

**CODE OF ETHICS
AND BEST PRACTICES**

DECEMBER 2015

GUGGENHEIM BILBAO

CODE OF ETHICS AND BEST PRACTICES

INTRODUCTION

The Guggenheim Museum Bilbao strives to satisfy common interest, bring culture closer to society, impart values of tolerance and respect to the community, and contribute to the public's education. These goals are seen in the Museum's Mission:

To collect, preserve, and research modern and contemporary art, and to present it from multiple perspectives within the context of the History of Art, addressing a broad, diverse audience, so as to contribute to the knowledge and enjoyment of art and the values that it represents, within a unique architectural landmark, as an essential part of the Guggenheim network, and a symbol of the vitality of the Basque Country.

As a model institution, the Museum carries out its Mission through its Values:

1. Sensitivity and respect for art
2. Integration with the art community
3. Commitment to quality
4. Customer orientation
5. Educational orientation
6. Economic orientation
7. Integration and cooperation with the Guggenheim Museums
8. Commitment to society
9. Confidence in our staff
10. A family-friendly organization committed to respecting diversity and equal opportunity

This Code expresses the ethical commitment that governs the Museum's activities, detailing the action principles and best practices that, from a responsible and ethical perspective, moderate individual and collective behavior at the Museum. These guidelines have been forged in the course of the Museum's daily activity over the years, and many of them are already expressed in the operating procedures, plans, programs, certifications, and general management policies that are detailed in the Appendix to this Code.

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OBJECTIVE

- Include guidelines, standards, and reasonable behaviors.
- Compose a list of conduct and standards that guarantee the trust that is the basis for the relationship between the Museum and the community it serves.
- Serve as a reference in the administration and daily work of the Museum, and determine the scope of individual responsibility.

SCOPE

The scope of this Code is the Guggenheim Museum Bilbao (the “Museum”), including the Guggenheim Museum Bilbao Foundation, a private, cultural foundation created in accordance with Foundations Law 12/1994 of the Basque Country; the Tenedora Museo de Arte Moderno y Contemporáneo de Bilbao, S.L., owner of the Guggenheim Museum Bilbao’s art collection; and the Inmobiliaria Museo de Arte Moderno y Contemporáneo de Bilbao, S.L., owner of the Museum building.

In all cases, the guidelines and standards that are expressed in this Code will apply to the people who participate in the administration, management, and operation of the aforementioned entities, in particular, their employees, directors, members of governing bodies, volunteers, suppliers, and collaborators (hereinafter the “professionals” or the “persons”), according to the nature of their relationship to the Museum.

SUPERVISION

A cross-functional, advisory Committee will exist to facilitate the awareness, supervision, application, and revision of this Code. This Committee will be composed of four Museum persons: one representative from the department of Human Resources and Quality, one representative from the Legal Counsel, and two employee representatives.

The Committee will gather periodically to evaluate the Code’s performance, study proposed improvements, and introduce the corresponding updates. Moreover, Museum professionals will inform this Committee of any circumstances, behavior, or conduct that may require its involvement. After analyzing every case in depth, the Committee will present a report to the Museum’s Directors’ Committee with its reflections and a proposed solution.

VALUES AND ACTION PRINCIPLES

1. SENSITIVITY AND RESPECT FOR ART

We work with artistic sensitivity, and respect for the work of art governs our action

As we undertake our activity, we are fully aware that the object we work with has a value that far exceeds its mere material worth. Preserving artwork is important, but if we are to give it its due, we must be able to appreciate it as an expression of the human condition. This is the assumption underlying all our activity and while business criteria are applied in our management plans, we never lose sight of the fact that what we are dealing with is part of the world's heritage and is invested with an intangible value that commands enormous respect.

The work of acquiring, conserving, and acknowledging the Collection and other exhibition projects, which incorporate external artistic holdings, is carried out as a service to the public good. Consequently, excellent administration and ethical management are inherent to the Guggenheim Museum Bilbao's Mission. In order to contribute to the protection and promotion of the cultural heritage that it stores and exhibits, either permanently or temporarily, the Museum has chosen to adopt the highest ethical and museum standards.

