude someone or knowingly withhold information to get your way
  - *Instead*: Put all your cards on the table
- **Do not:** Create no-win situations / double-binds / traps for people to fail
  - *Instead*: Create win-win situations / be helpful
- **Do not:** Put all the blame onto one person or team
  - *Instead*: Embrace nuance and look for all the ways something didn't work as planned

Sexual Harassment

Sexual harassment is a wide range of unwelcome or innappropriate behaviours of sexual nature that demean, disturb, or humiliate someone. It can be verbal or physical and explicit or implied. Both harassers and their victims can be of any sex, gender, or sexuality.

Sexual harassment is often categorized into two broad categories:

- **Hostile Environment** — Actions or comments that make the work atmosphere uncomfortable or intimidating. This environment can be, for example, caused by a single incident of an unwelcomed touch or the repeated use of inappropriate sexual innuendo or gestures.

- **Quid Pro Quo** — From the Latin "this for that," it's either the exchange for a benefit based on a sexual demand or the threat to remove some benefit if that demand is not met. Though the perpetrator is often a supervisor or has some power over the victim, it's not required.

Please note that sexual harassment is different from sexist discrimination because the former is specifically sexual while the latter is about the abilities of one sex compared to others.

Communication

We're a multinational, multilingual, multicultural, multigenerational, multi...let's just say diverse... group of people. Our various cultures have different ways of communicating and we've all had different types of exposure in the world. For example, silence can be offensive to some and respectful to others, what seems passive aggressive to one person might be perfectly polite to another, or what might just be innocent curiosity to one is cultural insensitivity to another.

Be aware of the words you use and the conversations you have. But also...be open to the fact that others may not know the implications of what they're saying. Sometimes it's not what you're seeing or hearing, but what you're perceiving. We want respectful communication but don't want everyone walking around on eggshells.

→ If you feel that someone is communicating disrespectfully, ask about and discuss your communication styles instead of assuming bad intentions.
→ If someone's language is discriminatory, ask them if they are aware of the impacts of their words. If you're uncomfortable with that, talk to your leader or the P&C team because **discriminatory language is not tolerated** and we can't have you working in an environment like that.

Clothing

- Basically, clothes are required both in the offices and virtually. We want you to be yourself and dressed in a manner that's culturally appropriate for your tasks that day.
- As a multinational, multicultural organisation, what's acceptable clothing can vary quite a bit. Due to our blending cultures, there may be conversations at times and we welcome those as learning experiences. It's not that we're prescriptive about what you wear, we just want everyone from inside and outside Zimpler to be culturally respected.

Respect other's personal time

We have core hours from 9:00 to 16:00, Monday through Friday. This means we generally try to keep meetings and other communications between those times...but this isn't a hard rule and some individuals/teams have different needs with different hours. So just in general be mindful of what time and day it is when you contact someone — whether it's an email, Slack message, or a phone call and consider scheduling emails or Slack messages if outside of regular hours. Even if they aren't working, seeing the notification can still put some pressure on them to reply then.

Your mental and physical health are both important

You have to maintain a healthy balance of work and personal life. When one is suffering, both are. If you aren't feeling physically or mentally well, you really need to take time for yourself. It's better that you properly heal than try to continue working and make something worse. In general:

- Take breaks! As a rule of thumb, take at least 15 minutes to yourself every two hours and one hour to yourself every four hours.
- Outside of emergency situations, you shouldn't be checking or responding to emails/Slack outside your working hours. You're encouraged to turn notifications off when you're off.