

European Marketing and Management Association (EUMMAS)

CODE OF ETHICS AND CONDUCT

Ethical and Professional Standards for the EUMMAS Stakeholders

<https://eummas.net>



Message from the President	6
Executive Summary	7
1. PREAMBLE AND INTRODUCTION	7
2. MISSION, VISION, AND CORE VALUES	8
Our Mission	8
Our Vision	8
Core Values: EDES Framework	8
3. SCOPE AND APPLICABILITY	9
3.1 Who Is Covered by the Code	9
3.2 Where and When the Code Applies.....	11
3.3 Expectations and Accountability	11
4. GENERAL ETHICAL RESPONSIBILITIES	11
4.1 Integrity and Honesty in All Actions	12
4.2 Respect for Human Rights, Dignity, and Cultural Sensitivity	12
4.3 Fairness and Non-Discrimination	12
4.4 Transparency, Disclosure, and Openness	12
4.5 Responsible Use of Resources	13
4.6 Anti-Corruption and Bribery	13
4.7 Duty to Report and Prevent Misconduct.....	13
4.8 Ethical Leadership and Role Modeling	13
5. ACADEMIC AND RESEARCH CONDUCT	13
5.1 Research Integrity and Scientific Responsibility	14
5.2 Authorship, Citation, and Acknowledgement.....	14
5.3 Plagiarism and Academic Dishonesty	14
5.4 Peer Review and Editorial Responsibilities.....	14
5.5 Ethical Teaching and Mentoring.....	14
5.6 Collaborative Research and Data Sharing.....	15
5.7 Academic Freedom and Social Responsibility.....	15
5.8 Training and Continuous Learning	15
6. BUSINESS CONDUCT AND CONSULTING	15
6.1 Integrity in Business Dealings	15

6.2 Conflicts of Interest	16
6.3 Consulting Ethics and Professionalism	16
6.4 Confidentiality and Data Protection.....	16
6.5 Fair Competition and Anti-Corruption	16
6.6 Approved Centers and Delivery Partners	16
6.7 Contractual Compliance and Reporting.....	17
7. DIVERSITY, EQUITY, AND INCLUSION.....	17
7.1 Commitment to Inclusion	17
7.2 Embracing Diversity	17
7.3 Equal Opportunity and Fair Access	17
7.4 Preventing Discrimination and Harassment	17
7.5 Building an Inclusive Culture.....	18
8. SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP	18
8.1 Organizational Commitment to Sustainability.....	18
8.2 Environmentally Responsible Operations	18
8.3 Responsible Consumption and Production	19
8.4 Sustainability in Education and Research	19
8.5 Partnerships and Advocacy	19
9. YOUTH AND WOMEN EMPOWERMENT	19
9.1 Strategic Commitment to Empowerment.....	19
9.2 Inclusive Program Design and Access.....	20
9.3 Leadership Development and Representation.....	20
9.4 Safe and Supportive Environments.....	20
9.5 Intergenerational and Cross-Gender Collaboration	20
10. DIGITAL CONDUCT AND DATA ETHICS	21
10.1 Responsible Digital Behavior	21
10.2 Social Media Conduct	21
10.3 Data Privacy and Protection	21
10.4 Accuracy and Integrity in Digital Content	22
10.5 Digital Collaboration and Tools	22
11. COMMUNICATIONS AND PUBLIC ENGAGEMENT	22
11.1 Representing EUMMAS Publicly.....	22

11.2 Public Speaking and Event Participation.....	22
11.3 Use of Media and Press Relations	23
11.4 Publications, Reports, and Marketing Materials	23
11.5 Internal Communication Standards.....	23
12. PARTNERSHIP AND COLLABORATION ETHICS	23
12.1 Principles of Ethical Collaboration.....	23
12.2 Due Diligence and Partner Vetting.....	24
12.3 Managing Joint Projects	24
12.4 Conflicts of Interest in Partnerships	24
12.5 Review and Evaluation.....	24
13. SAFEGUARDING AND PROTECTION OF VULNERABLE GROUPS.....	24
13.1 Commitment to Safety and Dignity	24
13.2 Informed Consent and Voluntary Participation	25
13.3 Confidentiality and Data Protection	25
13.4 Reporting and Response Mechanisms	25
13.5 Partner and Event Compliance	25
14. COMMUNICATION, SOCIAL MEDIA, AND PUBLIC REPRESENTATION.....	25
14.1 Accuracy, Respect, and Professional Tone	26
14.2 Use of Social Media	26
14.3 Brand Identity and Logos	26
14.4 Media Engagement.....	26
14.5 Internal Communication Standards.....	27
15. ENVIRONMENTAL RESPONSIBILITY	27
15.1 Sustainable Operations and Practices	27
15.2 Environmentally Responsible Event Management.....	27
15.3 Integration into Education and Research.....	28
15.4 Partner and Supplier Expectations	28
15.5 Advocacy and Awareness.....	28
16.1 Responsibility and Oversight.....	28
16.2 Reporting and Whistleblowing	29
16.3 Enforcement and Disciplinary Actions	29
16.4 Training and Awareness	29

16.5 Review and Continuous Improvement	30
17. FINAL PROVISIONS	30
17.1 Scope of Application.....	30
17.2 Legal Status and Relationship to Other Policies	30
17.3 Interpretation and Clarification	31
17.4 Entry into Force and Revision History.....	31
17.5 Affirmation of Commitment	31

Message from the President



As the President of the European Marketing and Management Association (EUMMAS), it is my great honor to present this Code of Conduct — a reflection of our shared values, principles, and aspirations.

In a world where complexity, change, and global interdependence define the business and academic landscape, ethics must remain our compass. This Code is not just a document; it is a living commitment to doing what is right, fair, and responsible in all we do.

It guides our behavior in teaching, research, consulting, leadership, and collaboration. It reminds us that excellence without ethics is fragile — and that our credibility as an association depends on the integrity of each and every member.

I invite you to read this Code with care, reflect on its meaning, and uphold its principles in your work and decisions. Together, let us lead by example and make EUMMAS a model of ethical leadership, diversity, and sustainability.

Warm regards,

Prof. Dr. Mile Vasić
President and Chief Executive Officer
European Marketing and Management Association (EUMMAS)

Executive Summary

The EUMMAS Code of Ethics and Conduct is a core governance document that outlines the ethical standards, behavioral expectations, and guiding principles for all individuals and institutions affiliated with the European Marketing and Management Association (EUMMAS). It reflects the Association's unwavering commitment to responsible leadership, integrity, diversity, equality, and sustainability.

This document applies to members, staff, volunteers, partners, and centers worldwide. It ensures that EUMMAS operates with transparency, professionalism, and respect for human dignity in all its educational, research, consultancy, and outreach activities.

The Code is based on four core values: Ethics, Diversity, Equality, and Sustainability (EDES)

It serves the following key purposes:

- To create a common ethical framework across a diverse and global network;
- To foster a culture of mutual respect, inclusion, and accountability;
- To prevent misconduct and promote fair, principled behavior;
- To align EUMMAS operations with international standards such as ISO 26000 and the UN Sustainable Development Goals.

Compliance with the Code is mandatory. All members are required to read, understand, and uphold its provisions. Violations will be addressed through structured reporting mechanisms and may lead to disciplinary action.

This document is reviewed annually to ensure it remains relevant and aligned with evolving best practices in ethics and governance.

1. PREAMBLE AND INTRODUCTION

At the European Marketing and Management Association (EUMMAS), we are committed to building a global community grounded in integrity, excellence, and responsibility. As a dynamic network of academics, professionals, institutions, and future leaders, our success depends on the trust we cultivate—within our membership, with our partners, and in society at large.

This Code of Ethics and Conduct represents our collective commitment to upholding the highest standards of ethical behavior, mutual respect, and professionalism. It is not merely a set of rules, but a reflection of our shared values and a guide for responsible decision-making in diverse contexts: from research and teaching, to consulting, training, partnerships, and public engagement.

By adhering to this Code, all members and stakeholders affirm their dedication to ethical leadership and to advancing EUMMAS's mission of connecting leaders, empowering communities, and promoting sustainable, inclusive development across the globe.

