

CiMAM

INTERNATIONAL COMMITTEE FOR
MUSEUMS AND COLLECTIONS OF
MODERN ART

CODE OF ETHICS

DOCUMENTATION CONTROL SHEET

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1. FOREWORD AND METHODOLOGY

As the importance of organizational social responsibility grows, CiMAM – an international organization representing modern and contemporary art museums, collections, and their professionals – recognizes the need to establish its own code of conduct that defines how the organization relates to all its stakeholders.

The creation of this Code of Ethics underscores CiMAM's dedication to recognizing and valuing its various stakeholders. It defines the obligations and rights of the organization in its interactions with these stakeholders to achieve different goals of equal value, while establishing standards of conduct that safeguard the integrity of the organization and promote its long-term growth. This approach fosters constructive relationships with all stakeholders, enabling CiMAM to effectively pursue its mission, maintain its vision and purpose, and remain aligned with its core values.

CiMAM refers to the ICOM Code of Ethics – a framework dedicated to safeguarding museums and collections, human rights, and promoting exemplary practices in cultural institutions and among the professionals they encompass – to develop its own set of distinctive ethical values that will define its organizational culture. These principles not only form the basis for CiMAM's projects and initiatives but also define the organization's decision-making behavior and the way it relates to its stakeholders and society.

The focus of CiMAM's Code of Ethics aligns with the organization's mission to promote and represent best practices in the museum industry. The code emphasizes fairness, transparency, honesty, equity, and inclusion, reflecting the organization's commitment to these values.

CiMAM has also adhered to the fundamental principles of sustainability, which encompass governance, social responsibility, and environmental awareness. These principles include protecting human rights, promoting cultural diversity, ensuring representation, upholding equity, and assuming social responsibility. These principles are paramount as CiMAM represents a diverse community with different sensitivities.

CiMAM has gathered information from several of its own projects to develop this Code of Ethics. These projects include a survey to assess how modern and contemporary art museums are incorporating the United Nations Sustainable Development Goals (SDGs) into their corporate culture and work processes, rapid response webinars that encourage conversations among museum professionals about best practices, and the Code of Governance created by CiMAM's Museum Watch working group.

CiMAM has extensively reviewed the codes of ethics adopted by various commercial enterprises to ensure representation, inclusion, and fairness to all stakeholders. This analysis has helped the organization identify key sections that reflect the rights and responsibilities of all parties.

The chapters aligned with CiMAM's reality and capacity were carefully selected and interpreted based on information from CiMAM's Bylaws, its vision, purpose, mission, and values, and the sections on Museum Best Practices and Sustainability and Ecology in Museum Practice developed by CiMAM and published on its website.

CiMAM's Code of Ethics has been drafted in the following chapters:

Chapter 1: Vision, purpose, mission, and identification of stakeholders.

The first chapter of CiMAM's Code of Ethics lays a solid foundation for its ethical framework. It clearly defines CiMAM's vision, purpose, and mission, and identifies the stakeholders with whom it will carry out its mission while remaining true to its values. This initial step provides a guiding compass that directs CiMAM's decisions and interactions, as reflected in the section on the importance of ethics to CiMAM. This chapter also increases transparency and allows stakeholders to understand CiMAM's objectives, which increases their confidence in CiMAM's efforts.

Chapter 2: General principles: Ethical risks, conflict resolution and solutions, services, and social and environmental responsibility.

The Code of Ethics contains a second chapter explaining how CiMAM can put its mission and values into practice. It outlines the behaviors that CiMAM and its stakeholders are expected to adopt to interact with each other in an ethical and responsible manner. This chapter also addresses potential ethical risks and conflicts of interest arising from these interactions. By proactively identifying these risks, CiMAM demonstrates its commitment

to ethical conduct and allows itself to establish protocols and methodologies to mitigate or circumvent such challenges.

In addition, this chapter highlights the resources that CiMAM can use to develop actions to help it carry out its mission. It also details the impact of its activities on the environment and society, reinforcing its commitment to sustainability and responsible engagement.

Chapter 3: Performance criteria: Monitoring, indicators, and governance

The Code of Ethics underlines the importance of accountability and continuous improvement in its last chapter. CiMAM demonstrates its commitment to evaluating the results and consequences of its activities taking into account the well-being of its stakeholders, society, and the environment by establishing performance indicators, such as administrative, financial, communication, and governance aspects, which reinforce CiMAM's idea that ethical behavior goes beyond interactions with stakeholders and encompasses the way the organization is managed, governed and communicated. Addressing board and staff behavior at the individual level highlights the organization's dedication to ethical leadership from within, fostering a culture of integrity throughout the organization.

2. INTRODUCTION

Founded in 1962 in The Hague, CiMAM (International Committee of Museums and Collections of Modern Art) is an affiliated organization of ICOM (International Council of Museums) and acts as the only international network of directors and curators working in museums, collections, and archives of modern and contemporary art.

Functioning as a non-profit organization, CiMAM is managed and represented by a volunteer Board of Directors of contemporary art museum professionals who direct the activities, financially and administratively manage the Association, and oversee its operations.

2.1 CiMAM'S MISSION AND VISION

CiMAM's vision is a world in which the contribution of modern and contemporary art museums, collections, and archives to the cultural, social, and economic well-being of society is recognized and respected.

CiMAM's mission is to provide a forum for communication, cooperation, information exchange, and debate on issues of common interest among museums, non-profit collections and artists, and museum professionals interested in modern and contemporary art, to represent their interests in accordance with the ethical principles

and values of the ICOM Code of Ethics and this Code of Ethics. In addition, CiMAM encourages scientific research related to the field of modern and contemporary art museums to inspire professionals with best practices in the field and to ensure that appropriate ethical and professional standards are established and adhered to.

To carry out its mission, CiMAM fosters cooperation between art institutions and individuals at different stages of development around the world through various actions, such as these:

- Organizing the Annual Conference to discuss theoretical, ethical, and practical issues related to institutional and museological activities in the field of modern and contemporary art, to share experiences and promote best practices, making the papers of the Annual Conference available to CiMAM members free of charge afterward.
- Establish guidelines of professional practice and ethical standards for institutions and individuals, monitoring their application through the Museum Watch Program, which aims to help address critical situations that undermine the ability to operate according to international standards of best practice.
- Provide a network of support for professional development, such as the Travel Fellowship Program to promote equality and participation of contemporary art professionals from different countries and regions of the world in the Annual Conference.
- Create platforms of exchange for, such as rapid response webinars, so that CiMAM's members can continue to discuss the most pressing concerns and issues affecting the modern and contemporary art museum community at this time.
- Offer CiMAM members free access to CiMAM member institutions, museums, and collections worldwide.

2.2 CiMAM'S VALUES

CiMAM is guided by a set of core values that shape its mission and objectives. These values have been carefully chosen as applicable principles that CiMAM actively embodies in its operations. In doing so, CiMAM aims to be a beacon of excellence, illustrating through its actions how museums and professionals in the modern and contemporary art sector can elevate their practices and standards.

- Ethical responsibility: CiMAM values ethical behavior and transparency in museum practice, including responsible collections management, respect for cultural property rights, leadership management, and stakeholder relations, as well as adherence to professional standards and codes of ethics.

