

**European Marketing and Management Association  
(EUMMAS)**

**PROCEDURES FOR THE IMPLEMENTATION AND  
ENFORCEMENT OF THE EUMMAS CODE OF ETHICS  
AND CONDUCT**

Annex to the EUMMAS Code of Ethics and Conduct

<https://eummas.net>

## 1. Purpose and Scope

The purpose of these Procedures is to provide a structured and transparent framework for the implementation, enforcement, and continuous improvement of the EUMMAS Code of Conduct. While the Code sets the ethical and professional expectations, these Procedures outline how those expectations are to be applied in practice—through training, reporting, investigation, sanctions, and review.

These Procedures apply to all individuals and institutions affiliated with EUMMAS, including but not limited to individual members, academic and business institutions, staff, governing bodies, volunteers, project collaborators, and partners. They are binding in all countries and contexts in which EUMMAS operates or is represented.

These Procedures are designed to:

- Ensure consistent and fair enforcement of the Code;
- Protect the rights of both complainants and respondents;
- Foster a culture of accountability and transparency;
- Align with international standards such as ISO 26000 and SDG governance principles.

## 2. Definitions and Key Roles

To ensure clarity and consistent interpretation, the following key terms and roles are defined:

- **Ethics Officer:** The designated individual responsible for overseeing compliance with the Code of Conduct, coordinating investigations, and serving as the main point of contact for ethical concerns.
- **Ethics Review Committee (ERC):** A standing independent committee tasked with reviewing complex or high-risk cases, providing advisory opinions, and recommending sanctions when necessary.
- **Complainant:** Any person who reports a violation or suspected violation of the Code of Conduct.
- **Respondent:** The individual or institution alleged to have violated the Code.
- **Whistleblower:** Any individual who raises concerns or discloses wrongdoing in good faith, and who may request anonymity and protection.

## 3. Training and Dissemination

To ensure understanding and effective implementation of the Code:

- All new members and partners must complete a **mandatory onboarding ethics orientation** within 30 days of affiliation.
- All existing members are required to complete **refresher training** every 12 months.
- EUMMAS will conduct targeted training sessions for Forum leaders, Working Group chairs, and regional representatives.
- Acknowledgment of the Code and these Procedures will be **electronically documented** through annual membership renewals.
- Member institutions are encouraged to integrate these materials into internal HR and governance systems.
- Approved Centers must ensure local adaptation of procedures in accordance with national laws.

## 4. Reporting Violations and Ethical Concerns

EUMMAS encourages a culture of openness where members feel safe to report concerns.

### Acceptable Reporting Channels:

- Secure digital reporting form available on the EUMMAS website;
- Confidential email to the Ethics Officer: [ethics@eummas.net](mailto:ethics@eummas.net);
- Direct written submission to the Ethics Officer;
- Anonymous submission via approved third-party reporting tool (coming soon).

### Minimum information for submission:

- Description of incident and persons involved;
- Dates and location of incident(s);
- Any supporting documentation or evidence;
- Reporter's identity or request for anonymity (if applicable).

Reports must be made **in good faith** and not for personal retaliation or political motivation. False reporting may result in disciplinary action.

## 5. Investigative Procedures

The goal of investigations is to ensure fairness, integrity, and resolution grounded in facts. Investigations follow these stages:

### 5.1 Preliminary Review

- Ethics Officer reviews the report within **5 working days**;
- If deemed credible, a **Formal Case File** is opened;
- If unfounded, the matter is closed with written explanation to the complainant.

### 5.2 Formal Investigation

- Relevant parties are informed and invited to provide statements;
- Interviews are scheduled with both the complainant and the respondent;
- Documentation is reviewed, and relevant witnesses may be contacted.
- **Investigation duration:** Normally completed within **15–25 working days**.

### 5.3 Committee Review

- If the case involves serious allegations or conflicting claims, it is referred to the **Ethics Review Committee**;
- The Committee deliberates and issues a written decision and recommendations.

### 5.4 Final Decision and Notification

- The Ethics Officer issues a final ruling or implements the Committee's decision;
- Both parties are notified in writing, with reasoning and appeal options.

## 6. Corrective Measures and Sanctions

Sanctions are proportionate to the severity, intent, and frequency of the violation. Options include:

- **Verbal Warning:** for first-time, low-risk infractions;
- **Written Reprimand:** recorded in the member's file;
- **Mandatory Ethics Re-training;**
- **Suspension of privileges or roles** (e.g., speaking engagements, leadership positions);
- **Temporary or permanent termination of membership;**
- **Institutional notice or public announcement,** in extreme or repeated cases.

All sanctions must be justified, documented, and subject to internal appeal.

## 7. Whistleblower Protection

EUMMAS prohibits any form of retaliation against individuals who report violations in good faith. Protections include:

- Right to confidentiality and anonymity;
- Protection against dismissal, demotion, or exclusion from activities;
- Right to request protective measures during the investigation process.

Retaliation constitutes a **separate violation** and may result in disciplinary action up to membership expulsion.

## 8. Review and Continuous Improvement

EUMMAS commits to continuous improvement in ethics governance.

- The Ethics Officer will produce an **Annual Ethics Report**, summarizing:
  - Number and types of cases received;
  - Time to resolution;
  - Recurring issues and trends;
  - Recommendations for training or policy updates.
- Every **three (3) years**, the Executive Board will commission an **external ethics review**.

## 9. Documentation and Confidentiality

All records, reports, and investigation materials will be:

- Stored securely, accessible only to authorized personnel;
- Retained for a minimum of **five (5) years**;
- Managed in accordance with GDPR and other relevant data protection laws.

Outcomes may be published in anonymized form for educational purposes, with consent.

## 10. Global Application and Local Adaptation

EUMMAS operates globally. Local legal and cultural contexts may require procedural adaptations. In such cases:

- The local Affiliate or Approved Center may submit a proposal to the central Ethics Office;
- Adaptations must not compromise the core values or purpose of the Code;
- Final approval rests with the Ethics Review Committee.

## 11. Final Note

These Procedures form an integral part of the EUMMAS ethical infrastructure. Every affiliated individual or organization shares the duty of maintaining the integrity of the Association by following these rules, reporting violations, and helping build a culture of ethics, trust, and leadership.