The EUMMAS Code of Ethics and Conduct provides a comprehensive framework for ethical and professional behavior expected from everyone associated with the Association. This includes individual and institutional members, leadership bodies, forums and consortia, staff, volunteers, partners, and approved centers. This Code is built on four core values that define our identity and guide our actions: Ethics, Diversity, Equality, and Sustainability (EDES).

It aims to:

- Ensure consistent and principled conduct across all activities and relationships;
- Promote a safe, respectful, and inclusive environment for all participants;
- Protect the credibility of our academic, research, and consulting work;

- Support compliance with applicable laws, regulations, and international standards such as ISO 26000 and the UN Sustainable Development Goals (SDGs).

This Code applies globally, across all geographies and sectors where EUMMAS is present or represented. It should be interpreted in light of local contexts but always with the same underlying commitment: to do what is right, responsible, and respectful. All stakeholders are expected to read, understand, and uphold this Code in both spirit and practice.

2. MISSION, VISION, AND CORE VALUES

Our Mission

The European Marketing and Management Association (EUMMAS) was founded with a clear and enduring mission: **to connect leaders**. We bring together professionals, academics, students, institutions, and organizations to create a platform where ideas are exchanged, knowledge is shared, and ethical leadership is fostered.

EUMMAS exists to bridge the gap between business and academia — uniting companies, educators, students, and policy-makers into a vibrant ecosystem for growth, research, innovation, and cooperation. Our mission supports not only professional advancement but also personal development and broader societal progress.

We are committed to providing high-impact training programs, professional certifications, and consulting services that equip individuals and institutions with the skills and insights needed to thrive in a global, fast-changing economy. Our forums and consortia ensure that emerging voices, particularly from youth and women, are empowered and heard. Every project, initiative, and partnership we undertake is designed to add value to our community and to the world around us.

Our Vision

EUMMAS envisions becoming a **leading global platform** for sustainable professional, academic, and institutional development. Our vision is rooted in the idea that ethical collaboration and inclusive dialogue between sectors and cultures are essential to long-term progress.

We aim to serve as a cornerstone for responsible leadership in marketing and management — delivering top-tier knowledge, fostering transformative partnerships, and catalyzing change across industries, borders, and generations.

Our vision includes:

- Providing world-class support for continuous learning and development;
- Building enduring partnerships between educational institutions and the business sector;
- Championing ethical practices and social responsibility as standard expectations;
- Contributing actively to the United Nations Sustainable Development Goals (SDGs), particularly in areas related to education, innovation, inclusion, and sustainable growth.

Through our Business Academy, research centers, and global forums, we cultivate a generation of leaders equipped not only with expertise but also with the integrity, curiosity, and vision needed to make a lasting impact.

Core Values: EDES Framework

At the heart of EUMMAS is a values system that guides all actions, interactions, and strategies — the **EDES framework: Ethics, Diversity, Equality, and Sustainability**. These values are not abstract ideals; they are actionable standards that shape how we work and what we stand for.

Ethics

Ethics is the foundation of trust within our Association. We expect all members to act with integrity, honesty, and professionalism in every engagement — whether conducting research, teaching students, leading projects, or interacting with partners. Our commitment includes:

- Respecting intellectual property and academic integrity;
- Rejecting all forms of corruption, bias, and misrepresentation;
- Promoting transparency and accountability in decision-making;
- Fostering a culture of ethical leadership among youth and professionals.

Diversity

Diversity is a strength that enriches all aspects of our work. At EUMMAS, we actively encourage participation from people across continents, sectors, and identities. We embrace:

- A variety of cultural, academic, and professional perspectives;
- Inclusion of voices from underrepresented groups;
- Programs like the Women’s Forum and Youth Forum that reflect our global reach and inclusive spirit;
- Cross-sector and cross-border collaboration that reflects the complexity and richness of modern society.

Equality

We are committed to breaking down systemic barriers to participation and advancement. Our commitment to equality means:

- Equal access to leadership roles, training, and resources;
- Fair treatment in all academic, professional, and consulting processes;
- Advocacy for gender equity and full representation in governance, academia, and business;
- Support for policy changes and programs that reduce inequality and empower marginalized communities.

Sustainability

Sustainability is more than environmentalism — it is a commitment to long-term, responsible growth that serves people and planet alike. EUMMAS actively supports:

- Programs and research aligned with the UN SDGs (particularly Goals 4, 5, 8, 9, 10, 12, 16, and 17);
- Responsible consumption, ethical innovation, and inclusive economic models;
- Strategic partnerships that promote green practices and resilience;
- Education and advocacy that foster a sustainable mindset in business and academia.

3. SCOPE AND APPLICABILITY

The *EUMMAS Code of Ethics and Conduct* is a foundational document that outlines the ethical, professional, and behavioral standards expected of all individuals and organizations involved in the activities of the European Marketing and Management Association. Its scope is both broad and deep, reflecting the multifaceted nature of EUMMAS’s work — from academic research to consulting, from youth engagement to executive training, from international partnerships to public advocacy.

This Code is not optional or symbolic. It is a binding ethical framework that governs the conduct of all participants within the EUMMAS ecosystem, regardless of position, geography, or duration of engagement.

3.1 Who Is Covered by the Code

The Code applies to the full spectrum of the EUMMAS community:

a) Individual Members

This includes all individuals officially registered as EUMMAS members, such as:

- Professors, lecturers, and researchers affiliated with partner universities or independently;
- Consultants, professionals, and industry practitioners who engage with EUMMAS through its Business Club or training programs;
- Students, young professionals, and alumni involved in the Youth Forum, educational events, or research programs.

Whether participating in a conference, engaging in a research initiative, or contributing to a publication, individual members are expected to uphold EUMMAS's values and maintain professionalism, respect, and ethical integrity at all times.

b) Institutional Members

This includes entities that are members of the Association, such as:

- Universities and business schools (especially those in the EUMMAS Academic Consortium);
- Companies, business associations, chambers of commerce, or NGOs engaged through the Business Consortium;
- Approved Training Centers and Delivery Partners authorized to run EUMMAS certification programs.

These institutions must ensure that their representatives, staff, and affiliates who participate in EUMMAS-related activities act in accordance with the Code and reinforce its standards internally.

c) Forums and Special Focus Groups

Members and representatives of the following groups are explicitly covered:

- Youth Forum: Young leaders, student ambassadors, and academic youth participants engaging with EUMMAS's educational and networking opportunities;
- Women's Forum: Women professionals, academics, and entrepreneurs supported by the forum's empowerment and mentoring activities;
- Global Development Forum: High-level experts, policy-makers, and international collaborators working on sustainable development goals.

Each forum has a responsibility not only to comply but also to actively promote and internalize the principles of diversity, equity, and ethical conduct.

d) Governance Bodies and Leadership

This includes all individuals involved in the leadership and strategic decision-making of the Association:

- Leadership Team: Responsible for operational direction, programs, and public representation;
- Honorary Board: Senior advisors and global academic figures endorsing the mission of the Association;
- Advisory Board: Experts providing counsel on strategic growth, external relations, and research alignment.

As public faces of EUMMAS, these leaders must exemplify the highest standards of integrity, inclusivity, and transparency in all professional and interpersonal conduct.

e) Staff, Volunteers, and Contractors

EUMMAS employees, contractors, interns, and volunteers — whether permanent or temporary — are also subject to the Code. This includes:

- Administrative and operations personnel;
- Event staff and digital communications teams;
- Trainers, assessors, or reviewers involved in EUMMAS certification and training programs.

They must not only comply with this Code but also contribute to fostering a respectful and inclusive workplace environment.

f) Partners and External Collaborators

All entities and individuals working with EUMMAS on formal or informal projects are included within the Code's scope:

- Joint conference or event organizers;
- Consulting firms and freelance experts;
- Institutions participating in EU projects or research consortiums;
- Media partners, sponsors, and vendors.

EUMMAS expects its partners to uphold equivalent ethical standards, even if they are not formal members of the Association. Contracts and memoranda of understanding with these parties must include reference to this Code of Ethics and Conduct or an equivalent framework.

3.2 Where and When the Code Applies

The Code is applicable:

- At all EUMMAS-organized or co-organized events, whether in-person or virtual, including conferences, forums, workshops, webinars, and roundtables;
- During participation in any EUMMAS-endorsed training, research, or consulting activity;
- Across all communications (email, social media, reports, public statements) made on behalf of or associated with EUMMAS;
- In all official partnerships, including with educational institutions, governments, NGOs, and corporate sponsors.

