

CODE OF ETHICS

Excellence with responsibility

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Board of Trustees Introduction

At the **Guttman Foundation**, we strive for excellence in everything we do. That means in our care and scientific quality and our social commitment which sets us apart as a leader in **neurorehabilitation** and **brain health**, and also in the way we take action, make decisions and interact with each other.

We see **ethics** as a core value which is ever-present in all areas of our activity: patient care, research, teaching, management and our relationship with society.

This **Code of Ethics** is the expression of this commitment: a shared framework embodying the values which make us who we are – **respect, dignity, responsibility and trust** – and guide us in our everyday decision-making. More than just a piece of paper, it is a living tool which reflects how we view the institution and our resolve to live up to the principles underpinning it.

Ethics as a culture of integrity is also the driving force behind the sustainability and relevance of our project. It enables us to grow as an institution, innovate responsibly and make a meaningful contribution to social transformation.

From the members of the Board of Trustees to each professional at the Foundation, we share the responsibility of ensuring that this Code of Ethics is a vibrant and consistent part of our work. It is with this shared commitment that we seek to remain a model institution, acknowledged not only for what we do but also for how we do it.

Núria Basi More

Chair of the Guttman Foundation Board of Trustees

With ethics as our guide and social commitment as our goal, we will keep innovating and transforming lives responsibly and compassionately.



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Management Introduction

Here at **Guttman**, ethics runs through every part of what we are about: caring for people, research and teaching, management and how we engage with society. It is the common thread connecting our mission with what we do every day and brings meaning to our shared commitment.

Acting **ethically** means putting people first, listening to them, respecting their rights and safeguarding their dignity at all times. It is also about being transparent and honest and fostering a fair, inclusive and collaborative working environment. This attitude is crucial to gaining the trust of the people we care for, their families, healthcare professionals and society.

This **Code of Ethics** guides us and helps us grasp what is expected of each of us as members of the Guttman community. It sets the tone for us to work together consistently, responsibly and ethically while driving a shared culture anchored in trust, respect and transparency.

Our adoption of the principles of the **United Nations Convention on the Rights of Persons with Disabilities** reminds us that dignity, equality and inclusion are essential tenets.

We seek to make sure that this Code of Ethics is ever-present in our everyday activities, helping us to make fair decisions, build an inclusive and respectful working environment and ensure consistency between who we are, what we do and what we believe in.

Montse Caldés

Co-Director and Manager

Montserrat Bernabeu

Co-Director and Care Director

True to our commitment to people, the institution and society, we strive for excellence to continue putting people at the centre of everything we do with ethics as our guiding principle.



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THE CODE OF ETHICS

is everyone's responsibility



RESPONSIBILITIES OF: STAFF, BUSINESSES AND PARTNER ORGANISATIONS

Everyone who is part of the organisation or works with it should be familiar with and commit to this Code of Ethics, performing their duties in accordance with this code and applicable law.

Ethical behaviour is everyone's responsibility and this code helps us to conduct ourselves with integrity. Each person is expected to anticipate the risks associated with their roles and responsibilities.

RESPONSIBILITIES OF: LEADERSHIP TEAM AND MANAGERS

Each manager should be a role model for staff, people, businesses and partner organisations, and also act responsibly and ethically in keeping with the institution's values to ensure that all their decisions comply with this Code of Ethics.

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Our mission

As a preeminent, highly specialised institution dedicated to public service, our mission is built on three cornerstone principles:

- **Excellence in neurorehabilitation** through holistic, personalised and evidence-based care.
- **Knowledge generation and transfer** as a driver of innovation and progress.
- **Commitment to society** by fostering inclusion, equal opportunities and advocacy for the rights of persons with disabilities.

Our vision

Our activities and institutional commitment are geared towards tackling present and future challenges diligently and sensitively, and we aspire to:

- Become a **national and international leader in neurorehabilitation** and brain health.
- **Deliver value-based care** as measured by patient and family satisfaction and outcomes.
- Make sure we have an **excellent and committed team of professionals**.
- Grow as a financially, socially and environmentally **sustainable organisation**.
- Be a **socially respected institution**, recognised for its positive impact, integrity and contribution to the common good.

Our values

Our institutional values reflect our commitment to people and society, informing our decisions and actions:

- **Adaptability and innovation** to effectively address new social and scientific challenges and changes.
- **Ethics and sustainability** as the bedrock of responsible, transparent and engaged management.
- **Empathy** to put people at the heart of everything we do.
- **Excellence and cohesion** as an expression of teamwork, professionalism and the constant quest for improvement.
- **Independence and empowerment**, encouraging proactive involvement and decision-making by the people we serve.
- **Social commitment** to help build a more inclusive, equitable and supportive society.



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HOW TO USE THIS CODE OF ETHICS

Guttmann's public and accessible **Code of Ethics is the go-to tool** for making everyday decisions.

