



## Johan Cruyff Institute Code of Conduct

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An employee code of conduct policy may also be referred to as a conduct in the workplace policy. Our Employee Code of Conduct company policy outlines our expectations regarding employees' behaviour towards their colleagues, supervisors and overall organization. It's built around the recognition that everything we do in connection with our work at Johan Cruyff Institute will be, and should be, measured against the highest possible standards of ethical business conduct. Trust and mutual respect among employees and stakeholders (1) are the foundation of our success, and they are something we need to earn every day. And if you have a question or ever think that one of your fellow Johan Cruyff Institute or the company may be falling short of our commitment, don't be silent. We want – and need – to hear from you.

### Who Must Follow Our Code?

We expect all our employees to know and follow the Code. Failure to do so can result in disciplinary action, including termination of employment. Moreover, while the Code is specifically written for Johan Cruyff Institute employees and Board members, we expect Johan Cruyff Institute contractors, consultants, and others who may be temporarily assigned to perform work or services for Johan Cruyff Institute to follow the Code in connection with their work for us. Failure of a Johan Cruyff Institute contractor, consultant, or other covered service provider to follow the Code can result in termination of their relationship with Johan Cruyff Institute.

### I. Serve Our stakeholders

Our stakeholders value Johan Cruyff Institute not only because we deliver great programs and services, but because we hold ourselves to a higher standard in how we treat stakeholders and operate more generally. Keeping the following principles in mind will help us to maintain that high standard:

#### 1. Integrity

Our reputation as a company that our stakeholders can trust is our most valuable asset, and it is up to all of us to make sure that we continually earn that trust. All our communications and other interactions with our stakeholders should increase their trust in us.

#### 2. Privacy, Security, and Freedom of Expression

Always remember that we are asking stakeholders to trust us with their personal information. Preserving that trust requires that each of us respect and protect the privacy and security of that information. Our security procedures strictly limit access to and use of stakeholders' personal

information and require that each of us take measures to protect user data from unauthorized access. Know your responsibilities under these procedures, and collect, use, and access user personal information only as authorized by our Privacy Policies, and applicable data protection laws.

Johan Cruyff Institute is committed to advancing privacy and freedom of expression for our stakeholders around the world. Where user privacy and freedom of expression face government challenges, we seek to implement internationally recognized standards that respect those rights as we develop programs, do business in diverse markets, and respond to government requests to access user information or remove user content.

### **3. Responsiveness**

Part of being useful and honest is being responsive: We recognize relevant user feedback when we see it, and we do something about it. We take pride in responding to communications in less than 48 hours from our stakeholders, whether questions, problems, or compliments.

### **4. Take Action**

Any time you feel our stakeholders aren't being well-served, don't be bashful - let someone in the company know about it. Continually improving our programs and services takes all of us, and we're proud to step forward when the interests of our stakeholders are at stake.

## **II. Support Each Other**

We are committed to a supportive work environment, where employees have the opportunity to reach their fullest potential. Johan Cruyff Institute's employees are expected to do their utmost to create a workplace culture that is free of harassment, intimidation, bias, and unlawful discrimination.

### **1. Equal Opportunity Employment**

Employment here is based solely upon individual merit and qualifications directly related to professional competence. We strictly prohibit unlawful discrimination or harassment on the basis of race, color, religion, veteran status, national origin, ancestry, pregnancy status, sex, gender identity or expression, age, marital status, mental or physical disability, medical condition, sexual orientation, or any other characteristics protected by law. We also make all reasonable accommodations to meet our obligations under laws protecting the rights of the disabled.

### **2. Harassment, Discrimination, and Bullying**

Johan Cruyff Institute prohibits discrimination, harassment and bullying in any form – verbal, physical, or visual. If you believe you've been bullied or harassed by anyone at Johan Cruyff Institute, or by a Johan Cruyff Institute partner or vendor, we strongly encourage you to immediately report the incident to your supervisor.