- **Autonomy:** CIMAM values the independence of museums and their ability to make autonomous decisions regarding their collections, functions, programs, and activities. CIMAM equally values the autonomy of artistic decisions.
- **Diversity, Equity, and Inclusion (DEI):** CIMAM is dedicated to promoting diversity, equity, and inclusion within the museum community, recognizing the importance of representing a broad range of perspectives, cultures, and voices. CIMAM values DEI in all its forms, including museum collections, staff, and audiences, and values organizations that support the equal rights of individuals and different groups of individuals, including people of different races, ethnicities, religions, abilities, genders, and sexual orientations.
- **Coexistence:** CIMAM recognizes the value of collaboration, fostering partnerships and networks among contemporary art institutions, professionals, and stakeholders to collectively encourage innovation and advance the field.
- **Global perspective:** CIMAM values a global perspective, embracing the diversity of contemporary art practices and the importance of international exchange and cooperation.

2.3 CIMAM STAKEHOLDERS

CIMAM's stakeholders collectively contribute to its mission to provide a forum for communication, cooperation, information exchange, and discussion of common interests among museums and non-profit collections, professional museum artists, and other professionals involved in modern and contemporary art museum activity. The importance of these stakeholders may vary depending on CIMAM's specific activities and projects.

CIMAM's main stakeholders:

- **CIMAM Board members:** They play a crucial role as stakeholders of the organization. As components of the Board of Directors, entrusted with leadership and governance responsibilities, they play an essential role in shaping the direction of CIMAM's activities, decision-making processes, and overall impact. Board members bring to CIMAM diverse knowledge, experience, and perspectives, serving as a bridge between the organization's internal operations and external relationships. The Board's roles and contributions include administration, representation, and advocacy of CIMAM, governance, oversight, decision-making, and risk management, the direction of activities, financial and administrative management, executive team recruitment and resource mobilization, execution of General Assembly resolutions, decision on admission of new members, creation of working groups to facilitate implementation of its program as well as networking, provision of expertise, stakeholder engagement and accountability.
- **CIMAM Institutional Members:** Museums (*), collections and archives of modern and contemporary art that have been open to the public for more than five

years and can demonstrate an appropriate governance structure in accordance with the ICOM definition of a museum, with key museum functions such as collection, conservation, research, exhibition and mediation, performed by professionals.

- Non-CiMAM member cultural institutions: Museums, art centers and non-commercial cultural organizations that hold modern and contemporary art collections, along with the dedicated professionals operating within or on behalf of these institutions, as the primary recipients of CiMAM activities, and who are not CiMAM members. As such, these entities, which include exhibition halls, Kunstvereine, biennials and art centers, actively seek CiMAM's resources to advance best practices, navigate ethical considerations and introduce innovative paradigms in the cultural sector.

- Individual members (and non-members) of CiMAM: Museum professionals.

This group consists of:

o CiMAM Individual Members:

(a) directors and curators working in museums, collections, and archives of modern and contemporary art.

b) directors and independent curators of modern and contemporary art and curators working in biennials and institutions of modern and contemporary art without their own collection whose major part of their professional field of activity is related to the functions of an art museum and have been admitted as members of CiMAM.

o Non-CiMAM members: other museum professionals involved in collections management and conservation practices who actively seek out CiMAM's resources and participate in its events and discussions to enhance their professional growth and networking.

() Definition of Museum according to ICOM: "A museum is a permanent, non-profit institution at the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."*

- Individuals and funding and support entities: Patrons, supporters and funding organizations are one of CiMAM's main pillars, as they provide the financial support and resources that make the organization's programs and initiatives possible, and are motivated by their interest in modern and/or contemporary art, benefiting from CiMAM's role in shaping the discourse around contemporary art practices. These may include members of boards of directors, foundation boards,

collectors and other museum advisory bodies working professionally in the field of modern and contemporary art museums.

- **Honorary Members Members of CiMAM:** Members of CiMAM who are considered to have performed outstanding services on behalf of the Association on the recommendation of the Board of Directors, appointed by the General Assembly.

- **CiMAM's Executive Team:** As a team of professionals dedicated to the day-to-day operations and strategic initiatives of the organization, they contribute to its track record, impact and commitment to its mission and community. Their roles and responsibilities encompass operational excellence, mission alignment, partner engagement, collaborative networks, resource management, advocacy and representation, contributing to the cultivation of CiMAM's organizational culture, values and work environment, feedback and improvement, communication and brand reputation.

CiMAM's collaborating groups:

- **ICOM - International Council of Museums:** ICOM plays a key role in shaping the ethical and professional foundations of the museum community. CiMAM relies on the ICOM Code of Ethics to establish its own ethical guidelines. CiMAM's affiliation with ICOM is a testament to the synergy between the two organizations. While ICOM represents the full spectrum of museum professionals, CiMAM acts as an affiliated organization to specifically address the interests and needs of modern and contemporary art museum professionals. This strategic partnership ensures that the specific concerns of this specialized community are adequately addressed within the broader museum landscape, thereby increasing the relevance and effectiveness of both organizations in fulfilling their missions.

- **Artists:** CiMAM's relationship with artists as stakeholders is linked to their essential contribution to the core of cultural engagement. Artists, at the center of creative expression, serve as living conduits of ideas, narratives and perspectives that enrich museums' connections to society. Artists, along with the cultural institutions CiMAM represents, emerge as catalysts for dialogue, sparking conversations that resonate with the dynamics of society. CiMAM works to ensure that museums leverage artists' narratives, acting ethically, inclusively and equitably within the framework of best practices defined by ICOM.

- **Academic and research communities:** Scholars, researchers and educators in the fields of art history, museology and related disciplines find value in CiMAM's contributions to the advancement of knowledge and critical analysis in the fields of

art and museums, and CiMAM finds inspiration in its research to reflect on and address the most pressing challenges affecting its key stakeholders.

- International partners: Collaborating entities such as organizations, associations and networks from the global cultural sphere and those aligned with sustainability in the cultural sector, organizations dedicated to cultural heritage preservation, human rights, diversity and inclusion, and ethical practices in the arts could consider CiMAM as a partner in promoting shared goals, engaging in synergies with CiMAM to cultivate knowledge exchange and the conception of projects that harmonize with CiMAM's shared mission and vision.

- Related Persons: any party, except CiMAM Members, with whom the Association has or intends to establish any type of professional or business relationship. By way of example, but not limitation, this includes consultants, suppliers, advisors, agents, representatives. The term "business" should be interpreted in a broad sense, referring to those activities that are fundamental or beneficial to the purpose of CiMAM's existence.

- Local communities: Communities surrounding museums and cultural institutions can be stakeholders, as CiMAM's activities can impact local engagement, education and access to art and culture.

Groups that support the dissemination of CiMAM's mission:

- Governmental and regulatory agencies: Local, national and international governmental and regulatory agencies are interested in CiMAM's activities, especially those related to policy advocacy, ethical standards and cultural exchange.

- Media and journalists: Journalists, critics and the media participate in CiMAM's activities to report on trends, issues and developments in the global contemporary art and museum landscape.

CiMAM's key stakeholders are expected to champion CiMAM's mission and help raise awareness of the organization and its activities. They are also expected to share their knowledge and expertise with CiMAM and its members, which may include participation in conferences, webinars, and working groups, as well as contributing to publications and research projects. They may also help facilitate partnerships between CiMAM and other organizations, including museums, foundations, and government agencies, and provide financial or other support to CiMAM, such as sponsorship of events, programs, or research projects.

All stakeholders are expected to support CiMAM's commitment to diversity, equity and inclusion in all aspects of its work and to help promote these values in the global museum and arts community.

2.4 THE VALUES OF ETHICS

Ethics is a set of standards of behavior established by a group or culture, primarily in defense of human rights, while values are the unique way in which an organization interprets these general standards of behavior to argue how it will achieve its purpose and mission.