This code is built around three core principles which embody our institution's values:

→ **Commitment to people**

→ **Institutional commitment**

→ **Commitment to society**

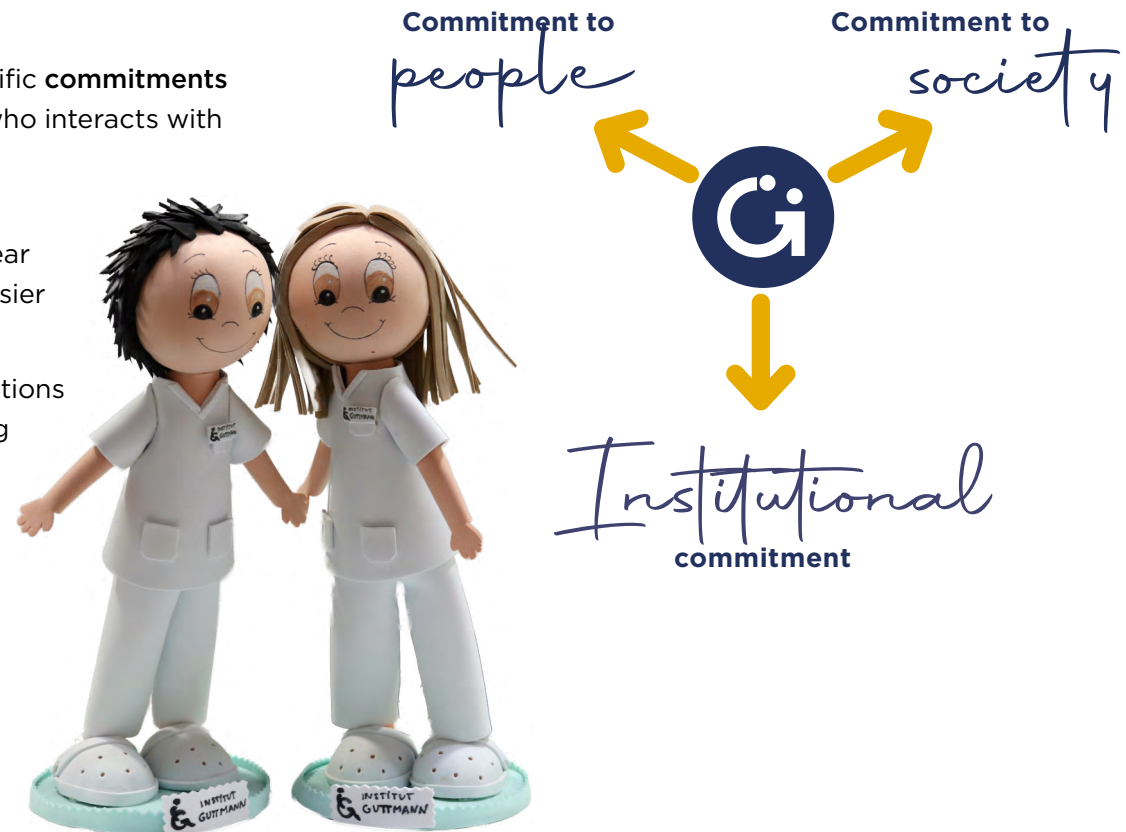
Each strand sets out a number of principles which shape our approach and ethos in the work we do.

These principles are described and the specific **commitments** and **good practices** expected of everyone who interacts with the organisation are laid out.

The code also includes thought-provoking questions and practical examples to help clear up issues in everyday activities, making it easier to use and keep up best practices.

Nonetheless, we are mindful that some situations are challenging and ethical decision-making entails more than simply following the rules; instead it calls for critical judgement, assessing the consequences and consistent and principled action.

This Code of Ethics is a guide for individual and shared consideration of the attitudes and behaviours we should adopt in our internal relationships and also in our interactions with patients, their families, suppliers, partners, the scientific and teaching community, society in general and the planet.



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ETHICAL CRITERIA

Making honest and responsible decisions

OUR ETHICAL COMMITMENTS



WHAT YOU SHOULD DO



This infographic will help you make decisions consistent with our ethical principles, internal policies and legal regulations.

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CONSULTA'm (Ask me)

When we talk, we progress



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Commitment to people

When people are our priority, ethics turns into action and action into trust.



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Fostering respect for patients and families

We remain committed to delivering professional care, which alongside technical excellence also acknowledges and considers the emotional impact on patients and their families.

We build welcoming environments and set up specific protocols to address particularly vulnerable or complex situations. Patients and their families get a *Welcome Information Pack*, which helps them understand our care processes and ensures transparency in protecting rights and in responsibilities.

We support patients and their families in the process of building a new life, fostering greater independence and encouraging decent community involvement anchored in the principles of the Convention on the Rights of Persons with Disabilities.

We promote ongoing training in assertive communication skills and drive interdisciplinary practice to ensure holistic and compassionate care.

This approach allows us to forge relationships grounded in respect, trust and dignity for all.

WHAT CAN YOU DO?

- Respect patients at the various stages of their illness.
- Ensure that relationships between patients, families and professionals are based on trust, confidentiality and mutual respect.
- Tell patients about their health status, clinical procedures and prognoses truthfully, accurately, clearly and in a way they can understand.
- Encourage patients to get involved in decisions which directly affect them in healthcare and institutional settings.
- Respect each person's independence and life choices and give them the right kind of personalised support to help them take control.

Putting it into practice

Maria, a patient with a recent spinal cord injury and symptoms of anxiety and denial, refuses to attend rehabilitation sessions. Her family is pressuring her to speed up the process.

How should we intervene?

The team needs to intervene sensitively and take an interdisciplinary approach. They should listen to Maria without judging her, validating her emotions and building trust through empathy. She should then be given clear information about the rehabilitation process and its purpose so that she can take ownership of it. She needs to be persuaded to start rehabilitation soon by showing her its benefits and the risks of doing nothing while agreeing on achievable goals to motivate her. She has to be supported in accepting her new life and always given the time she needs.