Importantly, this Code applies across all geographical regions where EUMMAS operates, collaborates, or is represented. Members and partners are expected to act in accordance with EUMMAS's values even when operating under different cultural norms or national legal frameworks. The Code represents a baseline of universal principles that must not be violated under any circumstance.

3.3 Expectations and Accountability

By joining or collaborating with EUMMAS, individuals and institutions commit to:

- Reading and understanding the Code in full;
- Incorporating its principles into their decision-making and behavior;
- Encouraging others to do the same;
- Reporting misconduct or ethical concerns promptly and through the proper channels.

Leadership bodies, institutional members, and project coordinators have an active duty to ensure this Code is communicated, understood, and embedded in the culture of their units or organizations.

Failure to comply with this Code may lead to:

- Formal warnings;
- Suspension or revocation of membership, affiliation, or partnership;
- Public disassociation;
- Legal action in cases involving criminal or civil violations.

4. GENERAL ETHICAL RESPONSIBILITIES

At EUMMAS, ethics is not a formality — it is the standard by which we measure the quality and impact of our work. As a professional association operating across sectors and continents, we have a duty to act not only in accordance with local laws, but also in line with global principles of integrity, fairness, and accountability.

These general ethical responsibilities are **universal** and must be **observed by every person and institution** affiliated with the Association, regardless of their role, seniority, or context.

4.1 Integrity and Honesty in All Actions

Integrity forms the cornerstone of EUMMAS's reputation. Every member, partner, or representative is expected to:

- Uphold the truth in all written and spoken communications, including applications, academic submissions, presentations, and contractual negotiations.
- Refrain from falsifying credentials, qualifications, or any form of data related to research, education, or partnerships.
- Honor the trust placed in them by colleagues, students, clients, and the public, and avoid behavior that might compromise this trust.
- Avoid “gray zones” — actions that are technically legal but ethically questionable.

In a community where people come together from different industries, age groups, and cultural backgrounds, maintaining a high standard of truthfulness and authenticity is essential.

4.2 Respect for Human Rights, Dignity, and Cultural Sensitivity

EUMMAS is a multicultural and international organization that embraces diversity as a source of strength. All stakeholders must:

- Treat everyone with respect, regardless of nationality, race, gender, age, language, disability, religion, political views, or socioeconomic background.
- Avoid using language, jokes, or behavior that may be perceived as harassing, demeaning, or exclusionary.
- Recognize and accommodate different communication styles and professional expectations rooted in cultural or national contexts.
- Address disagreements constructively and professionally, without personal attacks or intimidation.

Respect is a daily practice — in meetings, emails, workshops, classrooms, and all informal settings where the EUMMAS name is present.

4.3 Fairness and Non-Discrimination

EUMMAS stands firmly against all forms of discrimination, including those that are indirect or systemic. This means:

- Decisions related to recruitment, selection, recognition, or collaboration must be based solely on merit, relevance, and integrity.
- Equal access must be provided to opportunities such as conference speaking slots, committee membership, training programs, and publications.
- Any form of favoritism, nepotism, or unconscious bias must be addressed and corrected.
- All individuals must have the right to be heard, recognized, and treated fairly, regardless of their title or affiliation.

Fairness is not just about equality of access — it is about equity of respect, voice, and validation.

4.4 Transparency, Disclosure, and Openness

Transparency is fundamental to credibility and accountability. Stakeholders must:

- Disclose all potential conflicts of interest before engaging in projects, publishing research, or entering partnerships.
- Be clear about funding sources, sponsorships, or third-party relationships that may affect objectivity.
- Avoid secretive decision-making or information hoarding in committees, leadership bodies, or collaborations.
- Clearly document project timelines, deliverables, and results — and provide access to stakeholders as appropriate.

EUMMAS leadership and members are expected to cultivate a culture where “nothing to hide” becomes a professional mindset, not just a legal checkbox.

4.5 Responsible Use of Resources

As a non-profit professional organization, EUMMAS relies on the responsible management of time, money, intellectual assets, and reputation. Members must:

- Use organizational funds, infrastructure, and intellectual property only for purposes aligned with EUMMAS’s mission and objectives;
- Avoid waste, inefficiency, or unnecessary expenditures when organizing or participating in events and projects;
- Attribute credit accurately in research, training materials, and publications;
- Never use one’s role within EUMMAS to obtain services, travel, or financial benefits for personal use or gain.

EUMMAS’s credibility depends on how we manage not just ideas and people — but also resources.

4.6 Anti-Corruption and Bribery

EUMMAS has zero tolerance for any form of corruption, bribery, or unethical influence. This includes:

- Offering or accepting gifts, benefits, or hospitality that could be perceived as an attempt to influence a decision;
- Manipulating or misrepresenting data to gain financial or reputational advantage;
- Using political, social, or personal relationships to bypass established procedures.

Small infractions — such as a favor granted “just this once” — can damage the long-term integrity of our community. Ethical shortcuts are never acceptable.

4.7 Duty to Report and Prevent Misconduct

Every individual affiliated with EUMMAS has both the right and the responsibility to report misconduct. This includes:

- Any violation of this Code;
- Any action that endangers the reputation, safety, or inclusivity of EUMMAS activities;
- Unethical behavior by another member, partner, staff, or institution.

Whistleblowers will be **protected from retaliation**, and all reports will be treated confidentially and reviewed by the appropriate ethical review bodies.

Ignoring wrongdoing is a failure of duty — silence enables harm.

4.8 Ethical Leadership and Role Modeling

All EUMMAS representatives — especially in teaching, mentoring, or leadership roles — are expected to model ethical behavior. This includes:

- Providing a safe and supportive learning environment for students;
- Treating junior colleagues and volunteers with mentorship, not superiority;
- Demonstrating calm, professional conduct in times of disagreement or stress;
- Addressing ethical concerns promptly, rather than deferring responsibility.

True leadership is not about holding a title — it’s about living the values.

5. ACADEMIC AND RESEARCH CONDUCT

As a global association rooted in academic and professional excellence, EUMMAS recognizes that trust in knowledge production and teaching depends on strict adherence to ethical standards. Our community includes researchers, students, educators, reviewers, and consultants—all of whom are responsible for ensuring the credibility of our scholarly and training activities. This section outlines the expectations and responsibilities for everyone involved in academic and research-related functions within EUMMAS.

5.1 Research Integrity and Scientific Responsibility

Research must be conducted with honesty, transparency, and accountability. All findings should contribute to the advancement of knowledge, while ensuring respect for legal obligations, social values, and the rights of participants.

- Design and conduct research using methods that ensure scientific rigor and ethical oversight.
- Accurately report all results, including negative findings, and avoid selective data presentation.
- Never fabricate, falsify, or manipulate data for personal or institutional advantage.
- Obtain all necessary approvals from ethics committees, especially when human or animal subjects are involved.
- Ensure that participant consent is informed, voluntary, and documented in line with applicable regulations.

5.2 Authorship, Citation, and Acknowledgement

Academic credit must be given where it is due. Authorship should reflect real contributions, and citations must respect intellectual property. Transparency in recognizing all contributors is essential for building a fair and honest academic culture.

- Grant authorship only to individuals who have made substantial scholarly contributions to the work.
- Clearly acknowledge all forms of non-author contributions (e.g., technical support, data collection).
- Cite all sources accurately and thoroughly, including ideas, data, and visual materials.
- Disclose all affiliations, funding sources, and any potential conflicts of interest in publications.

5.3 Plagiarism and Academic Dishonesty

Maintaining originality is a cornerstone of academic integrity. EUMMAS prohibits all forms of plagiarism, including self-plagiarism, and holds contributors accountable for producing authentic, original work.

- Do not copy or closely paraphrase work without proper attribution.
- Avoid reusing your own previous publications without disclosure and citation (self-plagiarism).
- Do not submit the same work to multiple journals or conferences without disclosure (duplicate submission).
- All academic outputs are subject to originality checks and can be withdrawn or retracted in case of violations.

5.4 Peer Review and Editorial Responsibilities

The peer review process must be impartial, constructive, and confidential. Reviewers and editors play a crucial role in ensuring scholarly quality and must carry out their duties free from bias or personal interest.