Ethics determine what is correct and accepted at the behavioral level within the community or industry, and values determine what is vital to the organization in relation to industry ethics.

Thus, an organization's ethics is made up of the ethical and moral values that define its activities and actions. Organizational ethics is a fundamental part of any organization, as it governs its values when making decisions and relating to its environment, its employees and society.

Organizational ethics analyzes the purpose of the organization, the mission it assumes and communicates to society as a whole, and the values that constitute its culture and underpin its projects and activities.

Ethics are central to CiMAM's mission and values, and the organization places great emphasis on promoting ethical conduct in all aspects of museum operations to ensure the sustainability and continued relevance of modern and contemporary art museums and collections.

CiMAM promotes ethical conduct in its relationships with its stakeholders, encouraging adherence to the ICOM and CiMAM codes of ethics to build trust in its relationships and ensure that the organization remains a respected and valued resource for the sector. It prioritizes the defense of human rights and cultural diversity in the modus operandi of CiMAM and the museums and professionals it represents and promotes and supports sustainability in museum practices from an environmental standpoint and that contribute to the social and economic sustainability of their communities.

2.5 VALIDITY AND APPLICATION OF THE CODE OF ETHICS

CiMAM's Code of Ethics is a guiding document that summarizes the organization's values and principles and provides a framework for ethical conduct among its stakeholders. The validity and application of the Code of Ethics, together with CiMAM's Bylaws, are fundamental to CiMAM's mission and objectives.

The Code of Ethics is designed to promote ethical conduct in all aspects of the organization's work, including its governance, operations and stakeholder relations, and is a living document that is periodically reviewed and updated to reflect changes in the organization's operations and activities.

3. GENERAL PRINCIPLES

3.1 ETHICAL RISKS

As an international organization that promotes and supports museums, collections and archives of modern and contemporary art and the professionals who work in them, CiMAM faces several ethical risks that can potentially affect its credibility and reputation.

CiMAM establishes clear internal procedures that ensure consistent risk assessment based on substantiated evidence. These procedures describe the responsibilities of all those involved in the process, from initial assessment to decision-making.

To ensure comprehensive coverage of topics of interest to the community of professionals that CiMAM represents, CiMAM is organized into working groups corresponding to its areas of activity. Each group is led by a chairperson responsible for assessing the risks associated with its content area. The chairmen report to the President of CiMAM, who may convene a meeting of the Board of Directors to make decisions. In case of disagreement, the President has the last word, with a casting vote in the event of a tie vote.

Some of these ethical areas are:

- Compliance culture: To protect CiMAM's long-term expectations of success, and its reputation, it is essential that stakeholders behave responsibly, defending as one of the organization's fundamental values that actions are always in accordance with the human rights recognized in national and international legislation as well as with the principles on which the United Nations Global Compact is based and with the legal system, promoting an appropriate culture of compliance, integrity and respect for the law, with a firm commitment to comply with the laws in force, CiMAM's internal procedures and regulations, and, in particular, the values, principles and guidelines for conduct set out in this Code, and getting involved in the prevention and detection of ethical risks.

The persons to whom this Code applies shall not participate or collaborate in the violation of any rule, or in any action that, although legal, may compromise respect

for the principle of legality, damage the reputation of CiMAM, or harm the perception of CiMAM by its stakeholders.

- Actual, potential or perceived conflict: CiMAM must ensure that it avoids conflicts of interest in its activities and decision-making processes. This can be a challenge, given the diversity of stakeholders involved, including museums, artists, curators and donors.
- Cultural sensitivity: CiMAM must be sensitive to the cultural contexts in which museums and collections operate, especially in cases where controversial or sensitive issues arise. This requires careful consideration of the ethical implications of different perspectives and values.
- Diversity and inclusion: CiMAM should ensure that it promotes diversity and inclusion in its activities and initiatives, including its governance structure, membership and programming, especially the inclusion of the most disadvantaged and/or vulnerable groups. Failure to do so could, in addition, lead to criticism and loss of credibility.
- Collections management: CiMAM should promote responsible collection management practices, including adherence to international guidelines on acquisition, conservation, storage, loan, display of the Museum's collection, and repatriation of cultural property.
- The proper position of Museums: CiMAM upholds the autonomy of museums in all their functions as defined by ICOM. This commitment aligns with the goal of enhancing the educational role of museums. By championing accessibility and inclusion, fostering diversity, promoting sustainability, and encouraging community participation, CiMAM aims for museums to enrich the educational experience they offer. This multifaceted approach ensures that museums become dynamic spaces for learning, enjoyment, contemplation and knowledge sharing.
- The proper position of Art and Artists: Because contemporary art museums are not only focused on the museum functions but also on emerging artistic proposals, CiMAM values the autonomy of artists just as well as that of museums, and enhance the supporting of artistic practices, assisting in the creation, presentation and sharing of works, of artists themselves in developing their careers, of reflection about art
- Financial Accountability: CiMAM should maintain financial accountability and transparency in its operations, including the management of membership dues, grants and sponsorships.

- Transparency and equality: CiMAM must guarantee the principles of transparency, publicity, equality, concurrence, merit and capacity in all its processes and activities.

CiMAM engages in continuous dialogue and consultation with its members and stakeholders to ensure that its activities are in line with its core values and ethical principles, and has several policies and processes in place to address its ethical risks, including:

- ICOM Code of Ethics for Museums and CiMAM General Principles of Deaccessioning:

- o CiMAM adheres to the ICOM Code of Ethics, which provides guidance on ethical practice for museums. The Code covers areas such as collections management, preservation and repatriation, as well as issues related to diversity, representation and financial accountability.

- o The CiMAM General Principles of Deaccessioning were developed in 2009 to complement the ICOM Code of Ethics for Museums. They specifically address issues relevant to the sale of art from museum collections in greater depth than is possible in the general ICOM Code.

- o This CiMAM Code of Ethics, the ICOM Code of Ethics and the CiMAM General Principles of Disaccession (attached as an Annex to this Code) are integrated and constitute CiMAM's primary common and published standard of enforceable behavior.

- Museum Governance Ethical Clauses: CiMAM's Museum Watch has developed a set of Ethical Governance Clauses to protect and support museums and their staff in times of crisis. The clauses provide a framework for excellence in museum practice and help promote ethical behavior and best practices in the field of museum governance.

- Governance structure: CiMAM has a governance structure that includes a Board of Directors with a President, a Secretary General and different working groups, as well as an executive office. This structure ensures that CiMAM's decision-making processes are transparent, accountable and inclusive, and that the organization is responsive to the needs and concerns of its members and other stakeholders.

- Membership Criteria: CiMAM has established membership criteria that ensure that its members are committed to ethical museum practice and adhere to the organization's values and principles. Membership is open to institutions and individuals who meet these criteria.

- Review and Evaluation: CiMAM periodically reviews and evaluates its policies and processes to ensure that they remain effective and relevant. This includes consultations with members and other stakeholders, as well as reviews of the Code of Ethics and other key documents.

3.2 ACTUAL, POTENTIAL OR PERCEIVED CONFLICT OF INTEREST

CiMAM is firmly committed to ensuring that its operations are conducted in a fair and impartial manner, and to avoiding actual, potential or perceived conflicts of interest among its members, members of the Board of Directors, senior management, employees, patrons, Related Persons (suppliers, collaborators, advisors, etc.) and supporters, and, in general, all those who participate in the work or activities of CiMAM. Conflicts of interest arise when personal interests, directly or indirectly, are contrary to or collide with the interests of CiMAM.