Sustainable Development Goals



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Safeguarding staff wellbeing

We are committed to ensuring a safe, healthy and respectful work environment based on trust, open discussion and shared responsibility for everyone in the organisation.

We safeguard the physical, emotional and psychosocial wellbeing of our employees through risk assessment and prevention and also put measures in place to make sure they are fully protected.

We recognise and respect the right to privacy, private life and digital disconnection.

We keep surveys, assessments and internal participation confidential and anonymous.

We run initiatives to foster a collaborative work environment free from any form of discrimination.

We ensure equal opportunities in recruitment and professional development by setting up distinct pathways for our staff with the specific purpose of nurturing and retaining emerging talent in the organisation and delivering clearly defined career progression options for all personnel.

We safeguard the ethical integrity of our professional community and expressly acknowledge their right to conscientious objection. This right allows any practitioner to refrain from engaging in specific activities or processes which are deeply at odds with their ethical or moral convictions without fear of reprisal.

The organisation undertakes to set up the appropriate channels to discuss and find workable solutions which respect all sides.

WHAT CAN YOU DO?

- Report risks or conflicts through the available channels.
- Cooperate responsibly in designated individual and group tasks.
- Appropriately implement the organisation's digital disconnection principles.
- Take proactive action to help bring about continuous improvement in the organisation.
- Treat colleagues with respect and dignity, recognising the value of each person and their input to the organisation.

Putting it into practice

Jordi, a nursing assistant, sees that the sharps and used needle disposal container in his unit is full and poorly closed.

How should we intervene?

Jordi should report the risk of needle stick injury through internal occupational health and safety channels to have the container replaced with an empty one. The organisation should step up training on biohazardous waste and container checks to prevent this situation from recurring.

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Promoting diversity, equity and inclusion

We foster an institutional culture grounded in respect for diversity and equal opportunities to ensure full inclusion for all.

We implement positive action measures in our recruitment processes to support the most vulnerable groups, particularly people with disabilities, as long as they meet the requirements and have the skills needed for the job.

We support and foster the association movement through our Social and Participation Council of people with disabilities to help make their voices heard and raise their profile in society.

We ensure equal care and quality of service for all patients regardless of how their treatment is funded. We always prioritise our patients' medical needs and wellbeing.

WHAT CAN YOU DO?

- Respect people's religious, political, social and cultural beliefs consistent with the Universal Declaration of Human Rights, applicable laws and the rights of others.
- Carry out prevention, awareness-raising and publicity activities which foster active participation in society while taking positive action measures to benefit the most vulnerable.
- Adhere to the principle of equal treatment and non-discrimination in care regardless of how the patient's treatment is funded. Prioritise medical needs at all times.



Putting it into practice

The institution begins a recruitment process for physiotherapists. Lluís, who is paraplegic due to a traffic accident, submits his application. During the practical assessment phase, he asks for the exercise to be adapted and suggests explaining the techniques with visual aids.

How should we intervene?

The organisation should gauge whether the adaptation is reasonable. This means checking that the core of the test is retained (assessing technical knowledge and teaching ability) and whether the visual aid replaces the physical skill without altering the assessment criteria. If need be, the test should be adapted. Positive action will be taken to give preference to candidates with disabilities in the event of a tie in the recruitment process.

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Protecting personal data and confidentiality

The trust people place in us is our greatest asset. We make certain data are always processed lawfully, transparently and ethically.

We ensure the personal data of patients, family members, staff and partners are protected, confidential and secure.

We have in place robust technical, organisational and cybersecurity measures to comply with the legal framework (GDPR and Spain's Data Protection Act) and restrict access to information to authorised personnel for legitimate purposes.

Everyone has the right to full access to, rectification, erasure, restriction, objection to processing and portability of their data under data protection regulations.

We deliver ongoing training in data protection and implement protocols to prevent loss, unauthorised

WHAT CAN YOU DO?

- Report any requests to exercise rights and handle them.
- Check with the data protection officer if you have any queries (protecciodades@guttmann.com).
- Do not gather personal data without a valid reason or without using the organisation's information systems.
- Use computers responsibly for professional purposes only and do not click unreliable links.
- Attend data protection and cybersecurity training courses run by the organisation.

Putting it into practice

On a medical visit, Josep, the brother of a patient doing rehabilitation at our facility, asks Anna, her doctor, for a detailed report on the patient's health progress.

How should we intervene?

Anna should tell Josep that this kind of request has to be made via the Patient Care Department or the app. This department will have to check whether the patient has given her express permission for her information to be shared with her brother. These requests must be logged when they are made under the right of access to data. If in doubt, check with the data protection officer.

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Respecting people's privacy and personal lives

We ensure confidentiality, privacy protection, wellbeing and respect for personal life as core values of our institutional commitment.

All procedures involved in our healthcare and scientific activities are reviewed by the relevant ethics committees.

We respect people's privacy and dignity in sensitive issues and always require informed consent plus approval from the relevant ethics committees.

This commitment bolsters trust, respect for individual dignity and the credibility of the research and healthcare services we deliver.

WHAT CAN YOU DO?

- Do not share personal, clinical or family information about patients or colleagues other than through authorised institutional channels and tools.
- Be discreet in professional conversations and do not discuss sensitive information in public spaces or with people not directly involved in patient care or engage in other unacceptable behaviour.
- Use digital tools and corporate platforms responsibly, protect passwords and do not allow anyone else to access them.
- Do not join in conversations about other people's private lives or personal characteristics (sex, gender, etc.) and do not help to spread rumours or falsehoods.
- When photographing or filming staff, patients or families, always ask for their permission in writing.