### **3. Drugs and Alcohol**

Our position on substance abuse is simple: It is incompatible with the health and safety of our employees, and we don't permit it. Consumption of alcohol is not banned at our offices, but use good judgment and never drink in a way that leads to impaired performance or inappropriate behaviour, endangers the safety of others, or violates the law. Illegal drugs in our offices or at sponsored events are strictly prohibited. If a manager has reasonable suspicion to believe that

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an employee's use of drugs and/or alcohol may adversely affect the employee's job performance or the safety of the employee or others in the workplace, the manager may request an alcohol and/or drug screening. A reasonable suspicion may be based on objective symptoms such as the employee's appearance, behavior, or speech.

#### 4. **Safe Workplace**

We are committed to a violence-free work environment, and we will not tolerate any level of violence or the threat of violence in the workplace.

### III. Avoid Conflicts of Interest

When you are in a situation in which competing loyalties could cause you to pursue a personal benefit for you, your friends, or your family at the expense of Johan Cruyff Institute or our stakeholders, you may be faced with a conflict of interest. All of us should avoid conflicts of interest and circumstances that reasonably present the appearance of a conflict.

When considering a course of action, ask yourself whether the action you're considering could create an incentive for you, or appear to others to create an incentive for you, to benefit yourself, your friends or family, or an associated business at the expense of Johan Cruyff Institute. If the answer is "yes," the action you're considering is likely to create a conflict of interest situation, and you should avoid it.

#### 1. **Personal Investments**

Avoid making personal investments in companies that are Johan Cruyff Institute competitors or business partners when the investment might cause, or appear to cause, you to act in a way that could harm Johan Cruyff Institute.

When determining whether a personal investment creates a conflict of interest, consider the relationship between the business of the outside company, Johan Cruyff Institute's business, and what you do at Johan Cruyff Institute, including whether the company has a business relationship with Johan Cruyff Institute that you can influence, and the extent to which the company competes with Johan Cruyff Institute. You should also consider 1) any overlap between your specific role at Johan Cruyff Institute and the company's business, 2) the significance of the investment, including the size of the investment in relation to your net worth, 3) whether the investment is in a public or private company, 4) your ownership percentage of the company, and 5) the extent to which the investment gives you the ability to manage and control the company.

#### 2. **Outside Employment, Advisory Roles, Board Seats, and Starting Your Own Business**

Avoid accepting employment, advisory positions, or board seats with Johan Cruyff Institute competitors or business partners when your judgment could be, or could appear to be, influenced in a way that could harm Johan Cruyff Institute. Additionally, because board seats come with fiduciary obligations that can make them particularly tricky from a conflict of interest perspective, you should notify your manager before accepting a board seat with any outside company.

#### 3. **Business Opportunities Found Through Work**

Business opportunities discovered through your work here belong first to Johan Cruyff Institute, except as otherwise agreed to by Johan Cruyff Institute.

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#### 4. Inventions

Developing or helping to develop outside inventions that a) relate to Johan Cruyff Institute's existing or reasonably anticipated programs and services, b) relate to your position at Johan Cruyff Institute, or c) are developed using Johan Cruyff Institute corporate resources may create conflicts of interest and be subject to the provisions of Johan Cruyff Institute's Confidential Information and Invention Assignment Agreement and other employment agreements. If you have any questions about potential conflicts or intellectual property ownership involving an outside invention or other intellectual property, consult the general manager.

#### 5. Use of Johan Cruyff Institute Programs and Services

Avoiding potential conflicts of interest also means that you should not use Johan Cruyff Institute programs, services, internal tools, or information in a way that improperly benefits you or someone you know or creates the appearance that you have an unfair advantage over clients outside of Johan Cruyff Institute. For example, you should never approve Johan Cruyff Institute accounts, services, or credits for yourself, your friends, or family members. Similarly, you should not use the tools, information, or access that you have as a Johan Cruyff Institute employee to participate in or to generate a financial benefit for yourself or others.

## IV. Protect Johan Cruyff Institute's Assets

### 1. Intellectual Property

Johan Cruyff Institute's intellectual property rights (our trademarks, logos, copyrights, "know-how", and patents) are among our most valuable assets. Unauthorized use can lead to their loss or serious loss of value. You must respect all copyright and other intellectual property laws, including laws governing the fair use of copyrights, trademarks, and brands. You must never use Johan Cruyff Institute's logos, marks, or other protected information or property for any business or commercial venture without pre-clearance from the Marketing team.