The policy requires all such obligated persons to disclose any potential conflicts and to refrain from participating in decision-making processes in which they have a personal or financial interest.

CiMAM recognizes that conflicts may arise in any organization and is committed to taking appropriate measures to prevent and manage them. The organization's actual, potential or perceived conflict policy is an important tool to ensure that its operations are conducted in a fair and impartial manner, and that its members and staff act in the best interests of the organization and its stakeholders.

In relation to any actual, potential or perceived conflict of interest, the following general principles of conduct must be observed:

- a) Responsibility: Act in good faith, in compliance with applicable internal regulations and in accordance with the roles and functions assigned to them.
- b) Transparency: Maintain an honest and transparent attitude, in accordance with CiMAM's values, acting in a simple and fair manner, showing proactive behaviour to avoid conflicts of interest and, should any arise, providing the best mitigation measures to minimise the negative consequences derived from them.
- c) Independence and avoidance: Act at all times with freedom of judgment, professionalism and loyalty to CiMAM, regardless of their own interests and those of their related parties. Avoid conflicts of interest by ensuring independence with respect to any person, entity, group or power of any kind, not prioritising their own or third parties' interests at the expense of those of CiMAM, and not using their position in the organisation to obtain particular advantages or opportunities.

d) Abstention: Any CiMAM Person, faced with an actual or potential conflict in a given decision-making process, or in which their objectivity or ability to adequately fulfil their obligations to CiMAM may be compromised, must recuse themselves, refrain from participating in or influencing said process. This means that they may not participate in discussions or vote on decisions related to that process.

The duty to abstain specifically includes access to confidential or important information affecting the conflict of interest and the issuance of instructions to persons with hierarchical dependence of any kind.

e) Disclosure: CiMAM Persons must notify internally (according to the communication model contained in Annex 2 of this Policy), in a transparent manner and as soon as possible, without delay, any matter that may result or has already resulted in a conflict of interest, direct or indirect, including financial interests, family relationships and other personal connections that may influence their decision-making processes.

f) Control: Activities carried out by CiMAM members when acting under ownership other than as representatives of CiMAM may not be judged by CiMAM, but their implications for the entity shall be assessed by the Board of Directors.

g) Confidentiality: Matters relating to possible situations of conflict of interest reported by CiMAM Persons shall be treated with confidentiality and respect for the privacy of individuals, and a record shall be kept of such situations that complies with these characteristics.

h) Reflection: The Conflict of Interest Policy is reviewed and updated as necessary to reflect changes in the organisation's operations and activities.

The Board of Directors may approve a specific CiMAM Conflict of Interest Policy that develops and complements the regulations set out in this Code of Ethics.

3.3 VALUE OF THE PEOPLE WHO MAKE UP CiMAM'S TEAM

CiMAM recognizes the value of the people who make up CiMAM's executive team and is committed to promoting a positive and inclusive work culture for its members and staff.

Examples of CiMAM's commitment to its team include:

- Protection of labor rights: CiMAM is committed to the defense, respect and protection of labor rights, being prohibited, therefore, to impose on employees labor or Social Security conditions that harm, suppress or restrict their rights, illegal conditions by hiring them under formulas outside the employment contract, or maintain them against requirement or administrative sanction, inadequate

working conditions or contrary to Occupational Health and Safety, or prevent or limit the right to freedom of association or the right to strike, or coerce others to initiate or continue a strike.

- Protection of equality and non-discrimination: CiMAM prohibits any discrimination in employment against any person on the basis of their ideology, religion or beliefs, membership of an ethnic group, race or nation, gender, age, sexual orientation, family situation, illness or disability, for holding the legal or union representation of workers or for being related to other employees of the organization.

- Diversity, Equity and Inclusion (DEI): CiMAM prioritizes DEI in its operations and activities, and is committed to promoting a work environment free of discrimination and prejudice. The organization values and celebrates diversity in all its forms, and is committed to creating a welcoming and inclusive space for all staff and members.

- Personal and Professional Development: CiMAM is committed to fostering the development of the whole person and supporting the professional development of its staff, Board members, and members. The organization offers opportunities for career advancement, and encourages staff and members to seek professional development opportunities that align with CiMAM's mission and goals.

- Work-life balance: CiMAM recognizes the importance of work-life balance and is committed to promoting a flexible and supportive work culture.

- Dignity of people: CiMAM rejects and prohibits any manifestation of harassment at work or abuse of authority, as well as any violent behavior, whether physical or psychological, and will also prosecute any conduct that generates an intimidating, hostile or offensive work environment towards the rights and dignity of people.

- Health and safety: CiMAM aims to provide safe and healthy working environments, thus guaranteeing the right of people to the protection of their health and integrity, and consequently, all its staff, and members of the Board of Directors, must know and scrupulously comply at all times with the applicable regulations on occupational risk prevention and the mandatory Occupational Risk Prevention Plan and communicate to the executive director for its compliance any situation that they consider may endanger the health and safety of the people employed.

- Recognition and appreciation: CiMAM values the contributions of its executive team, members of the Board of Directors and members, and is committed to recognizing and appreciating their efforts.

3.4 QUALITY OF SERVICES AND PRODUCTS

As an organization dedicated to promoting best practices in modern and contemporary art museums and collections, CiMAM places special emphasis on providing high-quality services to its members and stakeholders and maintaining the highest standards of professionalism, ethics and quality in all aspects of its operations. The organization aims

to be a reliable and valuable resource in the field of modern and contemporary art museums and collections and to contribute significantly to the cultural, social and economic development of communities around the world.

The organization strives to maintain the highest standards of quality in the following areas:

- Career and professional development: CiMAM offers its members a wide range of career and professional development opportunities, such as conferences, seminars, workshops and publications. These opportunities are designed to provide up-to-date information, knowledge and best practices in the field of modern and contemporary art.
- Advocacy and lobbying: CiMAM defends the interests of modern and contemporary art museums and collections worldwide and lobbies governments, international organizations and other stakeholders to support their development. The organization's advocacy efforts are based on rigorous research and analysis, and are designed to achieve tangible results for its members through the Museum Watch Program.
- Networking and Partnership Building: CiMAM facilitates networking and partnerships among its members and with other organizations in the field of modern and contemporary art, such as museums, foundations, and academic institutions. These relationships offer valuable opportunities for collaboration, knowledge sharing and joint projects.
- Governance and management: CiMAM has a solid governance and management structure that ensures transparency, accountability and efficiency in decision-making, and is fully committed to compliance with the law in all its actions.
- Communication and engagement: CiMAM places great value on communication and engagement with its members and stakeholders. The organization strives to keep lines of communication open and to respond promptly and effectively to comments and concerns.
- Honest, professional and transparent style of behavior: CiMAM's style of behavior with its members, patrons, related persons and other stakeholders is characterized by honesty, transparency, commitment, availability, respect and courtesy, focused on a collaborative and highly professional relationship, aiming to achieve the highest levels of quality, excellence in the provision of services and the long-term development of relationships based on trust and mutual respect. The commitments acquired must be assumed at all times, and professional work must be performed diligently in accordance with the law and CiMAM's good practices, respecting the principle of transparency, and providing clear and truthful information. It is also forbidden to enter into contracts, agreements or arrangements through channels other than those established in the internal procedures.

3.5 ENVIRONMENTAL PROTECTION

CiMAM recognizes the urgent need to protect the environment and is committed to promoting sustainable practices in all aspects of its operations. The organization recognizes that environmental protection is an essential part of its mission to promote the development and sustainability of modern and contemporary art museums and collections.