Putting it into practice

Pep, a social worker, receives a disability application from a patient's relative asking him to process it via his personal WhatsApp account.

How should we intervene?

Pep should not share any information via WhatsApp. He should reply that applications must be made through the institution's official channels and tell the family about the procedure in place for making the request. The organisation should step up training on data protection and privacy and provide accessible channels so that patients and families can contact it securely.

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Driving knowledge transfer

We are committed to teaching and knowledge transfer grounded in excellence, academic integrity and service to society.

We make sure all training and knowledge-sharing activities are conducted with scientific thoroughness, respect for ethical values and the firm intention of contributing to collective progress.

Our work is guided by specialised, state-of-the-art training in neurorehabilitation, brain health and assistive technologies to deliver premium quality and ethically responsible education to practitioners, students and patients.

We foster knowledge transparency and dissemination while always respecting authorship and sources and partnering with academic and healthcare institutions. We are bound by principles of justice, accessibility and equity with legitimate and socially useful goals.

This commitment reflects our determination to build a more informed, critical and inclusive society by harnessing teaching and knowledge transfer as instruments for positive social change.

WHAT CAN YOU DO?

- Respect authorship and properly cite sources in any teaching, research or outreach activities.
- Share knowledge responsibly, clearly and truthfully and do not disclose any information which is unconfirmed or likely to mislead.
- Be open, collaborative and respectful with colleagues, students, patients and institutions in all training and knowledge transfer processes.
- Clearly identify the organisation in all public engagement materials.

Putting it into practice

Núria, a neuropsychology intern, decides to share a class presentation on social media which includes data from the organisation and charts her tutor had used in a training session.

How should we intervene?

Núria should not have posted this material without permission as it might contain confidential information and sensitive data. All documents produced by Guttman belong to it and may only be disclosed through official channels. The institution should step up training on copyright, intellectual property and responsible use of information shared in academic and public settings.

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Innovating ethically sets us apart: technology and values go hand in hand.

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Ensuring excellence in care

Our goal is to deliver the highest quality and excellence in all services at every stage and in every area of activity while adhering to the principles of ethical care. We have a team of highly specialised and dedicated practitioners who provide holistic and personalised care to patients anchored in the highest standards and best practices.

We are committed to achieving excellence in care as the core of our mission. We power an interdisciplinary approach to ensure holistic, compassionate and safe premium quality care centred on the individual and guided by the values of respect, responsibility and professionalism.

We work as a team, fostering continuous training, innovation and ongoing improvement to secure the trust and wellbeing of everyone we attend to while helping towards the progress of our healthcare and social surroundings.

WHAT CAN YOU DO?

- Convey information about patients' health status, procedures and prognosis accurately, truthfully, clearly and with the utmost caution and sensitivity.
- Furnish patients with the best personalised, holistic care to the highest human, scientific and technical standards. Follow clinical protocols to avert risks.
- Use clinical protocols which ensure the best outcomes and risk management.
- Treat each patient with respect and dignity at every stage.

Putting it into practice

Zaynep, from the Admissions and Patient Care Department, welcomes Oliver, who has had a stroke. He wants to feel safe and know he is in good hands.

How should we intervene?

As soon as Oliver gets there, his identity is checked and he is taken to the in-patient ward. He will have a key nurse who will welcome him and explain how the ward and the facility work. He is given the *Information Pack* for patients and families and introduced to the care team assigned to him. He can also take a guided tour of the facilities if he chooses.

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Researching and innovating with integrity

We ensure utmost quality in our innovation and research projects coupled with objective and reliable data reproduction. We adhere to ethical principles in clinical and social research.

We conduct our research thoroughly, responsibly and according to established procedures. Participation is voluntary and requires informed consent.

We also safeguard the confidentiality and privacy of the personal data of individuals involved in research projects while fostering responsible and secure use of technology in the healthcare setting.

Constant innovation, scientific evidence and ethics have been the cornerstones of our organisation since its inception.

WHAT CAN YOU DO?

- Before beginning any research, make sure you have the endorsement and approval of the internal committees involved or an external ethics and clinical research committee in the case of clinical trials.
- Strictly follow the methodology and properly document the procedures used and the results.
- Ensure that everyone taking part in research projects is informed and has given their consent. Respect their wishes at all times and log the entire process.
- Handle the personal data and information of research project participants with the utmost confidentiality and put in place the measures laid down in regulations to protect the data.

Putting it into practice

After completing a research study on functional improvement in patients, Laia would like to share the results with the organisation's team to enhance its healthcare practices.

How should we intervene?

Sharing information with the healthcare team is fine as long as the privacy and confidentiality of the study participants is respected. Once reported to the Healthcare Ethics Committee, the results are to be presented in an aggregate and anonymous form, excluding any information which might identify individual people.

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Protecting intellectual property

We respect and protect internal and external intellectual and industrial property rights. We undertake to use all works, creations and data with express consent and in compliance with applicable regulations. We do not accept any misuse, unauthorised handling or plagiarism.

We also ensure that research and innovation results are recorded and protected through appropriate legal mechanisms such as patents, intellectual property registrations or non-disclosure agreements.

This approach enables us to safeguard their authorship, integrity and recognition while also respecting our own and others' creativity and innovation.