- Treat all manuscripts and submissions as confidential material.
- Provide feedback that is objective, professional, and designed to improve the work.
- Declare any conflicts of interest that might compromise impartial judgment.
- Do not use information from unpublished work for personal or institutional benefit.

5.5 Ethical Teaching and Mentoring

Education at EUMMAS must reflect the same ethical values that guide our research. Teaching and mentoring should support diversity, equity, and student growth while avoiding power imbalances and unethical behavior.

- Create a learning environment that is inclusive, safe, and respectful.
- Provide accurate, well-prepared, and current course content.

- Offer mentorship that empowers, encourages, and guides learners ethically.
- Avoid favoritism, bias, or any form of harassment in educational settings.

5.6 Collaborative Research and Data Sharing

Joint academic efforts—especially across countries and institutions—require clarity, fairness, and open communication. Data must be handled responsibly, and intellectual property rights must be respected.

- Define roles, responsibilities, and contributions clearly in collaborative agreements.
- Ensure data sharing follows privacy laws and institutional data use agreements.
- Respect all licensing, copyright, and attribution standards when using third-party data or tools.
- Agree in advance on publication strategy, authorship, and dissemination methods.

5.7 Academic Freedom and Social Responsibility

While EUMMAS values open inquiry and freedom of thought, these rights come with responsibility. Scholars must ensure their work contributes positively to public discourse and avoids causing harm.

- Use academic freedom to foster critical thinking, innovation, and dialogue.
- Avoid publishing or promoting content that includes hate speech, misinformation, or discriminatory narratives.
- Ensure that scholarly work is aligned with the principles of equity, inclusion, and social good.
- Reflect on the societal and environmental impact of research outputs and projects.

5.8 Training and Continuous Learning

Ethical standards evolve over time. To maintain professional and academic credibility, all members of the EUMMAS academic community must engage in continuous learning and stay informed about best practices.

- Participate in annual ethics and compliance training organized by EUMMAS.
- Stay current with changes in institutional, national, and international research guidelines.
- Encourage peer learning and knowledge sharing within research and academic teams.
- Integrate lessons from ethical case studies and real-world dilemmas into academic and training content.

6. BUSINESS CONDUCT AND CONSULTING

EUMMAS actively engages with businesses, institutions, and professionals across a broad spectrum of consulting, training, and certification services. Our goal is to support partners and stakeholders with integrity, fairness, and strategic insight. Every interaction—from strategic advice to the delivery of training programs—must reflect our commitment to ethical business practices, compliance with applicable laws, and alignment with EUMMAS’s mission.

6.1 Integrity in Business Dealings

All business decisions and commercial relationships must be guided by integrity. EUMMAS expects its representatives and partners to act with transparency, professionalism, and in the best interest of all parties involved.

- Ensure that all communications, proposals, and agreements are accurate, honest, and free from misleading claims.
- Avoid exaggeration, manipulation, or omission of material facts in marketing or service delivery.
- Deliver promised services with diligence, timeliness, and quality.
- Refrain from any form of deception, unethical negotiation tactics, or unauthorized use of the EUMMAS brand.

6.2 Conflicts of Interest

Conflicts of interest—real or perceived—can damage trust and compromise decision-making. All affiliated individuals and entities must proactively identify and disclose such conflicts.

- Disclose any personal, financial, or institutional interests that could interfere with professional duties.
- Remove oneself from decision-making processes where impartiality cannot be guaranteed.
- Avoid awarding contracts, assignments, or benefits to family members, close associates, or one's own businesses unless fully disclosed and approved.
- Take corrective action immediately if a conflict is identified after a project has begun.

6.3 Consulting Ethics and Professionalism

Consulting within the EUMMAS ecosystem must meet high ethical and technical standards. Consultants should prioritize client needs while maintaining independence, integrity, and respect for all stakeholders.

- Provide objective, evidence-based advice tailored to the client's actual needs and constraints.
- Maintain strict confidentiality and never disclose proprietary information without explicit consent.
- Avoid any attempt to unduly influence clients' decisions for personal or external benefit.
- Clearly define project goals, deliverables, timelines, and fees at the outset of the engagement.

6.4 Confidentiality and Data Protection

Handling sensitive client and project data is a matter of both ethics and law. EUMMAS and its partners must respect confidentiality agreements and comply with data protection regulations.

- Safeguard all confidential information and limit access to authorized individuals only.
- Adhere to all applicable data privacy regulations (such as GDPR) when collecting, storing, or sharing data.
- Report any suspected data breach immediately to the relevant EUMMAS authority.
- Ensure that third-party service providers involved in consulting projects also meet required data protection standards.

6.5 Fair Competition and Anti-Corruption

EUMMAS is committed to free and fair competition and opposes all forms of bribery and corruption. All stakeholders must compete on merit and avoid behavior that could distort the market.

- Do not offer or accept bribes, kickbacks, or gifts that could influence business decisions.
- Refrain from collusion, price-fixing, or any agreement that limits fair market competition.
- Compete honestly and respect the reputation and intellectual property of competitors.
- Refuse to engage in or tolerate unethical lobbying or influence in public tenders or project awards.

6.6 Approved Centers and Delivery Partners

Organizations licensed to deliver EUMMAS training or certification programs must maintain high-quality standards and operate ethically. These partners are ambassadors of the Association's values.

- Deliver programs exactly as approved, using official materials and qualified trainers.
- Provide transparent pricing and clear communication with learners and clients.
- Ensure that assessments, certifications, and evaluations are fair and not influenced by payment or favoritism.
- Cooperate fully with EUMMAS audits, quality assurance processes, and ethics reviews.

6.7 Contractual Compliance and Reporting

Legal and contractual compliance is essential for maintaining credibility and protecting the Association. Every agreement under EUMMAS must be honored in both letter and spirit.

- Follow all contractual obligations, including timelines, confidentiality clauses, and dispute resolution processes.
- Immediately report any suspected fraud, misuse of funds, or contractual breach through EUMMAS's reporting system.
- Maintain clear records of communications, decisions, and deliverables for accountability.
- Cooperate fully in investigations or audits triggered by internal or external concerns.

7. DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion (DEI) are not only values at EUMMAS—they are essential to the success, innovation, and integrity of our global network. Our strength lies in the varied backgrounds, experiences, and perspectives of our members. Every individual involved with EUMMAS must contribute to building an environment where everyone feels respected, represented, and empowered.

7.1 Commitment to Inclusion

EUMMAS actively works to ensure that all individuals—regardless of background or identity—can fully participate in its programs, events, and leadership. Inclusion is not a passive concept; it requires intentional policies and everyday actions.

- Make space for diverse voices in meetings, decision-making bodies, and events.
- Avoid exclusionary language, practices, or cultural references that may alienate others.
- Proactively invite participation from underrepresented groups, especially in leadership and academic roles.
- Adapt communications, materials, and platforms to be inclusive and accessible to people of different abilities and linguistic backgrounds.

7.2 Embracing Diversity

We define diversity broadly—including race, gender, age, nationality, socioeconomic background, disability, religion, sexual orientation, and academic/professional background. Diversity is a source of creativity and strength, not a box to be checked.

- Respect and value differences in viewpoints, communication styles, and cultural norms.
- Promote intercultural understanding across borders, disciplines, and sectors.
- Represent diverse groups fairly in visuals, language, and narratives used in EUMMAS materials.
- Ensure that conference panels, advisory boards, and leadership groups reflect global diversity.

7.3 Equal Opportunity and Fair Access

Equity means more than equal treatment—it means recognizing systemic barriers and actively working to remove them. EUMMAS strives to make all opportunities genuinely accessible to everyone.

- Ensure fair access to programs, training, certifications, and awards regardless of personal background.
- Use transparent selection and evaluation processes based solely on merit and relevance.
- Accommodate individuals with special needs or circumstances without discrimination.
- Challenge and correct bias in recruitment, partnerships, and organizational decisions.

7.4 Preventing Discrimination and Harassment

All forms of discrimination, harassment, and retaliation are strictly prohibited within the EUMMAS ecosystem. A safe and respectful environment is a prerequisite for collaboration and learning.

- Do not tolerate jokes, comments, or behaviors that demean individuals or groups.
- Intervene or report when witnessing harassment, exclusion, or inappropriate conduct.
- Respect gender identity, cultural dress, religious practices, and personal boundaries.
- Ensure that virtual platforms and in-person events are moderated in ways that protect all participants.