Likewise, respect the intellectual property rights of others. Inappropriate use of others' intellectual property may expose Johan Cruyff Institute and you to criminal and civil fines and penalties. Please seek advice before you solicit, accept, or use proprietary information from individuals outside the company or let them use or have access to Johan Cruyff Institute proprietary information.

### 2. Company Equipment

Johan Cruyff Institute gives us the tools and equipment we need to do our jobs effectively but counts on us to be responsible and not wasteful with the Johan Cruyff Institute materials and equipment we are given.

## V. Ensure Financial Integrity and Responsibility

Financial integrity and fiscal responsibility are core aspects of corporate professionalism. This is more than accurate reporting of our financials, though that's certainly important. The money we spend on behalf of Johan Cruyff Institute is not ours; it's the company's and, ultimately, our shareholders'. Each person at Johan Cruyff Institute – not just those in Finance – has a role in making sure that money is appropriately spent, our financial records are complete and accurate,

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and internal controls are honoured. This matters every time we hire a new vendor, expense something to Johan Cruyff Institute, sign a new business contract, or enter into any deals on Johan Cruyff Institute's behalf.

Stay in full compliance with our system of internal controls, and don't hesitate to contact the general manager if you have any questions. What follows are some core concepts that lie at the foundation of financial integrity and fiscal responsibility here at Johan Cruyff Institute.

### **1. Spending Johan Cruyff Institute's Money**

A core Johan Cruyff Institute value has always been to spend money wisely. When you submit an expense for reimbursement or spend money on Johan Cruyff Institute's behalf, make sure that the cost is reasonable, directly related to company business, and supported by appropriate documentation. Always record the business purpose (e.g., if you take someone out to dinner on Johan Cruyff Institute, always record in our expense reimbursement tool, the cost center as well as the reason for the dinner) and comply with other submission requirements. If you're uncertain about whether you should spend money or submit an expense for reimbursement, check with your manager. Managers are responsible for all money spent and expenses incurred by their direct reports and should carefully review such spend and expenses before approving.

### **2. Signing a Contract**

Each time you enter into a business transaction on Johan Cruyff Institute's behalf, there should be documentation recording that agreement, approved by our Legal services.

All contracts at Johan Cruyff Institute should be in writing and should contain all the relevant terms to which the parties are agreeing – Johan Cruyff Institute does not permit "side agreements," oral or written.

### **3. Reporting Financial or Accounting Irregularities**

It goes without saying that you should never, ever interfere in any way with the auditing of Johan Cruyff Institute's financial records. Similarly, you should never falsify any record or account. If you suspect or observe any of the conduct mentioned above or, for that matter, any irregularities relating to financial integrity or fiscal responsibility, no matter how small, immediately report them to your manager.

### **4. Hiring Suppliers**

As Johan Cruyff Institute grows, we enter into more and more deals with suppliers of equipment and services. We should always strive for the best possible deal for Johan Cruyff Institute. This almost always requires that you solicit competing bids to make sure that you're getting the best offer. While price is very important, it isn't the only factor worth considering. Quality, service, reliability, and the terms and conditions of the proposed deal may also affect the final decision.

## **VI. Obey the Law**

Johan Cruyff Institute takes its responsibilities to comply with laws and regulations very seriously and each of us is expected to comply with applicable legal requirements and prohibitions. While it's impossible for anyone to know all aspects of every applicable law, you should understand the major laws and regulations that apply to your work.

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## VII. Conclusion

Johan Cruyff Institute aspires to be a different kind of company. It's impossible to spell out every possible ethical scenario we might face. Instead, we rely on one another's good judgment and common sense to uphold a high standard of integrity for ourselves and our company. We expect all Johan Cruyff Institute employees to be guided by both the letter and the spirit of this Code. Sometimes, identifying the right thing to do isn't an easy call. If you aren't sure, don't be afraid to ask questions to your manager.