Examples of CiMAM's efforts to protect the environment include:

- Reducing its carbon footprint: CiMAM strives to reduce its carbon footprint by promoting waste reduction.
- Promoting sustainable practices: CiMAM encourages its members to adopt sustainable practices in their operations, such as reducing energy consumption, conserving water, and minimizing waste and has developed a Sustainability in Museum Practice Toolkit to share best practices and practical resources to get museums started on the path to sustainability.
- Collaboration with partners: CiMAM collaborates with partners and stakeholders to research and promote sustainable best practices in the arts sector, such as museum climate control and sustainable transport of artworks.

4. STANDARDS OF CONDUCT AND PERFORMANCE CRITERIA

4.1 ADMINISTRATIVE MANAGEMENT AND BALANCE SHEET

CiMAM is responsible for managing its administrative operations and balance sheet in a responsible and transparent manner.

CiMAM, and all persons subject to this Code, in the development of the association's economic activity, shall ensure compliance with national and international regulations on taxation, accounting, finance, social security, subsidies and public aid and the prevention of money laundering and terrorist financing, according to a transparent, rigorous and reliable policy, which reflects a true and fair view of the assets and financial situation, keeping and maintaining records of all operations and relevant documentation in a clear and accurate manner.

Examples of CiMAM's administrative and balance sheet management practices include:

- Financial management: CiMAM manages its finances in accordance with accounting standards and best practices dictated by Spanish law. The organization

- is committed to transparency and accountability in its financial management practices, and makes its financial statements available to members and the public.
- Budgets: CiMAM prepares annual budgets that are reviewed and approved by its Board of Directors. The organization prioritizes financial stability and sustainability in its budgeting process, and seeks to balance its revenues and expenses to ensure the long-term viability of its operations.
 - Fundraising: CiMAM raises funds from a variety of sources to be sustainable. Funding sources include membership dues, sponsorship, conference fees, travel grants and Patronage. The organization is committed to ICOM's ethical fundraising practices.
 - Use of cash: In general, cash payments are prohibited, especially in any type of relationship with the Public Administration, officials or authorities, with the exception, when no other form of payment is possible, of having a "petty cash" box for small expenses, such as representation expenses, per diems, cabs, etc., in which case the same must be properly documented. Likewise, it is forbidden to receive payments in cash in excess of the maximum amount established at any given time by the applicable regulations in force, bearer securities or payments through unauthorized intermediaries or through the intermediation of third parties in such a way that it is impossible to identify the payer.
 - Strategic planning: CiMAM develops and implements strategic plans that guide its operations and activities. The organization regularly reviews and updates its strategic plans to ensure that they remain relevant and responsive to the needs of its members and stakeholders.
 - Governance: CiMAM is governed by a Board of Directors responsible for overseeing the organization's operations and ensuring its financial sustainability. The Board of Directors is a body comprised of museum directors and curators with expertise in arts, culture and non-profit management, and is committed to promoting transparency and accountability in CiMAM's operations.

4.2 MONETARY AND FINANCIAL OPERATIONS

CiMAM carries out various monetary and financial transactions as part of its operations. These transactions are carried out in accordance with the organization's transparency and ethical values, which ensure accountability and compliance with applicable laws and regulations, with the objective of ensuring that the organization's resources are used effectively and efficiently to support its mission and activities.

CiMAM shall apply the utmost diligence when participating in sponsorship, patronage or any other cultural, social, scientific, charitable or similar project, as well as in the donations it makes to NGOs, with special caution with donations to any foundation or charitable organization dependent on a Public Entity. Donations or sponsorships to organizations whose objectives are incompatible with CiMAM's corporate principles or could damage its reputation are prohibited. They must be transparent and in accordance

with a written agreement and must comply with current legislation and have the necessary internal and, where appropriate, external authorizations. Likewise, CiMAM undertakes not to receive or deliver donations or contributions intended for a political party, federation, coalition or grouping of voters, in breach of the provisions of the regulations on the financing of political parties.

Examples of CiMAM's monetary and financial transactions include:

- Membership dues: CiMAM collects membership dues from its members every three years. These dues are used to fund the organization's operations, including the development of programs, publications and events.
- Donations and sponsorships: CiMAM accepts donations and sponsorships from individuals and organizations that support its mission and activities. These funds are used to finance the organization's operations, including program development, research initiatives, conferences and publications.
- Travel Grants: CiMAM awards travel grants to support the professional development or research initiatives of interested candidates. These funds are awarded based on a competitive application process and are subject to specific terms and conditions.
- Event registration fees: CiMAM charges registration fees for its events, such as conferences and webinars. These fees are used to cover the costs associated with organizing and hosting these events.
- Payments to suppliers: CiMAM contracts with suppliers for various services, such as website hosting, graphic design, language editing or accounting. Payments to suppliers are made in accordance with the organization's contracting policies and procedures.

4.3 RELATIONS WITH EMPLOYEES

4.3.1 PERSONNEL SELECTION AND PRIVACY PROTECTION

CiMAM's recruitment process is guided by the principles of diversity, equity and inclusion. The organization is committed to providing equal employment opportunities to all qualified individuals and to promoting a work environment free of discrimination, harassment and prejudice.

Once an individual is shortlisted for a position, CiMAM makes an offer of employment and initiates the onboarding process and arrangements to protect the privacy of its employees:

1. Confidentiality agreements: Employees must sign a confidentiality agreement specifying that they will not disclose any confidential information to unauthorized persons or entities.

2. Data protection policies: CiMAM complies with the European Data Protection Regulation (Regulation (EU) 2016/679) to safeguard the privacy of personal data when it is processed for administrative purposes, such as registering for CiMAM's Annual Conference or joining CiMAM's membership program, that describes how employee data is collected, used and stored. This regulation ensures that employee data is not used for unauthorized purposes and is protected from unauthorized access.

4.4 DUTIES OF EMPLOYEES, MEMBERS OF THE BOARD, PATRONS, AND RELATED PERSONS

4.4.1 DILIGENCE AND GOOD FAITH

CiMAM acts with the utmost diligence and good faith in all its activities. The organization adheres to high ethical standards and values, and strives to promote transparency, accountability and fairness in all its operations. Examples of CiMAM's diligence and good faith include:

- Transparency and accountability: CiMAM operates with transparency and accountability, and provides regular reports and updates to its members and stakeholders on its activities and financial operations. The organization has established clear policies and procedures to ensure that its operations are conducted in a responsible and ethical manner.
- Fairness and non-discrimination: CiMAM is committed to promoting fairness and non-discrimination in all its activities, and strives to provide equal opportunities to all individuals, regardless of race, gender, religion or other factors.
- Professionalism and expertise: CiMAM operates with professionalism and expertise in all its activities, and relies on the knowledge and experience of its Board of Directors, members, staff and members to deliver high quality programs, services and products.
- Collaboration and Partnership: CiMAM values collaboration and partnership, and works closely with other organizations and stakeholders to further its mission and activities. The organization is committed to building strong and productive relationships with its partners and strives to maintain open and honest communication with all stakeholders.

4.4.2 IMAGE AND CORPORATE REPUTATION

All persons subject to this Code shall consider CiMAM's image and reputation as one of the most valuable assets for preserving the trust of all stakeholders and society in general, and, consequently, shall take the utmost care to preserve CiMAM's image and reputation in all professional activities. They shall assess the impact that their conduct may have on CiMAM's reputation and, therefore, conduct themselves with dignity and in an ethical manner and act with absolute credibility and integrity at all times. They must refrain from

engaging in or attempting to engage in any unlawful activity or behavior that could be construed as, or arouse suspicion of, improper conduct as described in this Code.