7.5 Building an Inclusive Culture

DEI is not a policy—it is a continuous process of reflection, education, and commitment. EUMMAS promotes inclusive leadership, learning, and growth throughout all its units and initiatives.

- Provide DEI training and awareness sessions for staff, volunteers, and leadership.
- Encourage inclusive language in all publications, communications, and teaching.
- Create mentorship and development opportunities targeted at underrepresented groups.
- Measure progress with regular feedback and improvements to policies and practices.

8. SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP

Sustainability is central to EUMMAS’s mission of promoting long-term development that balances economic success, social inclusion, and environmental protection. We recognize that responsible resource use, climate-conscious operations, and education about sustainability are essential for a better future. All EUMMAS members, partners, and stakeholders are expected to contribute to building an environmentally aware and responsible community.

8.1 Organizational Commitment to Sustainability

EUMMAS integrates sustainability into its strategy, operations, and partnerships. This includes supporting the **United Nations Sustainable Development Goals (SDGs)** and encouraging all affiliated institutions to adopt sustainable business and academic practices.

- Align projects and initiatives with the following SDGs, which represent key areas of EUMMAS engagement:
 - Goal 4:** Quality Education
 - Goal 5:** Gender Equality
 - Goal 8:** Decent Work and Economic Growth
 - Goal 9:** Industry, Innovation and Infrastructure
 - Goal 10:** Reduced Inequalities
 - Goal 12:** Responsible Consumption and Production
 - Goal 13:** Climate Action
 - Goal 16:** Peace, Justice and Strong Institutions
 - Goal 17:** Partnerships for the Goals
- Encourage the development of programs, research, and events that contribute to long-term environmental, social, and economic well-being.
- Promote sustainability in procurement, logistics, venue selection, and digital platforms used by the Association.
- Use EUMMAS’s platform to raise awareness about the urgent need for climate action, responsible innovation, and ethical resource use.

8.2 Environmentally Responsible Operations

Our daily practices—whether in virtual meetings or international conferences—must reflect our commitment to minimizing environmental impact.

- Choose sustainable options when organizing events (e.g., eco-certified venues, minimal printing, reduced travel).
- Reduce energy use, carbon emissions, and waste across all operations.
- Encourage virtual participation when feasible to lower environmental impact.
- Promote recycling, sustainable catering, and digital materials over paper-based ones.

8.3 Responsible Consumption and Production

Sustainable development requires rethinking how we consume and produce. EUMMAS aims to lead by example and influence others to embrace more responsible behaviors.

- Support projects, companies, and research that promote circular economy models.
- Avoid partnerships with organizations whose core operations contradict environmental sustainability or human rights.
- Encourage ethical supply chains in all EUMMAS-certified centers and partner institutions.
- Review internal processes to reduce overuse or misuse of materials, equipment, and other resources.

8.4 Sustainability in Education and Research

Education is a powerful tool to shape a more sustainable future. EUMMAS incorporates sustainability into its academic, research, and consulting work.

- Integrate sustainability themes into training programs, certifications, and publications.
- Promote interdisciplinary research addressing environmental challenges, innovation, and resilience.
- Encourage students and researchers to consider the environmental and social impact of their work.
- Recognize and support best practices and innovations that advance sustainability in business and academia.

8.5 Partnerships and Advocacy

No organization achieves sustainability alone. EUMMAS collaborates with like-minded institutions to expand its impact and advocate for systemic change.

- Partner with NGOs, universities, and companies committed to sustainable development.
- Support global and regional climate action initiatives and environmental education campaigns.
- Use EUMMAS platforms to amplify advocacy efforts related to biodiversity, climate resilience, and green innovation.
- Build alliances that empower underrepresented communities to participate in the sustainability movement.

9. YOUTH AND WOMEN EMPOWERMENT

EUMMAS recognizes that sustainable development and inclusive leadership are not achievable without the full and equal participation of youth and women. Historically underrepresented in leadership, research, policymaking, and entrepreneurship, these groups bring fresh perspectives, untapped potential, and transformational ideas that our society urgently needs.

Through dedicated structures like the **Youth Forum** and the **Women's Forum**, EUMMAS is committed not only to removing barriers but also to creating platforms for influence, capacity building, and global dialogue. Empowerment at EUMMAS is more than representation — it is about enabling leadership, advancing equity, and shaping systems that respond to diverse needs and voices. All members, institutions, and partners are expected to actively contribute to this mission and integrate empowerment principles into their programming, communications, and decision-making processes.

9.1 Strategic Commitment to Empowerment

EUMMAS embeds empowerment into its strategic goals and organizational structure. This commitment reflects the belief that advancing women and youth is not only a moral imperative but also a driver of innovation, resilience, and collective intelligence.

- Empowerment of youth and women is enshrined in EUMMAS's mission, aligned with SDGs 4 (Quality Education), 5 (Gender Equality), 8 (Decent Work), and 10 (Reduced Inequalities).
- The Youth and Women's Forums are not peripheral — they are integrated, permanent structures with dedicated roles in governance, event planning, and strategy.
- EUMMAS ensures that young professionals and women have seats at the table in leadership, academic panels, working groups, and consortium activities.
- Long-term strategic plans include metrics for tracking gender and generational inclusion across the Association.

9.2 Inclusive Program Design and Access

True empowerment begins with access — to resources, opportunities, and platforms for visibility. EUMMAS ensures that its programs are designed with equity in mind and do not unintentionally exclude participants based on gender, age, socioeconomic status, or geography.

- Educational, training, and research programs must account for different starting points, learning needs, and life circumstances.
- Online and hybrid delivery models should be used to reduce geographic and financial barriers.
- Grant and scholarship mechanisms should prioritize participation from women and youth in underrepresented regions and sectors.
- Program feedback loops must be created to adapt content and logistics based on lived experiences of participants.

9.3 Leadership Development and Representation

Representation is essential, but it must be paired with meaningful leadership development. EUMMAS offers structured support for the personal and professional growth of youth and women to take on influential roles within and beyond the Association.

- Mentorship programs match young professionals and women with senior leaders for skill development, network access, and long-term guidance.
- EUMMAS supports publication, public speaking, and media training to amplify the voices of emerging leaders.
- Fellowship or ambassador roles are offered within the Youth and Women's Forums to enable active involvement in strategic projects.
- Member institutions are encouraged to sponsor women and youth delegates for international events and leadership academies.

9.4 Safe and Supportive Environments

Empowerment cannot occur in environments where individuals feel unsafe, ignored, or tokenized. EUMMAS prioritizes psychological safety, dignity, and freedom from harassment in all of its activities.

- The Code of Ethics and Conduct guarantees zero tolerance for harassment, intimidation, or exclusion based on gender or age.
- Special protocols are in place during events and programs to ensure respectful participation, particularly for first-time or younger contributors.
- Gender-sensitive facilitation and inclusive moderation are mandatory for key sessions and workshops.
- A confidential support and reporting mechanism exists for anyone who experiences or witnesses inappropriate behavior.

9.5 Intergenerational and Cross-Gender Collaboration

EUMMAS does not isolate youth and gender empowerment from broader institutional work. Instead, it fosters cross-generational and cross-gender collaboration, encouraging all members to learn from each other and build networks based on mutual respect and shared goals.

- Senior members are encouraged to co-author, co-facilitate, or co-lead projects with young and female participants.
- Forums and committees are structured to promote multi-generational teams that blend experience with fresh perspectives.
- Men are invited and expected to be active allies in gender equity work, through inclusive behavior and support of initiatives.
- Projects within academic and business consortia should demonstrate balanced participation across age, gender, and cultural lines.

10. DIGITAL CONDUCT AND DATA ETHICS

As a global association operating in both physical and digital spaces, EUMMAS expects all stakeholders to engage online with the same level of professionalism, responsibility, and ethical rigor as they do in face-to-face environments. Whether in email communication, online meetings, social media, or cloud-based research collaboration, digital conduct has a direct impact on our reputation, trust, and legal compliance.

Data ethics — including data privacy, accuracy, and security — is also a central pillar of our operations. EUMMAS is committed to upholding international standards such as the General Data Protection Regulation (GDPR) and expects the same from all affiliated individuals and institutions.

