

## Directive

7.15 Avoiding conflicts of interest			
Source Document		Code of Conduct	
Content Owner		AkzoNobel Legal Group (ALG)	
Signed off by	Date	Executive Committee	July 16, 2015
Effective Date		August 24, 2015	
Purpose			
<p>This Directive establishes standards for avoiding potential conflict of interest situations in order for employees to make decisions in the company's best interest without being influenced by personal or private considerations.</p>			
Scope and definitions			
<p>This Directive applies to all business units, functional and country management and all employees.</p> <p>"Conflict of interest" means a situation when a personal and professional interest, activity or consideration either interferes, or appears to interfere, with an employee's responsibility to AkzoNobel or conflicts with the employee's ability to make a decision in the Company's best interest.</p> <p>"Company's best interest" includes, without limitation, the company's business and financial performance interests, its safety, integrity and sustainability interests and its interests in its business partners.</p>			
Directives			
<ol style="list-style-type: none"> <li>1. Employees shall act and make decisions in the Company's best interest, without being influenced by personal or private considerations.</li> <li>2. Employees shall observe the Rules on Avoiding Conflict of interest at all times.</li> <li>3. Employees shall report any potential Conflict of interest to their line manager or next higher manager.</li> <li>4. Management shall maintain internal controls for their unit as necessary to reasonably avoid any Conflicts of Interest.</li> <li>5. Management shall self-report any Conflict of interest in the non-financial Letter of Representation</li> </ol>			
Related documents			
<a href="#">7.15.1 Rules on Avoiding Conflicts of Interest</a>			
<a href="#">7.09 Directive on Anti-Bribery, Gifts and Entertainment</a>			
<a href="#">7.09.1 Rules on Anti-Bribery, Gifts and Entertainment</a>			
<a href="#">Anti-Bribery Compliance Manual</a>			