They must be especially careful in any public intervention, and must have the necessary authorization from CiMAM to appear or speak before the media, participate in professional conferences or seminars, and in any other forum that may have a public dissemination, provided that it appears in relation to CiMAM.

4.4.3 THE ROLE OF BOARD MEMBERS

Board members bring to CiMAM diverse knowledge, experience and perspectives, serving as a bridge between the organization's internal operations and external relationships. Their roles and contributions include strategic direction, governance and oversight, decision-making, advocacy and representation, networking, providing expertise, resource mobilization, risk management, stakeholder engagement and accountability.

- Strategic Planning: CiMAM's President and Board members are responsible for designing and overseeing the development and implementation of the organization's strategic plan, which guides the organization's activities and initiatives.
- Financial Oversight: CiMAM's Secretary-General is responsible for overseeing the organization's finances, approving the annual budget, monitoring financial performance and ensuring compliance with financial regulations.
- Governance: CiMAM's Board members are responsible for ensuring that the organization operates in accordance with its bylaws and legal requirements, and for overseeing the nomination and election of new Board members.
- Program Oversight: CiMAM Board members are responsible for overseeing the organization's programs and initiatives, including the annual conference, publications, and other professional development opportunities.

4.4.4 PROTECTION OF INTELLECTUAL AND INDUSTRIAL PROPERTY

CiMAM recognizes the importance of protecting intellectual property and undertakes to respect the intellectual and industrial property rights of third parties, as well as to protect its own intellectual property.

All persons subject to this Code shall respect the industrial and intellectual property rights of CiMAM and third parties, and shall not copy or reproduce all or part of the intangible assets of third parties, nor transform or modify all or part, import or distribute such assets, without the prior written authorization of the owner or the person authorized by the owner and within the defined terms.

All software or programs installed on CiMAM's computers and mobile devices must have the corresponding user license.

All persons subject to this Code are prohibited from introducing, storing or disseminating any information or material that in any way violates the honor, privacy or image, on the website or any other CiMAM media.

Examples of CiMAM's intellectual property protection include:

- Copyright protection: CiMAM respects copyright laws and encourages its members to do the same. The organization proceeds to ensure that copyrighted materials are used appropriately and with proper attribution.
- Trademark protection: CiMAM has registered trademarks to protect its brand identity and prevent unauthorized use of its name, logo and other identifying marks.

4.4.5 RELATIONSHIP WITH MEMBERS, PATRONS, OR SPONSORS, AND RELATED PERSONS (SUPPLIERS, COLLABORATORS, ETC.)
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CiMAM has a responsibility to promote ethical and professional behavior among its members and to take appropriate action in cases where members violate the CiMAM Code of Ethics and/or the ICOM Code of Ethics for Museums.

While CiMAM cannot be held responsible for the actions of individual members, the organization takes a proactive approach to promoting responsible and ethical museum practice through its various initiatives and programs.

CiMAM's membership criteria require that members demonstrate a commitment to ethical museum practice and adhere to the organization's Code of Ethics. Members are expected to uphold the principles of the ICOM Code of Ethics for Museums in all their professional activities and interactions, and to maintain the highest standards of integrity, professionalism and accountability.

In the event that a member is found to have violated the CiMAM Code of Ethics and/or the ICOM Code of Ethics, the organization may take disciplinary action, which may include revocation of the member's membership.

- 4.4.5.1 CiMAM ADMISSION CRITERIA

CiMAM's admission criteria vary according to the type of membership. The organization offers membership to institutions and individuals. The organization may review and update its membership criteria to ensure that they remain relevant to CiMAM's mission:

Applications and the admission process will be carried out in accordance with the provisions of the CiMAM Statutes and other applicable internal regulations.

- 4.4.5.2 SPONSORSHIP POLICY

CiMAM's objective is to ensure that all patrons - individuals or entities that provide support with a long-term commitment to CiMAM -, and sponsors - who participate as partners to support specific events or projects -, are consistent with the values and principles of the organization and do not compromise its independence, integrity or reputation. The organization is committed to maintaining transparency and avoiding any conflict of interest in all its relationships with patrons, funders or sponsors:

- Ethical standards: CiMAM only accepts donations and sponsorships from individuals and organizations that share its values and comply with its ethical standards. CiMAM does not accept donations or sponsorships from individuals and organizations that engage in practices that conflict with its mission, such as those that harm the environment, promote discrimination or violate human rights.
- Independence and integrity: CiMAM maintains its independence and integrity in all its activities, including sponsorships. The organization does not allow patrons or sponsors to influence its decision-making or compromise its principles.
- Transparency: CiMAM publicly discloses all sponsorships and ensures that they are clearly identified as such. The organization provides detailed information on its website about the nature of sponsorship and the benefits sponsors receive in return.
- Non-sponsorship: Acceptance of sponsorships by CiMAM does not imply endorsement of the sponsor's products, services or views. The organization is committed to maintaining its impartiality and avoiding any appearance of bias.
- Absence of conflict of interest: CiMAM ensures that no sponsorship creates a conflict of interest for the organization, its members or its stakeholders.

4.4.6. PROCESSING OF INFORMATION

4.4.6.1 TRANSPARENCY, TRUTHFULNESS, AND INTEGRITY OF INFORMATION AND COMMUNICATION.

The persons subject to this Code are obliged to be transparent in their management, and to transmit all the information they have to communicate, both internally and externally, in a truthful, clear, exact, complete, accurate and complete manner and in no case provide knowingly false, erroneous, incorrect, confusing or inaccurate information that may mislead the recipient, and especially with regard to the information given to CiMAM

members about the characteristics and conditions of CiMAM's services, both before and after its formalization.

In the event of any type of information being entered into CiMAM's computer systems, care must be taken to ensure that it is accurate and reliable.

It is forbidden to carry out any marketing communication or action, or to transmit any news or information affecting CiMAM, either on its own initiative or at the request of third parties, including economic-financial information, and especially in the social media, without the corresponding prior supervision and authorization.

The information and communications technology resources that CiMAM makes available to its staff, members of the Board of Directors or Related Persons may not be used to issue, on behalf of CiMAM, personal opinions or to access forums or social networks for the same purpose, except with express consent to that effect.

CiMAM's equipment and computer systems may not be used for:

- o Store, distribute or visit Internet sites with inappropriate material that violates human rights, privacy, honor, self-image, religious freedom, or against the dignity of persons, such as racism, xenophobia, advocacy of violence or terrorism, or pornographic material or sexist apology.
- o Use, introduce, download, copy, transmit, reproduce, distribute or store any type of software, published work or invention protected by intellectual or industrial property without the corresponding license or authorization.
- o Carry out or participate in mass mailings of e-mails with chain messages, jokes, or inappropriate images.

4.4.6.2 PRIVACY AND DATA PROTECTION

CiMAM includes the need to establish a framework of conduct for the use and protection of personal data in order to demand respect for the right to personal and family privacy of persons whose data is accessed, highlighting in particular the duty of all employees, members of the Board of Directors, related persons and other interested parties who have access to personal data to comply with national and international regulations relating to the protection of personal data that may be applicable, as well as with regulations, programs and internal procedures related to the protection of personal data, Related Persons and other interested parties who have access to personal data to comply with the applicable national and international regulations on the protection of personal data, as well as with the regulations, programs and internal procedures related to this matter, and in general on the storage, custody and access to data.

Access to personal data, its processing and transmission may only be carried out with the authorizations and control measures established in the aforementioned regulations, scrupulously respecting the security measures established by CiMAM to protect data, programs or computer systems.

