

Marketing Associatie Amsterdam

Code of Conduct

Final draft, 16 August 2026

1. Purpose and Scope

1.1 The Marketing Associatie Amsterdam ("**MAA**") is a student career association founded in 1990 and affiliated with the University of Amsterdam, the Vrije Universiteit Amsterdam, and Nyenrode Business Universiteit. MAA connects students with organizations in marketing, communication, management, and consultancy.

1.2 This Code of Conduct (the "**Code**") sets out the standards of behaviour, representation, and participation expected of all members of the MAA board (the "**Board**") and of all members of MAA who hold a position in a committee or other internal body of MAA ("**Active Members**") in connection with MAA activities. The members of the Board and the Active Members are together referred to as the "**Members**". References to "**members**" in lowercase mean all members of MAA, including those who are not Members. In this Code, "**leaving a position**" means the end of a Member's Board or Active Member position for any reason, including resignation, removal, and expiry of the term.

1.3 The Code applies to a Member's conduct as part of their involvement with MAA, in any setting, such as meetings, events, and committee work, whether in person or online. The obligations in sections 6 and 7 also apply outside MAA activities and after a Member leaves their position.

1.4 Holding a position as a Member is conditional upon compliance with this Code. Participation, including access to events, contacts, opportunities, and external representation, is a privilege and may be restricted or withdrawn in accordance with this Code. Restriction or withdrawal under this Code concerns positions within MAA and participation in MAA activities; it does not affect rights attached to membership of MAA under the law and the statutes.

1.5 A position within MAA does not create an employment, agency, or partnership relationship between the Member and MAA.

1.6 This Code complements, and does not replace, the statutes and internal regulations and procedures of MAA and the applicable regulations of the affiliated universities.

2. General Standards of Conduct

2.1 All Members are expected to:

- (a) act in good faith and in a manner consistent with the interests, mission, and reputation of MAA;
- (b) avoid conduct that could harm MAA, members of MAA, or MAA's partners;
- (c) behave professionally and respectfully towards fellow members of MAA, students, partners, speakers, and external organizations;
- (d) respect MAA materials, resources, and property, as well as the facilities and rules of the universities, partner institutions, and event venues;
- (e) operate within applicable laws, university rules, and MAA's statutes and internal regulations and procedures.

3. Conduct Towards Others

3.1 MAA seeks to offer a positive and safe environment for everyone involved in its activities. Members are expected to communicate clearly, help each other, and contribute to a positive team spirit.

3.2 Members are expected to be considerate of others, to listen, to help create an inclusive environment, to refrain from discrimination and to respect interpersonal differences, in line with the applicable codes of conduct of the affiliated universities, and to take care not to abuse power imbalances.

3.3 Members who hold a position of responsibility over others, such as Board members and committee chairs, must be mindful of the dependence and power imbalance inherent in that position and must not use it to their own advantage. A Member who has a close personal relationship with someone they oversee, select, or assess within MAA must disclose this under clause 4.4 and must not take part in decisions concerning that person.

3.4 Members must not engage in unacceptable behaviour. Unacceptable behaviour is any behaviour that jeopardizes or injures another person's bodily or mental integrity. It includes, but is not limited to, physical and verbal aggression, harassment and sexual harassment, discrimination and exclusionary behaviour, and bullying.

3.5 A Member who becomes aware of unacceptable behaviour as described in clause 3.4 must promptly report it to the Internal Relations Officer of the Board or, where that is not appropriate, to another member of the Board. Members may also speak to the person responsible directly where they feel safe doing so, and may consult a confidential advisor at one of the affiliated universities. No measure will be taken against a Member for a report made in good faith under this clause, and retaliation against a reporting Member is itself unacceptable behaviour.

3.6 Members are expected to address ineffective behaviour, such as breaking promises, quitting without a proper handover, or taking credit for other people's work, with each other directly and constructively.

4. Career Opportunities and Prohibited Conduct

4.1 MAA exists to support its members' careers. Members may pursue the career opportunities that MAA's activities are intended to provide, such as applying or interviewing for positions with partner companies, connecting with their representatives, and stating their MAA position and describing their MAA work in a personal capacity, for example on a CV or professional profile.

4.2 Members must not take for themselves what is meant for MAA, or trade on MAA's name. In particular, they must not:

- (a) use MAA events, introductions, meetings, or contacts for commercial gain, or for personal gain beyond the career development permitted by clause 4.1, without the Board's prior express approval;
- (b) present personal initiatives, projects, or communications as being associated with, endorsed by, or conducted on behalf of MAA without the Board's prior express approval;
- (c) communicate externally under the MAA name beyond the scope of their position;
- (d) divert to themselves or to others an opportunity intended for MAA;
- (e) misuse MAA resources, funds, or property.

4.3 Career use permitted by clause 4.1 is not a breach of clause 6.3(b) or, after the Member leaves their position, of clause 6.3(c). It does not, however, take the underlying contacts, introductions, or relationships outside section 6.

4.4 Any potential conflict between a Member's personal interests or personal relationships and the interests of MAA or the Member's role within MAA must be promptly disclosed to a member of the Board other than the Member concerned, and managed in accordance with the Board's guidance. Pending the Board's guidance, the Member must not act on the conflicted interest in MAA matters.

5. Representation

5.1 Members represent MAA and communicate with external organizations, such as companies, partners, sponsors, speakers, and universities, within the scope of their position or committee tasks, and must do so in accordance with this Code. This clause does not limit the representation authority the Board has under the law and the statutes.

5.2 The Board may define, limit, or withdraw a Member's authority to represent MAA at any time. Withdrawal prompted by the Member's conduct is a measure under clause 9.1(c) and follows clause 9.5; withdrawal for organizational reasons unrelated to the Member's conduct is not a measure under section 9.