We comply with domestic and international intellectual property regulations and convey their values to everyone in our organisation.

WHAT CAN YOU DO?

- Do not use, copy or disclose protected content without permission.
- Do not tamper with data or allow unauthorised access to them.
- Keep research and innovation results confidential.
- Use artificial intelligence responsibly and check results before making them public.

Putting it into practice

Alba, a psychologist at Guttman, is working on a project to develop a platform which she is due to present at a conference. Should she take any specific precautions before sharing the results?

How should we intervene?

Before presenting preliminary data from the platform at professional forums, Alba should make sure that legal protection for intellectual property is in place. Early disclosure might void industrial property rights and jeopardise the project's impact.

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Using artificial intelligence and data responsibly

At Guttman, we see technology and artificial intelligence (AI) as tools which work for people, not the other way around. We are committed to using them transparently, securely and always with human oversight to make sure the information is accurate and help towards people's wellbeing, health and dignity without any kind of bias or discrimination.

We ensure that development and use of algorithms, digital systems and data analysis tools comply with the principles of ethics, fairness and privacy protection. No AI-based innovative decision-making in care, research or organisation may replace practitioners or infringe on people's rights.

All technological applications are to be designed and used in compliance with data protection, digital security and responsible research regulations and under the supervision of the relevant ethics or technical committees.

WHAT CAN YOU DO?

- Use digital and AI tools only for legitimate and authorised purposes.
- Report any misuse, mistakes or potential ethical risks related to apps or data to management or the data protection officer.
- Ensure transparency and traceability in data processing and interpretation to prevent tampering or omissions.
- Oversee all management, clinical, teaching or research decisions involving automated systems.
- Attend training sessions on data protection, cybersecurity and responsible use of technology and AI run by the institution.

Putting it into practice

Gemma is a member of the neurorehabilitation research team and plans to use an artificial intelligence tool to predict patients' functional recovery based on clinical data.

How should we intervene?

Before rolling it out, Gemma needs to get the right permissions, check that the system complies with data protection regulations and make sure the algorithms have been ethically validated to avoid any discriminatory biases.

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Fostering transparency

Our actions and decisions comply with institutional and individual transparency principles. This entails making information about our management easily available as required by the legal framework and data protection legislation.

We strive to ensure that our communications are clear, truthful and accessible to practitioners, patients, families and society in general. We consider transparency to be a crucial means of lending legitimacy, building trust and bolstering our commitment to collective wellbeing and accountability.

We ensure traceability of all donations received to enable transparent, responsible management consistent with institutional values and goals.

We make sure that every contribution is used efficiently and ethically with a tangible return to society and our patients.

We are accountable to donors and the community and furnish clear and verifiable information on the use and impact of donations in enhancing our healthcare service, research and quality.

We engage in ongoing dialogue with our stakeholders through our transparency portal (available on our [institutional website](#)), our annual report and social balance sheet, audits and other channels.

WHAT CAN YOU DO?

- Play an active role in gathering and compiling accurate and complete information on activities performed
- Immediately and transparently report any deviations in relevant information.
- Check the source of funds, especially international ones, and flag any suspicious transactions.
- Do the training and follow the procedures in place to comply with regulations. We categorically reject any kind of bribery, corruption or illegal conduct whether in internal or external relations, with public authorities or private institutions.

Putting it into practice

In the Finance Department, Pau spots a mistake in the data of a quarterly financial report before it is published.

How should we intervene?

Pau should immediately notify the head of the department who will check the mistake and amend the information if need be. The corrected version will be published, noting the error and the steps taken to improve validation processes while ensuring the accuracy of the information and its accessibility. Pau should be told about the actions which have been taken.

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Combating bribery and corruption

We have in place robust prevention, training and control protocols to identify and prevent improper practices and thus ensure all processes are conducted in accordance with the law, integrity and transparency.

We encourage responsible reporting through our whistleblowing channel (available on our corporate website and intranet) which can be used to submit reports, either anonymously or by name, securely as they are all handled confidentially. This undertaking is essential to preserving the institution's credibility and society's trust in what we do.

Gifts which might be considered ostentatious are not allowed, although symbolic and inexpensive ones are permissible. Gifts are accepted if they meet the following conditions:

- They are modest, reasonable and occasional.
- They are given transparently.
- There is no intention to influence a decision to the advantage of the person or organisation involved or any suggestion of obligation, influence peddling or corruption.

WHAT CAN YOU DO?

- Decline any offer, assistance or cooperation which would run counter to institutional values or constitute any kind of unlawful activity.
- Tell your line manager about any gifts received regardless of their value.
- Encourage partner organisations to embrace similar standards.

Putting it into practice

Carles, a specialist in the People Department, is given a ticket to a Champions League match by a supplier in exchange for fast-tracking payment of an invoice. What should he do?

How should we intervene?

Carles should expressly reject any gift, advantage or consideration likely to influence his decisions. He should immediately report any questionable proposals (even those not accepted) through the whistleblowing channel.

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Ensuring appropriate use of the institution's resources

We take responsibility for using resources diligently and ethically, ensuring they are allocated solely to accomplishing our mission based on our values. We prioritise the overall impact of investments, make sure they are traceable and hold ourselves accountable.

We strive for financial and environmental sustainability by rolling out robust governance policies and internal controls to prevent any waste or misuse of resources.