All persons subject to this Code must keep the most absolute confidentiality in relation to the information or documents received, known or obtained in the development or exercise of their functions, and, especially with respect to privileged, reserved or confidential information, including that which involves company secrets, whether related to the activity of CiMAM, its members, or any other, and also avoid conduct that may be considered as computer trespassing or discovery and disclosure of secrets. They shall refrain from providing the aforementioned information or documents to third parties, as well as from using them improperly for their own benefit or that of third parties, for purposes other than those legally or contractually established.

All non-public information owned or kept by CiMAM is considered reserved or confidential, and in the event of any doubt as to the nature of the information, it must be considered reserved or confidential until otherwise indicated. Reserved or confidential information must be accessible or made available only to those persons who need it for the performance of their duties.

It is the responsibility of all persons subject to this Code to strengthen the secure environment of the data processed by CiMAM.

Members of the Board of Directors, once they leave their position, employees who have terminated their employment relationship with CiMAM, and other persons subject to this Code, once the relationship by which the person is subject to this Code has ended, maintain their duty of confidentiality in relation to any information, data or projects that have come to their knowledge during their relationship with CiMAM, unless authorized, and are obliged to return to CiMAM the information for internal use, including documents and storage media or devices, as well as the information stored in their computer terminal, with the duty of confidentiality remaining, in any case, indefinite unless a shorter term is established by labor or commercial contract.

All persons subject to this Code undertake and undertake not to make use of information and documentation from their previous jobs, without due authorization or legitimization - ex lege -, and in general any information/documentation / trade secrets that come from another organization and that may involve an offence.

All persons subject to this Code must duly safeguard all passwords or personal keys related to CiMAM systems that allow access to non-public data and information, or allow any type of CiMAM operations.

All persons subject to this Code must avoid leaving material on which they are working (computer screens, papers on desks, notes on whiteboards or similar media, etc.) containing reserved or confidential information and/or relating to personal data in view of unauthorized persons.

CiMAM's computer equipment and systems must be used exclusively for professional purposes. However, in those cases in which these resources are exceptionally used for personal purposes, their use must be minimal, reasonable, appropriate and in accordance with the principle of contractual good faith.

Failure to respect the confidentiality of CiMAM's information shall be considered a breach of contractual good faith, subject to sanction.

- 4.4.6.3 EXTERNAL COMMUNICATION

CiMAM's goal is to foster open and honest communication with its members and stakeholders and to promote transparency, accountability, and commitment in all aspects of its work.

- Regular updates: CiMAM provides regular updates to its members and stakeholders on its activities, events, and initiatives through various communication channels, including emails, newsletters, social media, and the organization's website.
- Two-way communication: CiMAM encourages two-way communication with its members and stakeholders, including comments, questions, and suggestions. The organization is committed to responding to inquiries in a timely and transparent manner.
- Diversity, equity, and inclusion: CiMAM is committed to promoting diversity, equity, and inclusion in all aspects of its communication.
- Confidentiality: CiMAM respects the confidentiality of its members and stakeholders and does not disclose personal or sensitive information without explicit consent in accordance with the European Data Protection Regulation.
- Accuracy and transparency: CiMAM is committed to providing accurate and transparent information to its members and stakeholders, including financial information.
- Collaborative approach: CiMAM values a collaborative approach to communication and works with its members and stakeholders to identify their communication needs and preferences.
- Crisis communication: CiMAM has a crisis communication plan in place to respond to emergencies, crises or unforeseen events that may affect its members and stakeholders.

4.4.7 ZERO TOLERANCE FOR PUBLIC AND PRIVATE CORRUPTION AND INFLUENCE PEDDLING AND RELATIONS WITH PUBLIC ADMINISTRATIONS, CIVIL SERVANTS OR AUTHORITIES.
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4.4.7.1 Zero tolerance of public and private corruption and influence peddling

CiMAM bases its relations with the public and private sectors on the principles of transparency and equal opportunities, and rules out any action aimed at obtaining an undue advantage over competitors, in the market or in public or private contracts or over any person or entity, based on an illegal act, avoiding any kind of interference or influence that may alter professional impartiality and objectivity.

CiMAM declares its firm opposition to any type of activity that encourages corruption, bribery, influence peddling or non-compliance with the law.

The members of the Board of Directors, CiMAM employees, Related Persons (suppliers, collaborators, advisors, etc.), patrons, and other persons subject to this Code, shall not, in their capacity as such or by reason of the performance or omission of an act related to their professional activity, offer, promise, grant, grant, guarantee, request, accept or receive, either directly or indirectly, payment or remuneration in cash or in kind, gifts, services, benefits, objects, commissions, travel payments, discounts, invitations or other types of advantages, benefits, favors or compensation that are not justified, or any other type of unjustified, improper, improper or unlawful act or omission, favors or unjustified compensation, whether personal, economic or of any other type or nature, with respect to any supplier, collaborator and in general any natural or legal person related or intending to be related to CiMAM, especially an authority, public official or person involved in the exercise of public functions, in order to obtain an undue benefit or advantage, both in national and international economic activities.

These acts are prohibited, regardless of whether they are carried out directly or indirectly through intermediaries, Related Persons affected by the conflict of interest rule, parties related to them, or in collaboration with third parties, or for their own benefit or that of third parties.

Likewise, they shall refrain from promoting, facilitating, participating in or covering up any type of corrupt practice, either directly or indirectly through intermediaries or in collaboration with intermediaries or parties related to the latter.

Likewise, they must not influence or seek to influence a public official or authority by taking advantage of any situation derived from a personal relationship (of ascendancy, personal influence, personal relationship, friendship, family or kinship, return of favors, etc.) with this or with another public official or authority, in order to obtain a resolution that may generate a benefit or obtain favorable treatment in general.

Persons subject to this Code shall refrain from any activity or behavior that could give the impression or arouse suspicion of a violation of this article.

CiMAM Board and staff – who are subject to this Code – shall bring to the attention of CiMAM, through the appropriate function, any suspicion of corrupt or fraudulent behavior.

Acceptance and offer of gifts and other benefits: This prohibition does not apply to invitations, promotional items, hospitality or courtesies, provided that the following conditions are met at the same time:

- o They are not in cash or securities or assets readily convertible into cash.
- o Their value is irrelevant or merely symbolic and they do not exceed what is reasonable, according to local custom and practice.
- o Regardless of their amount, they cannot affect the objectivity of the subject persons or unlawfully influence commercial, professional or administrative relations with them.
- o They are given or received in a transparent manner and on an occasional basis.
- o Do not harm the image or reputation of CiMAM.
- o Do not contravene its obligations, are not prohibited by law or generally accepted commercial practices, and respond to the cultures of the donor and the recipient.
- o Are not intended to obtain a benefit in return.
- o Do not derive undue financial or other benefit.
- o Do not cause a conflict of interest.
- o Do not conflict with the values and ethical principles of CiMAM.
- o Are not from any public official or authority.

Gifts or hospitality offered to or received by persons subject to this Code that do not comply with the requirements contained in this guideline of conduct, and therefore are not permitted, or if in doubt, should be refused or returned. If refusing the gift or benefit that contravenes the above rules could offend the person offering it for cultural reasons, persons subject to this Code may accept the gift or benefit on behalf of the Organization and must report it and deliver it to the Board of Directors, which will make the decision it deems most appropriate in the best interest of the Entity.

In case of doubt, gifts or other benefits shall not be accepted or given, offered, promised, received, requested or solicited.

CiMAM allows promotional, courtesy or economically irrelevant gifts, particularly when they are imprinted with the corporate logo. These gifts are usually used to express gratitude for visiting CiMAM's facilities or attending events organized by CiMAM.

CiMAM accepts gifts, such as travel, and attendance at courses, seminars, acts, and similar events, offered by suppliers free of charge, provided that they are approved by the subject person's superior.

4.4.7.2 Relations with Public Administrations, civil servants, or authorities

Any relationship with governments, public administrations, authorities, civil servants, institutions, and political parties shall be based on the principles of legality and neutrality.

All communications with the Public Administration, public officials or authorities by means of e-mails must be made using the institutional e-mail addresses of CiMAM and of the respective public institution.

Anyone who comes into contact with the Public Administration, public officials or authorities during inspections, controls, verifications, etc., must immediately report any irregularities or extraordinary events to the appropriate CiMAM function.

Any agreement or dealings made with the Public Administration, officials or authorities must be formalized in writing, specifying all its terms.

All preparatory and supporting documentation of the contracting with the Public Administration shall be kept.

CiMAM recognizes the importance of maintaining positive and constructive relations with public authorities, and is committed to working in collaboration with these entities to promote the interests of modern and contemporary art museums and collections. The organization is also committed to maintaining its independence and operating in accordance with applicable laws and regulations.

- Advocacy: CiMAM defends the interests of modern and contemporary art museums and collections, and dialogues with public authorities to promote policies and practices that support the development and sustainability of these institutions.
- Collaboration: CiMAM collaborates with public authorities on projects and initiatives that further its mission and objectives. This may include joint exhibitions, research projects or educational programs.
- Funding: CiMAM may receive funding from public authorities to support its operations and programs. By accepting public funding, CiMAM is committed to ensuring that its activities remain independent and free from political influence.

4.4.8 PROPER USE AND PROTECTION OF CiMAM'S AND THIRD PARTIES' RESOURCES AND ASSETS, AND COMPUTER SECURITY
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CiMAM provides its staff and members of the Board of Directors with the necessary resources to make their performance more productive and efficient, and in general for the proper performance of their duties (computer equipment and systems, e-mail, internet, telephones and other forms of information or communications technology, etc.).

Below, and with respect to these resources, the obligations for all of them are detailed, in addition to those established in the point relating to confidentiality and data protection:

- o Respect, care for and use CiMAM's resources and those of third parties, in a responsible, efficient, ethical and appropriate manner in the environment of professional activity, protecting and preserving them from any improper, illegal or dishonest use, loss, damage or theft, which could result in damage to the interests of CiMAM, and understanding that they are not suitable for personal or extra professional use without prior authorization or express written agreement to the contrary.
- o Not to compromise CiMAM in the field of communication, either legally or materially, either verbally or in writing, and to make appropriate use of information and communication technologies within the scope of their competencies, avoiding generating expectations or obligations that inappropriately bind CiMAM.
- o To report any improper, inadequate or improvable use of CiMAM resources, as well as to refuse any type of financial or other type of consideration not legally provided for.
- o To ensure, at all levels of the organization, the prevention, control and detection of crimes that may be committed through the use of information technology or communications (unauthorized access to third-party computer systems, phishing, pharming and any type of deception based on the use of information technology or social engineering, obtaining or unauthorized transfer of confidential personal data, child pornography, etc.).
- o Not to connect to a network resources such as other networks, subnets, servers, electronic hub connection devices, routers, switches, wireless network devices or devices with Bluetooth technology, without prior written authorization from CiMAM's executive team.
- o Not to install, download or use any programs, software or applications other than those installed on the equipment owned by CiMAM, especially if they or their contents are illegal. Not to provide access codes to unauthorized third parties, nor to use unauthorized third-party codes.

- o Not to connect CiMAM network equipment to equipment connected to another external network without CiMAM's executive team supervision.
- o The network, computers or other resources of CiMAM or a third party may not be used to gain unauthorized access to any other equipment or computer system.
- o Do not use corporate e-mail for personal purposes. Inappropriate use of CiMAM's e-mail may be considered a serious breach of contract.
- o In the same sense, do not use personal e-mail, as well as social networks, during working hours, except for those derived from the activity of CiMAM itself.

The telematic, computer and digital means that CiMAM makes available for the performance of functions in the Organization may be subject to control and verification measures by the entity, respecting in any case the current regulations on the matter, including those relating to personal data protection and, especially in the case of employees, labor regulations and the applicable collective bargaining agreement. Within this framework, corporate e-mails, whose use is limited exclusively to corporate purposes, are the property of CiMAM and their content is available to CiMAM at all times.

4.4.9 PROHIBITION OF SEXUAL ASSAULT, SEXUAL HARASSMENT, INDECENT EXPOSURE OR SEXUAL PROVOCATION, PROSTITUTION, SEXUAL EXPLOITATION AND CORRUPTION OF UNDER-AGE CHILDREN.

CiMAM is absolutely committed to the protection of people's dignity and their physical and mental integrity, and, consequently, any conduct or situation of sexual aggression, sexual aggression to minors under 16 years of age, sexual harassment, exhibitionism and sexual provocation, prostitution, sexual exploitation and corruption of minors is strictly prohibited, including the distribution, dissemination by internet, telephone or any other information or communication technology, content to promote or encourage the commission of conduct classified as prostitution, sexual exploitation or corruption of minors.

4.5 METHODS OF ACTION AND MONITORING MECHANISMS

CiMAM's methods of action and follow-up mechanisms include the following:

- Conferences and webinars: CiMAM organizes conferences, and webinars on a regular basis to bring together professionals in the field of modern and contemporary art and facilitate the exchange of ideas, knowledge and best practices.

- Research and publications: CiMAM conducts and supports research on various aspects of modern and contemporary art museums and collections and publishes reports and articles on its findings.
- Advocacy and lobbying: CiMAM defends the interests of modern and contemporary art museums and collections worldwide and lobbies governments, international organizations and other stakeholders to support their development.
- Networking and partnerships: CiMAM facilitates networking and partnerships among its members and with other organizations in the field of modern and contemporary art, such as museums, foundations and academic institutions.
- Membership and governance: CiMAM has a membership structure that allows modern and contemporary art professionals to join and participate in the organization's activities. CiMAM also has a governance structure that ensures transparency, accountability and efficiency in decision-making.
- Monitoring and evaluation: CiMAM monitors and evaluates its activities, events and initiatives to ensure that they are consistent with its mission and objectives and that they have a positive impact on its members and the global art community.

4.6 - DISCIPLINARY SYSTEM

Non-compliance with CiMAM's Code of Ethics affects us all. Violations of the Code can not only damage CiMAM economically, but also damage its reputation, which is an intangible asset of great value built up over many years.

The principles, values and guidelines of conduct recognized in this Code of Ethics are imperative and mandatory for all employees, members of the Board of Directors, CiMAM members, patrons and for Related Persons (suppliers, collaborators, etc.) and other interested parties to whom they may apply, and failure to comply with them may entail consequences:

(i) in the labor sphere - labor disciplinary sanctions - in accordance with labor regulations and the applicable collective bargaining agreement (ii) as well as, in the case of members, patrons and Related Persons (suppliers, collaborators, etc.), whose relations may be temporarily or even definitively suspended with the non-renewal or termination of the membership, agreement or commercial contract or agreement in force.

This disciplinary regime must be understood as additional and independent of the responsibilities or consequences of an administrative, criminal or civil nature that, in a personal capacity, and in accordance with the law, may be incurred by the persons involved in any situation of non-compliance.