10.1 Responsible Digital Behavior

Professionalism must extend to all forms of online engagement. This includes how members communicate on behalf of EUMMAS and how they interact with others using digital platforms.

- Treat digital communications (emails, chat messages, webinar comments) with the same care as formal in-person dialogue.
- Avoid offensive, disrespectful, or unprofessional language or behavior in virtual environments.
- Respect time zones, cultural contexts, and accessibility needs when organizing online meetings or events.
- Use official EUMMAS branding and communication channels responsibly and in accordance with guidelines.

10.2 Social Media Conduct

Social media can amplify EUMMAS's mission — or damage its credibility. Members must use personal and professional accounts in ways that reflect our values when representing or referencing the Association.

- Do not share confidential, proprietary, or internal information publicly without explicit authorization.
- Clearly distinguish personal opinions from official EUMMAS positions when posting online.
- Avoid engaging in arguments, trolling, or inflammatory discussions using any profile affiliated with EUMMAS.
- Use social media to promote transparency, dialogue, and positive representation of EUMMAS's goals and achievements.

10.3 Data Privacy and Protection

Protecting sensitive data is a legal and ethical obligation. All individuals and institutions handling data on behalf of EUMMAS must comply with the highest standards of data security and privacy.

- Collect, process, and store data only when necessary and with appropriate consent.
- Follow GDPR requirements when handling personal data, including data minimization, purpose limitation, and user rights.
- Store data securely using encrypted platforms and avoid unauthorized data transfers or backups.

- Immediately report any suspected data breach or misuse to the designated EUMMAS data protection officer.

10.4 Accuracy and Integrity in Digital Content

Content published on behalf of EUMMAS must be truthful, up-to-date, and aligned with our mission. Misinformation, outdated references, and unchecked claims can erode trust.

- Ensure all publicly shared content (blog posts, announcements, training materials) is fact-checked and approved through the proper channels.
- Do not alter or misrepresent data, images, or quotes in digital outputs.
- Attribute sources properly in all published or distributed content, even when shared online informally.
- Regularly review and update website and platform content to ensure ongoing relevance and accuracy.

10.5 Digital Collaboration and Tools

EUMMAS uses a wide range of digital platforms for collaboration. Members must ensure they are used ethically, securely, and in a way that respects all contributors.

- Only use approved platforms and accounts when representing EUMMAS in official collaborations.
- Do not share access credentials or accounts without authorization.
- Maintain transparency in group work by documenting contributions and communication.
- Respect digital boundaries — avoid sending messages outside working hours unless appropriate.

11. COMMUNICATIONS AND PUBLIC ENGAGEMENT

Public communication is a powerful tool that shapes EUMMAS’s reputation, influence, and impact. Whether engaging with the media, speaking at conferences, issuing statements, or representing the Association on social platforms, all members and affiliates must ensure that their communication is clear, respectful, accurate, and aligned with the mission and values of EUMMAS.

Every interaction — formal or informal — is an opportunity to foster trust, promote collaboration, and advance EUMMAS’s role as a global connector of business and academia. Therefore, all stakeholders must observe the highest ethical standards in both internal and external communication.

11.1 Representing EUMMAS Publicly

Individuals speaking or writing on behalf of EUMMAS carry the responsibility of representing the entire Association. Accuracy, professionalism, and alignment with our values are essential.

- Only authorized individuals may issue official statements or speak on behalf of EUMMAS.
- Clearly distinguish personal views from official positions when speaking publicly, especially in sensitive or political contexts.
- Prepare adequately before speaking at events, interviews, or panels to ensure factual correctness and consistency with EUMMAS policy.
- Use EUMMAS branding and logos appropriately, in line with usage guidelines.

11.2 Public Speaking and Event Participation

Public events are vital for EUMMAS’s visibility and influence. Members must use these platforms to promote inclusivity, share expertise, and demonstrate ethical leadership.

- Accept speaking engagements or panel invitations only when qualified to speak on the topic.
- Avoid making unfounded claims, discriminatory remarks, or misleading statements.

- Promote open dialogue and acknowledge diverse perspectives when addressing public or academic audiences.
- Refrain from promoting commercial interests unrelated to EUMMAS during Association-sponsored events.

11.3 Use of Media and Press Relations

Media relations must be handled with care. Misinformation or hasty statements can have long-lasting consequences.

- Refer all press inquiries to the designated media contact or communications officer.
- Do not comment on confidential, internal, or unresolved matters to the media.
- Ensure that interviews, press releases, and public announcements are approved through the proper channels.
- Provide journalists with accurate, up-to-date information and correct errors if misrepresented in coverage.

11.4 Publications, Reports, and Marketing Materials

EUMMAS publications — including reports, brochures, and digital content — reflect the Association’s brand and credibility.

- Ensure that content is factually accurate, grammatically correct, and visually consistent with EUMMAS identity.
- Credit contributors and respect intellectual property rights.
- Avoid using misleading metrics, exaggerated claims, or non-validated endorsements.
- Seek internal peer review or editorial oversight before publishing sensitive or high-impact material.

11.5 Internal Communication Standards

How we communicate internally shapes the culture of EUMMAS. Members are expected to foster a tone of respect, clarity, and collaboration in all internal exchanges.

- Use inclusive, constructive language in emails, memos, and messages.
- Respond to inquiries within reasonable timeframes, especially in team or committee settings.
- Resolve conflicts professionally and escalate concerns through appropriate channels.
- Protect internal documents and discussions from unauthorized sharing.

12. PARTNERSHIP AND COLLABORATION ETHICS

Collaborations are at the heart of EUMMAS’s mission to connect leaders, bridge sectors, and amplify impact. Whether working with academic institutions, governments, NGOs, companies, or international bodies, partnerships must reflect the highest ethical standards and contribute to sustainable, inclusive development.

This section outlines how we form, manage, and evaluate partnerships — ensuring they are transparent, mission-aligned, and respectful of all stakeholders.

12.1 Principles of Ethical Collaboration

Every EUMMAS partnership must uphold shared responsibility, trust, and mutual value creation.

- Partners must agree to uphold EUMMAS’s core values: Ethics, Diversity, Equality, and Sustainability (EDES).
- All collaborations must be free from discrimination, exploitation, or unethical influence.
- Projects must be built on mutual consent, clear goals, and shared accountability.
- Conflicts of interest must be disclosed early and managed transparently.
- All parties are expected to contribute fairly and respect each other’s intellectual property and contributions.

12.2 Due Diligence and Partner Vetting

To protect our credibility and mission, EUMMAS exercises care in selecting collaborators.

- Assess the potential partner's legal status, financial integrity, ethical track record, and reputation.
- Avoid collaboration with organizations or individuals involved in corruption, fraud, or human rights violations.
- Review alignment with EUMMAS's mission, strategic objectives, and sector priorities before formalizing cooperation.
- Formalize all collaborations through written agreements or memorandums of understanding (MoUs) with defined roles, timelines, and expected outcomes.

12.3 Managing Joint Projects

Once established, partnerships require active coordination and transparent communication.

- Establish a shared governance structure with agreed decision-making processes.
- Assign clear responsibilities and define measurable indicators of success.
- Share progress updates, challenges, and financial reports in good faith.
- Respect each partner's internal processes, timelines, and approval mechanisms.
- Address disputes through dialogue and, when needed, third-party mediation.

12.4 Conflicts of Interest in Partnerships

Conflicts of interest can erode trust and damage joint initiatives if not managed properly.

- Disclose any personal or institutional interests that could influence project decisions.
- Recuse individuals from decision-making processes where they or their affiliates stand to benefit unfairly.
- Avoid exclusive arrangements that limit access to knowledge or resources by other members or partners without valid justification.

12.5 Review and Evaluation

All partnerships should be regularly assessed for relevance, ethical alignment, and effectiveness.

- Conduct periodic evaluations with input from all parties.
- Adjust or terminate collaborations if they no longer serve mutual goals or violate EUMMAS's ethical standards.
- Share lessons learned and best practices across the Association to improve future collaboration efforts.

13. SAFEGUARDING AND PROTECTION OF VULNERABLE GROUPS

EUMMAS is committed to creating a safe, respectful, and inclusive environment for everyone, particularly for individuals and groups who may be at greater risk of exploitation, abuse, discrimination, or harm. This includes children, youth, women, persons with disabilities, individuals from marginalized communities, and economically or socially disadvantaged individuals. This section sets forth the ethical responsibilities and protective measures that all EUMMAS representatives, partners, and stakeholders must uphold in any engagement involving vulnerable groups, whether in research, training, events, or collaborative projects.

13.1 Commitment to Safety and Dignity

The dignity and safety of every individual must be respected and protected at all times.

- All interactions must prioritize the physical, emotional, and psychological well-being of participants.
- Harassment, exploitation, intimidation, or any form of abuse will not be tolerated under any circumstance.
- All staff, members, and partners must be trained in safeguarding principles when working directly with vulnerable groups.

- Protective protocols must be followed in all EUMMAS activities, especially those involving minors, women, or underrepresented communities.

13.2 Informed Consent and Voluntary Participation

Participants must be empowered to make informed, voluntary decisions about their involvement.

- Obtain explicit, informed consent from individuals (or legal guardians where appropriate) before engaging them in research, media, or training activities.
- Clearly explain how information, images, or data will be used and stored.
- Participation must always be voluntary, with the option to withdraw at any time without consequence.
- Language, accessibility, and cultural sensitivities must be taken into account in all communication.

13.3 Confidentiality and Data Protection

Privacy and data protection are essential in safeguarding efforts.

- Personal information must be collected only when necessary and stored securely.
- Data should only be accessed by authorized individuals and used for legitimate, consented purposes.
- Ensure compliance with GDPR and all relevant data protection laws in the regions where EUMMAS operates.
- Do not publish, share, or disseminate images, recordings, or testimonies without prior written consent.

13.4 Reporting and Response Mechanisms

All EUMMAS activities must have clear procedures for preventing, reporting, and addressing safeguarding concerns.

- Establish confidential reporting channels for concerns related to misconduct, abuse, or exploitation.
- Respond to reports immediately, with protection for whistleblowers and those at risk.
- Investigate all allegations fairly, thoroughly, and with respect for all parties involved.
- Apply disciplinary measures where appropriate, including termination of cooperation with individuals or entities violating safeguarding standards.

13.5 Partner and Event Compliance

EUMMAS partners, training centers, and event organizers must adopt safeguarding measures.

- Ensure all event venues and activities are accessible, inclusive, and safe.
- Partners must sign safeguarding clauses in all agreements and undergo due diligence checks.
- Conduct risk assessments and assign safeguarding focal points for events involving vulnerable populations.
- Promote inclusion by considering the specific needs of persons with disabilities, women, youth, and other underrepresented groups.

14. COMMUNICATION, SOCIAL MEDIA, AND PUBLIC REPRESENTATION

In an interconnected world, the way we communicate shapes how others perceive us. EUMMAS, as a global association of professionals, academics, and institutions, must uphold the highest standards of public communication. Whether through social media, internal channels, formal publications, or face-to-face engagements, our communication must reflect the Association's commitment to professionalism, transparency, mutual respect, and ethical conduct.

This section sets out guiding principles and expectations to ensure that all internal and external communications—whether personal or official, written or verbal—align with our values.

Everyone representing EUMMAS has a role in building a coherent, credible, and ethical public presence. Misuse of communication channels or inappropriate representation can cause reputational damage and undermine trust.

14.1 Accuracy, Respect, and Professional Tone

Clear, respectful, and factually accurate communication is fundamental to our credibility. Whether addressing a peer, a student, the media, or the public, we must uphold the standards of civil discourse and truthfulness.

- Communicate clearly, avoiding jargon or ambiguity, and ensure the accuracy of all facts and statements.
- Maintain a respectful and inclusive tone, even during disagreements or difficult conversations.
- Never use communication channels to insult, ridicule, or intimidate others.
- Avoid spreading rumors, hearsay, or unverified information, particularly in sensitive or professional settings.
- Encourage dialogue and openness, while discouraging hostility, sarcasm, or passive-aggressive behavior.

14.2 Use of Social Media

Social media provides a platform for visibility, education, and engagement, but it also demands caution and responsibility. Anything shared online can have a wide, long-lasting impact on the Association's image.

- Distinguish clearly between personal opinions and official EUMMAS statements. When posting in a personal capacity, avoid giving the impression of speaking for the Association unless explicitly authorized.
- Do not post discriminatory, violent, explicit, or otherwise inappropriate content that could harm the Association's reputation.
- Refrain from engaging in online arguments or hostile exchanges that may escalate or reflect poorly on EUMMAS.
- Safeguard confidential information—never share internal documents, partner details, or sensitive plans.
- Use social media constructively—to share knowledge, celebrate achievements, and promote learning and collaboration.

14.3 Brand Identity and Logos

The EUMMAS brand is a symbol of trust, professionalism, and global cooperation. It must be used with care, consistency, and authorization.

- Do not use the EUMMAS name, logo, or associated branding without written consent from an authorized EUMMAS representative.
- Ensure that any visual materials follow brand usage guidelines, maintaining proportionality, color, and context.
- Do not modify or distort logos for personal or commercial use.
- All event partners, certified centers, and members must follow official brand guidelines shared with them upon engagement.
- Misuse of the EUMMAS brand can result in sanctions or termination of partnership agreements.

14.4 Media Engagement

Engaging with the media can build public awareness and support—but it must be done strategically and responsibly to protect our integrity.

- Only designated individuals—authorized by the leadership team—may speak to the press or issue statements on behalf of EUMMAS.
- Media inquiries should be referred to the communications office or official spokesperson.

- If you are invited to write an article or give an interview related to EUMMAS activities, prior review and approval are required.
- During times of crisis, sensitive issues, or public controversies, only designated leaders may issue official positions to avoid conflicting messages or escalation.

14.5 Internal Communication Standards

Strong internal communication fosters trust, clarity, and collaboration. It ensures that everyone within the Association works effectively toward shared goals.

- Use appropriate, respectful language in all internal emails, messages, and meeting discussions.
- Avoid spreading disinformation or discussing confidential matters in non-secure channels.
- Communicate proactively—respond to requests in a timely and courteous manner.
- Promote transparency: decisions, changes, and initiatives should be communicated clearly and without favoritism.
- Encourage constructive feedback and open dialogue while upholding confidentiality where necessary.

15. ENVIRONMENTAL RESPONSIBILITY

EUMMAS recognizes that environmental sustainability is not only a global priority but also an ethical obligation. As an international association that influences educational institutions, business leaders, and policy dialogues, we have the responsibility to lead by example in promoting environmentally responsible behaviors and decision-making.

Environmental responsibility at EUMMAS extends beyond green practices—it involves a mindset that values long-term ecological balance, conscious consumption, and the minimization of environmental harm in all our activities, events, and collaborations. All members, partners, and affiliated centers are expected to contribute to this mission.

15.1 Sustainable Operations and Practices

Environmental sustainability must be embedded in daily operations, whether online or in-person. Every decision—from printing documents to organizing large-scale events—has an ecological footprint.

- Minimize the use of paper and promote digital-first practices across all administrative and educational activities.
- Use eco-certified venues and service providers whenever possible for conferences and events.
- Choose sustainable transportation options (e.g., train over plane, carpooling) for business travel.
- Reduce energy use in office spaces, centers, and partner institutions by adopting energy-efficient equipment and practices.
- Reuse and recycle materials, and properly dispose of electronic waste and hazardous items.

15.2 Environmentally Responsible Event Management

Events are a key part of EUMMAS's public and professional activities. Organizing them responsibly can significantly reduce their environmental impact.

- Prioritize virtual or hybrid formats to reduce carbon emissions from travel.
- Offer vegetarian or locally sourced catering options to minimize environmental burden.
- Avoid the use of single-use plastics, unnecessary printed materials, and wasteful giveaways.
- Promote environmental awareness during events through signage, speaker topics, or offset initiatives.

- Include environmental risk assessments as part of event planning.

15.3 Integration into Education and Research

Environmental education is a driver of change. EUMMAS aims to integrate sustainability principles into research agendas, academic programs, and consulting projects.

- Encourage interdisciplinary projects and curricula that address environmental challenges.
- Promote research on green technologies, climate resilience, and sustainable business models.
- Support publications, webinars, and forums that raise awareness of ecological issues.
- Motivate academic and corporate members to adopt sustainability reporting and auditing practices.