We are guided by principles of digital sobriety and prioritise responsible, necessary and efficient use of technology (email, AI, digital platforms, etc.) to lessen our carbon footprint and help towards global sustainability.

This approach builds stakeholder trust and plays a role in improving the planet's health.

WHAT CAN YOU DO?

- Use resources wisely by minimising unnecessary consumption.
- Manage waste responsibly by following protocols or guidelines for proper sorting and recycling.
- Immediately report anything which might have an adverse environmental impact.
- Stick to approved budgets and closely track them to make sure the institution is sustainable.
- Use electronic media shrewdly (avoid unnecessary emails, get the most out of digital tools and strive to lengthen the service life of devices) to help mitigate our environmental impact.

Putting it into practice

Èric, the health and safety officer, needs to share information about a project with the rest of the team to draw up a new protocol. What would be the most sustainable way to work on it?

What are our options?

Firstly, Èric needs to set up a secure cloud space to share information and support digital sobriety to lessen environmental impact. Secondly, he should cut back on in-person meetings to ensure people do not have to travel unnecessarily.



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Preventing conflicts of interest

We strive to identify, prevent and proactively manage any situation which may involve a conflict of interest, whether real, apparent or potential. This encompasses both professional and personal areas which may interfere with impartial decision-making or the accomplishment of our mission.

We put in place robust protocols for transparent disclosure of interests and expect decisions not to be influenced by any direct or indirect private considerations. We foster a culture of integrity through training and open communication channels, enabling everyone to identify and report conflicts with no fear of reprisals and full confidentiality.

This commitment is crucial to preserving the institution's independence and credibility.

WHAT CAN YOU DO?

- Report without delay any personal connection, external activity or financial interest which might affect, or be perceived as affecting, your impartiality in decision-making.
- Do not engage whether for yourself or on behalf of third parties in care services which might hinder or compete with the organisation's roles and operations.
- Tell management about any external professional offer, partnership or proposal which may pose a conflict of interest before accepting or starting it, enabling them to assess whether it is compatible with our principles and tasks.
- Do not become involved in expert or legal proceedings at the behest of a party. This is only acceptable in the event of a court order and as a Guttman expert.

Putting it into practice

Carme, an occupational therapist in the Rehabilitation Department, is offered a job by an orthotic supplier to work as an external consultant on Saturdays. The offer comes with a high fee.

How should we intervene?

Carme has to tell the organisation without delay if there is any interference with her duties. If it is ultimately felt that this affects her objectivity and commitment, she should decline the offer.

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Safeguarding the institution's image

We are committed to preserving and bolstering Guttmann's image, reputation and credibility as a leading neurorehabilitation and brain health institution.

We are consistent and transparent in our internal and public actions to ensure our communications and conduct reflect the institution's ethical values and mission.

We make sure that the name, brand, logo and any other symbols identifying the institution are always used with care, respect and in line with its values.

We respond proactively, truthfully and responsibly to any crisis or situation which might harm our reputation, prioritising clear information and open conversations with all groups involved.

WHAT CAN YOU DO?

- Do not make statements on behalf of the institution without prior permission.
- Use official channels when representing it publicly.
- Adhere to Guttmann's visual identity, including correctly using the logo, corporate templates and other branding features set out in the Corporate Identity Manual to prevent fraudulent use.
- Ask for permission before taking part in public events, conferences or communications on behalf of the institution and report back.
- Ensure that your conduct, personal image and behaviour do not tarnish the institution's reputation or credibility.
- Refrain from comments, actions or attitudes which may engender conflicts of interest or undermine trust in us, especially when dealing with patients.
- Use Catalan as your preferred language in communications while always complying with the language policy of the organisation and the country.

Putting it into practice

Didac posts a selfie on social media from a conference on patient safety and quality featuring the Guttmann logo and adds a comment criticising the Catalan public health system.

How should we intervene?

Great care needs to be taken with political comments which could be seen as related to the institution as they might undermine its reputation for neutrality and credibility. If Dídac does share personal posts, he should make it crystal clear that they do not represent the institution.

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Pursuing financial sustainability

We responsibly, efficiently and transparently manage the institution's financial resources to safeguard its medium- and long-term viability and independence.

We carefully, ethically and selectively make the most of our funds, prioritising strategic investments which enhance clinical excellence in management and service quality.

Financial sustainability is a prerequisite for retaining our independence, meeting our obligations, continuing to innovate in neurorehabilitation and brain health and allocating resources to improving patient care and wellbeing as our primary goals.

WHAT CAN YOU DO?

- Make best use of the material and financial resources you have been given to prevent unnecessary expenses and always try to be efficient in your work.
- Suggest ideas or improvements which help towards saving money or using resources more efficiently.
- Immediately report any financial risks or irregularities you become aware of to protect the organisation's assets.
- Give priority to decisions and actions which are conducive to a balanced budget and Guttman's medium and long-term financial sustainability.

Putting it into practice

Cristina, a nurse in the in-patient unit, notices that medical supplies (such as sterile compresses, catheters, etc.) are being wasted because they are overstocked and may expire before they are used.

How should we intervene?

Cristina should look into the causes and draw up an improvement plan to match orders to actual needs, and also suggest an appropriate dispensing system for the quantities required if need be. This measure cuts down on wasted supplies without compromising the quality of care and saves resources which can be used for other purposes.

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Commitment to *society*

Our social commitment is much more than just words: it is action which changes lives.