6. Contacts, Relationships, and Materials

6.1 In this Code, "**MAA Contacts and Materials**" means the contacts, introductions, relationships, materials, and information that a Member creates or obtains in the exercise of their position or otherwise for MAA purposes. Contacts and relationships that a Member held before, and independently of, their involvement with MAA are not MAA Contacts and Materials; materials and information created for MAA in relation to them are.

6.2 Unless expressly identified as belonging to a third party, MAA Contacts and Materials are held for MAA and may be used only for MAA purposes. MAA Contacts and Materials may include assets belonging to third parties, such as partners, speakers, client organizations, or universities; such assets remain those of the third party.

6.3 Members must handle MAA Contacts and Materials responsibly, discreetly, and with reasonable care, and must not:

- (a) use them in a manner inconsistent with this Code, applicable law, or relevant MAA, partner, or university rules;
- (b) transfer, reuse, or exploit them for personal or third-party benefit without the Board's prior express approval;
- (c) retain or continue to use them after leaving their position, without the Board's prior express approval.

6.4 Promptly upon leaving their position, and in any event upon request, Members must return, or where MAA so directs delete, the materials, records, and information within MAA Contacts and Materials in their possession. Contacts and relationships remain subject to clause 6.3. Members must handle personal data within MAA Contacts and Materials in accordance with applicable data-protection law and MAA's instructions.

6.5 Where a Member leaves one position but holds or takes up another, the obligations in this section apply to the MAA Contacts and Materials relating to the position that has ended.

7. Confidentiality

7.1 Members must treat non-public information obtained through or in relation to MAA as confidential and handle it with reasonable care and discretion. This includes partner communications, internal discussions, client information from consultancy work, contact details, and any third-party information.

7.2 Disclosure authorized by MAA, disclosure in the proper performance of the Member's position, disclosure under clause 3.5, disclosure required by law, and disclosure of information that is public through no fault of the Member are not breaches of clause 7.1.

7.3 Additional confidentiality requirements may apply to specific roles.

8. Attendance

8.1 Members must attend the meetings of the Board, committee, or other internal body in which they hold a position, unless the meeting is expressly stated to be optional or their absence is excused under clause 8.3.

8.2 Members must attend the events organized by their own committee, and the General Members Meetings of MAA.

8.3 An absence is excused where the Member gives notice in advance, with a valid reason such as illness or being abroad, to the chair of their committee or, for Board members and committee chairs, to the Chair of the Board. Attending online does not count as attendance where the meeting or event is held in person.

8.4 A Member who is absent without excuse from three consecutive meetings, or from more than **[percentage: not yet decided]** of meetings and mandatory events within **[time period: not yet decided]**, receives a written warning and may face further measures under section 9. For Active Members, the warning follows the procedure in section 10.

9. Breach and Measures

9.1 If a Member does not comply with a provision of this Code, one or more of the following measures may be taken:

- (a) a warning or a request for clarification;
- (b) temporary restriction, for a stated period, of access to MAA activities;
- (c) withdrawal of the authority to represent MAA;
- (d) suspension or removal from a position as an Active Member;
- (e) suspension or removal from a Board position;
- (f) termination of membership.

9.2 For the purposes of this section, non-compliance includes a serious or persistent failure to meet the standards that Members are expected to observe under this Code.

9.3 Measures under clause 9.1(a) to (d) are decided by the Board. Measures under clause 9.1(e) and (f) are decided by the body competent to do so under the statutes of MAA, and in accordance with the statutes.

9.4 Measures are applied fairly and proportionately, taking into account the nature and seriousness of the non-compliance and whether the provision concerned states an expectation or an obligation.

9.5 Before a measure under clause 9.1(b) to (f) is taken, the Member concerned is informed in writing of the alleged non-compliance and of the measures under consideration, and given a reasonable opportunity to respond before the decision is taken. If the Member cannot be reached despite reasonable efforts, or does not respond within a reasonable period, the measure may be taken without their response.

9.6 Further rules of procedure for suspension and removal may be laid down in a removal policy adopted by the Board.

10. Warnings and Removal Procedure

10.1 An Active Member shows low engagement where they: fail to complete two or more assigned tasks within their deadlines; are absent without excuse from two consecutive events where attendance was required under section 8; or make no contribution in meetings for three consecutive weeks.

10.2 An Active Member who shows low engagement receives a first written warning from the Board member responsible for their committee or body. The warning is discussed and agreed by the Board before it is issued. A warning under this section is a measure under clause 9.1(a), and low engagement is addressed through this section before any measure under clause 9.1(b) to (e) is taken, unless the conduct also breaches another provision of this Code.

10.3 Together with the warning, or within three days of it, the Active Member is assigned specific tasks or performance goals that demonstrate measurable improvement. If no tasks are assigned within that period, the warning lapses; a lapsed warning does not prevent a new warning under clause 10.2. The assigned tasks must be completed within fourteen days of the assignment.

10.4 During this period, the Chair of the Board or the Internal Relations Officer may observe the Active Member's participation and hold a one-on-one conversation with them to understand underlying challenges and to offer support before any final decision.

10.5 If the Active Member does not complete the assigned tasks or does not meet the assigned performance goals within the period, the Board decides on removal from the position, or on another measure under clause 9.1, in accordance with clauses 9.3 to 9.5.

Acknowledgement and Agreement

By taking up, or continuing in, a position as a Board member or Active Member of MAA, I acknowledge that I have read and understood this Code of Conduct and agree to comply with it, including the obligations that continue after I leave my position.

Name:

Position:

Signature:

Date: