Consulting Agreement

Draft 3 for client review · Northwind Retail A/S and Fjord Advisory ApS

1. Scope of work

Fjord Advisory ApS (“the Consultant”) will review Northwind Retail’s quality management system and prepare it for ISO 9001:2015 certification [1]. The work covers document control, internal audits, supplier evaluation and management review.

The Consultant will deliver the following:

1. Gap analysis report with a prioritised action plan
2. Updated quality manual and twelve core procedures [2]
3. Two internal audits, ~~one~~ at least one [3] of them observed by Northwind staff
4. Support during the certification audit

2. Timeline

Work starts on 1 December 2026 and ends when the certification body has issued its report, at the latest 30 June 2027 [4]. The Consultant will report progress every second week.

3. Fees

Fees are fixed per phase and invoiced when a phase is delivered:

Phase	Deliverable	Fee (EUR)
1	Gap analysis and action plan	6,500
2	Documentation and procedures	14,000 [5]
3	Internal audits and certification support	9,500

Payment terms are ~~30~~45 [6] days net. All amounts are excluding VAT.

4. Confidentiality

Each party will keep the other party’s confidential information secret during the agreement and for three years [7] after it ends. This does not apply to information that is already public or that a party must disclose by law.

5. Liability

The Consultant’s total liability under this agreement is limited to the fees paid in the twelve months before the claim. Neither party is liable for indirect loss.

6. Governing law

This agreement is governed by Danish law [8]. Disputes are settled by the courts of Copenhagen.

Signed for Northwind Retail A/S: _____ Signed for Fjord Advisory ApS: _____

1 Jonas Lind (Client) · 3 Nov 2026
Can we add ISO 14001 as an option? We may want both next year.

> Mia Holm (Project lead) · 3 Nov 2026
> Yes, as an optional phase with its own price. I will add it to section 3.

2 Anna Berg (Legal) · 4 Nov 2026
Please list the twelve procedures in an appendix, otherwise the scope is open-ended.

3 Suggested change
Jonas Lind (Client) · 5 Nov 2026
~~one~~ → at least one

4 Jonas Lind (Client) · 5 Nov 2026
Our board meets 15 June. Can we aim for 31 May?

> Mia Holm (Project lead) · 6 Nov 2026
> Possible if the gap analysis is approved by 20 December.

> Jonas Lind (Client) · 6 Nov 2026
> Agreed, we will approve before Christmas.

5 Anna Berg (Legal) · 4 Nov 2026 Resolved
Is travel included in this fee?

> Mia Holm (Project lead) · 4 Nov 2026
> Yes, travel within Denmark is included.

> Anna Berg (Legal) · 4 Nov 2026
> *Marked as resolved*

6 Suggested change
Jonas Lind (Client) · 5 Nov 2026
~~30~~ → 45

7 Anna Berg (Legal) · 4 Nov 2026
Standard for us is five years. Can Fjord accept that?

8 Jonas Lind (Client) · 5 Nov 2026
Fine with Danish law, but disputes should go to mediation first.

Comment summary

5 open comments · 1 resolved · 4 replies · 2 open suggestions · 2 reviewers: Jonas Lind (Client), Anna Berg (Legal)

#	Status	By	On	Comment
1	Open	Jonas Lind (Client) 3 Nov 2026	“ISO 9001:2015 certification”	Can we add ISO 14001 as an option? We may want both next year. 1 reply
2	Open	Anna Berg (Legal) 4 Nov 2026	“twelve core procedures”	Please list the twelve procedures in an appendix, otherwise the scope is open-ended.
3	Suggestion	Jonas Lind (Client) 5 Nov 2026	Change “one” to “at least one”	
4	Open	Jonas Lind (Client) 5 Nov 2026	“30 June 2027”	Our board meets 15 June. Can we aim for 31 May? 2 replies
5	Resolved	Anna Berg (Legal) 4 Nov 2026	“14,000”	Is travel included in this fee? 1 reply
6	Suggestion	Jonas Lind (Client) 5 Nov 2026	Change “30” to “45”	
7	Open	Anna Berg (Legal) 4 Nov 2026	“three years”	Standard for us is five years. Can Fjord accept that?
8	Open	Jonas Lind (Client) 5 Nov 2026	“Danish law”	Fine with Danish law, but disputes should go to mediation first.