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Helping to improve society

We are committed to using our technical, scientific and human resources for the common good, seeking to make a positive, real and sustainable impact on society, especially on the lives of people with disabilities and their families.

We acknowledge that our responsibility extends beyond direct care and strive to bring about positive change in our surroundings. We play an active role in a society in which we seek greater fairness, equity and commitment to collective wellbeing and normalisation of participation by persons with disabilities.

We promote inclusion, equal opportunities and full participation in the community consistent with the United Nations Convention on the Rights of Persons with Disabilities (CRPD).

We engage actively with organisations, public authorities and associations to address social and health challenges driven by a passion for service and in keeping with our values.

This commitment takes shape in social research projects, prevention programmes, public information and awareness campaigns and support for our stakeholders with transparent results and a view to sustainable development.

WHAT CAN YOU DO?

- Ensure that the institution's actions have a positive social impact and foster the full and effective participation of persons with disabilities in our society.
- Embed the human rights perspective in compliance with the CRPD as a lever for cultural change.
- Partner initiatives driving universal accessibility and breaking down physical, social and attitudinal barriers to build a fair and inclusive society where persons with disabilities have equal rights.

Putting it into practice

Manel, a patient with quadriplegia, lives with his parents, who are elderly but still his carers, and is currently in hospital. He tells Liam, a volunteer at the institution, that he wants to live more independently so as not to be a burden on his parents.

How should we intervene?

Liam should take the patient to the Health Social Work Department where staff from the Independent Living Programme will tell him about this type of living arrangement, the role of a personal assistant and the public support available. This will give Manel more information to make a free, informed and responsible decision.

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Bolstering the commitment to the SDGs

We advocate a responsible approach committed to sustainability in all its aspects: environmental, social and institutional (ESG principles). This commitment is an essential part of our identity and reflected across all areas of the organisation.

Our actions are geared towards making a positive impact on the environment and respecting and upholding human rights. This enables us to help narrow inequalities and enhance people's quality of life in line with the Sustainable Development Goals (SDGs) and the United Nations 2030 Agenda.

The principles of planetary health contend that human health is reliant on the health of ecosystems and the global climate. Since hospitals are major consumers of resources, they need to embrace sustainable practices to cut emissions and waste. This means putting in place energy efficiency measures, managing materials responsibly and fostering health while respecting the environment.

As an organisation which has been a signatory to the United Nations Global Compact since 2015, we are cementing our leadership in the healthcare industry based on corporate social responsibility.

We are keen to do more than just meet legal requirements and instead strive to take ethical and transformational action.

WHAT CAN YOU DO?

- Embrace sustainability in your work.
- Champion human rights and the Convention on the Rights of Persons with Disabilities to foster equality and inclusion.
- Suggest improvements and engage in initiatives which set an example of social awareness and consistency within your professional environment and beyond.
- Respect the environment and work efficiently, using the organisation's resources responsibly.



Putting it into practice

Joana, from the Communication and CSR department, notices that Pere, a patient with quadriplegia, needs assistance at an event hosted by our organisation.

How should we intervene?

In this case, Joana should coordinate with the Social Work Department to arrange for a team of volunteers to be on hand at the event to help anyone who needs it. This initiative fosters inclusion and reflects Guttmann's commitment to the SDGs concerning equality, reduced inequalities and full participation.

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Furthering social research to drive progress towards an inclusive society

We can build a fairer and more inclusive society if we share knowledge and engage everyone. We thus drive social research as a means of transformation.

We foster the participation of people with disabilities in society, provide scientific evidence to identify barriers and facilitators and put forward innovative solutions to help shape equal opportunities. We also make all our findings available to public policymakers.

The blend of biomedical and social research enables us to pursue a holistic approach to health and generate knowledge which has a tangible positive impact on people's lives. This allows us to conduct scientific projects in neurorehabilitation and brain health.

The support we lend to social research reflects our commitment to the Convention on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs), particularly those related to reduced inequalities, inclusion and social justice, while also bolstering Guttman's role as a leader in generating knowledge with social impact.

WHAT CAN YOU DO?

- Value and promote social research as a means of collective transformation.
- Play an active role in potential research projects, share experiences and knowledge and encourage collaboration founded on respect, diversity and inclusion.
- Listen actively and interact sensitively and responsively with participants in studies, ensuring confidentiality and respect for their experiences and input.

Putting it into practice

Linh, a member of the Rehabilitation Department, meets Martina, a patient eager to share how architectural barriers restrict her independence.

How should we intervene?

Linh suggests Martina join the PARTICIPA programme, a social research project, and helps her with the registration process. This action means her experience is added to a group study which makes it possible to spot real obstacles and suggest improvements for a more inclusive society.



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Ensuring a global sustainability model

We embrace global sustainability as a core part of our commitment to people and the community. We see sustainability as the ability to foster a responsible, ethical management model consistent with our institutional values rather than just an environmental and financial consideration.

We strive for a fairer and more transparent economy by making procurement decisions and entering into contracts which factor in environmental, social and governance principles. We prioritise local products and services, fair trade and the circular economy and ensure decent working conditions, sustainable practices and respect for human rights throughout the supply chain.

This approach lessens environmental impact and encourages more conscious consumption while also helping towards social cohesion and bolstering our responsibility as a flagship organisation. We seek to set an example of consistency in our care activities and resource management to create shared value and drive the sustainable development of society and future generations.

WHAT CAN YOU DO?