15.4 Partner and Supplier Expectations

EUMMAS’s environmental commitments also apply to our external relationships. We expect our partners and suppliers to align with our ecological values and ethical procurement standards.

- Choose vendors and collaborators that demonstrate environmentally responsible practices.
- Include environmental clauses in contracts and partnership agreements when applicable.
- Avoid partnerships with companies known for environmental harm, greenwashing, or unsustainable supply chains.
- Work together with partners on joint sustainability goals and carbon reduction strategies.

15.5 Advocacy and Awareness

Raising awareness and influencing systems are part of EUMMAS’s long-term environmental impact.

- Use EUMMAS platforms to advocate for responsible environmental policies and climate action.
- Collaborate with civil society organizations and environmental think tanks to amplify positive change.
- Recognize and celebrate best practices in sustainability through awards, recognition programs, and publication features.
- Educate members and students about the link between business decisions and environmental consequences.

16. IMPLEMENTATION AND MONITORING OF THE CODE

A Code of Ethics and Conduct must be more than a symbolic statement—it must be a living, practical framework that guides behavior, informs decisions, and provides mechanisms for accountability. At EUMMAS, we take seriously the responsibility of turning principles into practice. The success of this Code depends on its full integration into the daily operations, governance, and culture of the Association.

This section outlines the structures and procedures that ensure the Code is actively implemented, regularly reviewed, and fairly enforced. All individuals and institutions affiliated with EUMMAS—whether leaders, members, staff, students, or partners—are expected to understand the Code, comply with its standards, and support its improvement over time.

16.1 Responsibility and Oversight

The ethical health of the Association depends on both leadership commitment and shared accountability. Implementation of this Code requires clear structures and ongoing oversight.

- The EUMMAS Ethics and Compliance Office (or an equivalent body) is responsible for overseeing adherence to this Code, handling reports, coordinating investigations, and delivering mandatory training.

- Each major structure within EUMMAS—such as Forums, Centers, and Academic Councils—must appoint a Code Liaison, who ensures the Code is known, followed, and communicated locally.
- Members of the Executive Board and senior leadership must serve as ethical role models, setting the tone for integrity and fairness in all activities.
- Individual and institutional members are encouraged to seek clarification when unsure and are empowered to speak up when misconduct is suspected.

16.2 Reporting and Whistleblowing

Transparency and trust can only thrive when people feel safe to report concerns. EUMMAS is committed to protecting individuals who raise ethical issues or report potential violations of this Code.

- Anyone—whether staff, student, volunteer, or partner—may submit a report about misconduct, harassment, fraud, or other breaches of the Code.
- Reports can be submitted confidentially via secure digital forms, by email, or through direct contact with Code Liaisons or the Ethics Office.
- Anonymous reporting is permitted, though investigators must be able to verify facts to take action.
- EUMMAS enforces a strict non-retaliation policy: no individual will face negative consequences for reporting concerns in good faith.
- All reports will be acknowledged within a reasonable timeframe and handled discreetly, with fair procedures and respect for all involved parties.

16.3 Enforcement and Disciplinary Actions

Ethical violations undermine the trust and credibility of the Association. EUMMAS takes such violations seriously and applies disciplinary actions fairly, proportionately, and transparently.

- Minor infractions may result in verbal or written warnings, mediation, or corrective training.
- Serious or repeated violations may lead to suspension, removal from leadership roles, termination of membership, or disaffiliation of partner institutions.
- In cases involving legal violations (e.g., fraud, abuse, discrimination), external authorities may be contacted.
- A designated Ethics Review Committee will be convened in complex or disputed cases to ensure independent judgment and procedural fairness.
- Individuals subject to disciplinary action have the right to appeal and request reconsideration within established timelines.

16.4 Training and Awareness

Ongoing education is essential to ensure that ethical principles are understood, accepted, and translated into practice throughout the EUMMAS network.

- All staff, volunteers, and interns must complete mandatory annual Code of Ethics and Conduct training, either in person or online.
- Institutional and individual members receive quarterly updates, case examples, and best practice guidance.
- Orientation sessions for new members, partners, and students must include a briefing on the Code.
- Regular webinars and events will explore evolving ethical topics, such as AI ethics, research integrity, or safeguarding.
- A digital Ethics Resource Hub will be made available to all members, containing templates, FAQs, and case studies to guide ethical decision-making.

16.5 Review and Continuous Improvement

The Code of Ethics and Conduct is not static. As society, law, and our organization evolve, so must our ethical framework. EUMMAS commits to regular and participatory review of the Code.

- The Code will undergo a formal review every 12 months, coordinated by a multidisciplinary panel composed of representatives from academia, business, youth forums, and partner organizations.
- All members are invited to provide feedback throughout the year. Suggestions for additions, clarifications, or improvements may be submitted through the Ethics Office.
- Reviews will consider changes in international standards (e.g., ISO 26000, GDPR, SDGs) and lessons learned from enforcement cases.
- Substantial revisions will be reviewed by the Executive Board and communicated with at least one month's notice to all members before implementation.
- Updates will be supported by training sessions and explanatory materials to ensure clear understanding and smooth adoption.

17. FINAL PROVISIONS

The EUMMAS Code of Ethics and Conduct is a foundational document that reflects the ethical identity of the Association. It is more than a policy — it is a shared commitment by a diverse global community to uphold the highest standards of conduct in every action, relationship, and initiative. These final provisions clarify the scope, applicability, legal status, and procedures for interpretation of the Code.

EUMMAS will continue to evolve in a rapidly changing world. However, our core values — Ethics, Diversity, Equality, and Sustainability — will remain the bedrock of our work. This section ensures the continuity, enforceability, and clarity of this Code and confirms its central role in our governance and operations.

17.1 Scope of Application

This Code applies to all individuals and entities affiliated with EUMMAS, regardless of their role, location, or mode of engagement.

- It covers individual members, institutional members, staff, volunteers, consultants, contractors, students, research affiliates, and official representatives.
- It applies to all activities conducted under the EUMMAS name or in partnership with the Association — including but not limited to academic forums, research projects, training sessions, public events, and consultancy engagements.
- Approved centers and regional offices are required to enforce this Code locally and integrate it into their operations and orientation programs.
- Where national laws differ from this Code, the stricter standard shall apply — provided it does not contravene internationally recognized human rights principles.

17.2 Legal Status and Relationship to Other Policies

The Code of Ethics and Conduct is a binding governance instrument of EUMMAS and serves as a companion to other internal and external policies.

- It is part of the official governance framework and is enforceable through disciplinary measures outlined in Section 16.
- It does not replace specific national laws, employment contracts, academic regulations, or partnership agreements, but complements them.
- In the event of a conflict between this Code and a local policy or contract, the Ethics and Compliance Office will determine the applicable standard in consultation with legal advisors.

- This Code shall be referenced in all formal collaboration agreements and institutional memberships.

17.3 Interpretation and Clarification

The language and intentions of this Code may require clarification over time as new issues emerge.

- The Ethics and Compliance Office serves as the primary authority for interpreting the Code and providing case-specific guidance.
- Members and partners are encouraged to seek clarification proactively when facing ethical dilemmas or uncertain situations.
- Regular Q&A sessions and knowledge-sharing events will address common misunderstandings and practical applications of the Code.
- In case of ambiguity, the interpretation that best aligns with EUMMAS's core values and long-term mission shall prevail.

17.4 Entry into Force and Revision History

The Code becomes effective upon approval by the EUMMAS Executive Board and applies immediately to all members and affiliates.

- All existing and new members must confirm acknowledgment and acceptance of the Code as part of their registration or renewal.
- The Code was last approved on: January 12, 2025
- Scheduled reviews will occur annually, with ad hoc revisions permitted in response to urgent ethical, legal, or operational needs.
- A documented revision history will be maintained and published on the EUMMAS website for full transparency.

17.5 Affirmation of Commitment

Every stakeholder has a role in upholding this Code. Ethical leadership begins with individual action, and collective integrity defines our reputation.

- By joining EUMMAS, each member affirms their commitment to the principles of this Code.
- Leaders and institutions agree to champion the Code through words, actions, and example.
- Any failure to engage ethically will not only result in individual consequences but may also impact the credibility of the entire Association.
- Let this Code be a reminder that excellence without ethics is incomplete — and that true leadership is grounded in responsibility, respect, and service.

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