- Buy products and services with minimal environmental impact which meet responsible standards (fair trade and local sourcing) to promote the circular economy.
- Use objective and transparent quality and price selection criteria in all procurement processes grounded in the institution's values.
- Ensure equal opportunities for all suppliers and refrain from any discriminatory or opaque practices.
- Partner with environmentally-friendly entities demonstrating good social and labour practices.
- Minimise waste from purchases and encourage reuse, repair and recycling whenever possible.

Putting it into practice

Ricard, from the Infrastructure, General Services and Environment Department, needs to buy new office supplies and has two bids. One is slightly cheaper but has no guarantees in terms of origin, good labour practices or environmental certifications, while the other meets these requirements.

How should we intervene?

To be consistent with the organisation's responsible procurement policy, he should choose the bid which includes verifiable sustainability and social commitment criteria even if it has a higher initial cost. To make the decision, he will need to conduct cost-benefit analysis of the bids and assess their positive impact in several areas: carbon footprint, circular economy, lifecycle, ethical supply chain, good labour practices and human rights.

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Mitigating environmental impacts

We have taken on the challenge of lessening our carbon footprint through sustainability policies and efficient resource use.

We have put measures in place to minimise waste, promote recycling and prioritise responsible local sourcing.

We build environmental considerations into our strategic decisions, from travel to energy management, as we work towards a zero-emissions operating model. Since hospitals are major consumers of resources, they need to embrace sustainable practices to cut emissions and waste.

We are active agents of change and mindful of the impact of our actions. This approach is consistent with our responsibility as a healthcare institution and our commitment to leaving a healthy environment for future generations.

Environmental stewardship is an intrinsic part of our mission to build a better society.

WHAT CAN YOU DO?

- Use resources astutely in everyday operations.
- Manage waste responsibly by following protocols or guidelines for proper sorting and recycling.
- Immediately report anything which might have an adverse environmental impact.
- Ensure compliance with the commitments made by the organisation as a signatory to the United Nations Global Compact and the 2030 Agenda for Sustainable Development.

Putting it into practice

Pere, who is on the cleaning team, notices a water leak in the changing room. He has seen water pooling near a pipe, possibly due to a crack.

How should we intervene?

Pere should immediately notify the maintenance department which will shut off the water supply and fix the leak. The Environment Department will assess the volume of water lost and take the necessary corrective measures to prevent future incidents.

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Reporting responsibly, truthfully and straightforwardly

We need to ensure information is accurate, straightforward and transparent in all internal and external interactions to prevent misinformation or withholding relevant data.

We adhere to ethical principles in our use of social media and online media to make sure content respects people's dignity and the institution's image. We always prioritise sharing verified and useful information, fostering trust and open dialogue with patients, family members, partner companies and society in general.

The way we communicate reflects our values and is part of our identity. Authorised individuals may share previously agreed and validated information on behalf of the organisation.

We take responsibility for using inclusive, respectful language which is free from gender bias, promotes equality and non-discrimination and is tailored to different levels of understanding.

We will also ensure compliance with the organisation's language policy, which encourages the use of Catalan as the working language, while appropriately addressing linguistic diversity as needed.

WHAT CAN YOU DO?

- Help compile and produce accurate and complete information about the institution's activities.
- Immediately report any relevant information within your area of responsibility.
- Check and verify information and identify its sources.
- Only pass on information outside the organisation if you are an authorised spokesperson.
- Respect the institution's image and people's privacy.



Putting it into practice

Nala, head of the IT department, has been asked by management to write an internal report on best practices in response to a cyberattack on the organisation.

How should we intervene?

This report should provide easy-to-understand information, clearly setting out the main risks of cyberattacks and the preventive measures taken by the organisation. Unnecessary scaremongering or overly complex technical information should be avoided and instead language everyone can grasp is to be used. This ensures the organisation meets its commitment to transparency by furnishing responsible and straightforward information.

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Preserving the planet's health

Human health is closely tied to the health of ecosystems, the climate and natural resources. As a healthcare institution, we acknowledge our responsibility to safeguard the environment and lessen the ecological impact of our patient care, research and organisational activities.

We are committed to factoring the health of the planet into all our decisions and actions to foster healthier, more resilient and sustainable environments.

This entails cutting emissions, minimising waste, promoting responsible energy use, making processes more efficient and shifting towards circular economy models.

We partner with other institutions, public authorities and civil society to drive transformational practices in line with the Sustainable Development Goals.

WHAT CAN YOU DO?

- Play an active role in lessening the ecological footprint in your workplace.
- Use energy, water, paper, medical supplies and digital resources efficiently and responsibly.
- Prioritise sustainable, locally sourced options with a lower environmental impact.
- Identify and immediately report any situations which may pose a risk to the environment or waste resources.
- Take part in institutional initiatives to work towards a healthcare model which is responsible and in keeping with the planet's health.



Putting it into practice

Júlia notices that plastic wrappings which might be recycled are often thrown away in the Physiotherapy Department while some disposable materials could be replaced by reusable ones without compromising the safety of the people being treated.

How should we intervene?

Júlia should report the situation to her line managers for review of waste management protocols. The institution should consider gradually replacing disposable materials with reusable ones, setting up specific recycling points and providing internal training on best environmental practices. These actions will mitigate the ecological impact and bolster Guttman's commitment to the planet's health and the Sustainable Development Goals (SDG 3, SDG 6, SDG 7, SDG 11, SDG 12, SDG 13).

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