Action Principles:

Curators and the exhibition of artworks

- The exhibitions will comply with the Museum's Mission, policies, and objectives.
- The exhibitions will showcase the artworks with dignity, in accordance with international museum standards.
- The information offered in the exhibitions will be well founded, correct, and academically rigorous. In addition, the information will take into account the diversity of visitors to the Museum, adapting to a wide range of expectations and demonstrating sensitivity towards all beliefs or groups represented.
- The exhibition design will strive to balance the requirements of the lenders, the standards of conservation, the security of the artistic objects, and the public's accessibility and enjoyment.
- Works with human remains or sacred objects will be exhibited with the utmost sensitivity. If the artworks include live animals, their wellbeing will be cared for.
- In the case of exhibiting replicas, reproductions, or copies, the Museum will respect the integrity of the original and will indicate the duplicate or facsimile nature of the exhibited object.
- The Museum will consider the community's suggestions about exhibition contents with diligence, respect, and sensitivity.

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- Objects of questionable or unknown origin will not be included in any exhibition. Moreover, any object without a valid ownership title, which may have been illegally exported from its home country or an intermediate country, or for which there is reason to believe has been obtained through pillaging, the violation of human rights, or the destruction of heritage, will not be exhibited.
- The utmost caution will be exercised if third parties, which could have a direct or indirect connection to the Museum, offer artwork for exhibition in the Museum.
- Curators will work with other professionals, from within the Museum and externally, to maintain the integrity of the exhibitions and protect the institution's interests.
- Curators will keep up to date on artistic production, advances in academic research, and current international museum trends.
- Recommendations by curators regarding the incorporation of artworks into the Collection, whether through purchase, donation, gift, or bequest, will be governed by the Museum's policies and interests.
- Curators will contribute to the intellectual integrity of the artworks in the Collection, ensuring the creation of a documentary resource.
- Curators will adhere to strict curatorial and conservation criteria when granting or denying the loan of artworks from the Collection.
- In their work as Museum professionals, curators will not obtain any personal benefits from the privileged relationship they might establish with artists, lenders, sponsors, collectors, gallery owners, etc. Neither will they use their position to promote a personal, relative's, or close friends' collection of art.
- Curators will not provide professional services, such as advice, authentication, appraisal, etc., to collectors, dealers, or other art professionals. Moreover, they will report any situation that could be considered a conflict of interest.
- Curators, as well as other Museum professionals, will decline gifts of an artistic nature that could affect their decisions or interfere with the Museum's activity or its Collection. Likewise, they will report this type of situation with the utmost transparency.
- Museum professionals will exercise maximum caution before accepting private invitations to lunches, dinners, or other forms of leisure, offered by individuals or organizations, when there could be a conflicting commercial interest.
- Professionals who participate in external activities similar to those they perform at the Museum, whether paid or unpaid, will report those activities to the Museum, which reserves the right to determine if those professionals may attend in their own name or as representatives of the institution, or must withdraw their participation.

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Acquisition and deaccession of artwork

- The Museum's procedure concerning the acquisition of artworks will be followed in all cases, without exception.
- All works of art that are considered for a possible acquisition will be subject to an exhaustive investigation to guarantee their authenticity, quality, and historical importance.
- No work will be acquired through purchase, donation, loan, bequest, or exchange without the certainty that it has a valid ownership title, that the work has not been illegally exported from its home country or an intermediate country, and that there is no reason to believe it has been obtained through pillaging, the violation of human rights, or the destruction of heritage.
- The incorporation of artworks into the Collection will always take place under objective curatorial criteria that are in keeping with the policies and interests of the Museum.
- Archaeological, sacred, or human remains will not be acquired. If these types of remains are present in a work of art, the piece will only be incorporated into the Collection if the remains can be safely preserved and treated with respect.
- When a work of art contains biological contents, such as live botanical or geological specimens, the Museum will ensure that its acquisition does not violate laws or regulations which protect natural life/history, unless the work has express permission from the authorities of the corresponding country.
- The deaccession of objects will only occur with full awareness of the work's importance, nature (renewable or not), and legal condition, all of which will be appropriately recorded. Moreover, deaccession may not be realized at the expense of the Museum's mission of serving the public good.
- Given that the Museum Collection is a good in public custody, it cannot be considered a realizable asset. As such, the income or compensation obtained by the deaccession of a work of the Collection will be exclusively used in the benefit of the Collection.
- Museum personnel, relatives, or close friends will not be allowed to acquire artworks through deaccessions from the Collection.

Registry, documentation, and administration of artworks

- The works in the Museum Collection, those in deposit, and the loans for temporary exhibitions will all be registered and documented.
- The Museum has, and will keep updated, a coherent documentary resource for its Collection, which adheres to national and international standards.

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- The activities and findings gained by the research, study, or conservation of the artworks will continue to be documented, with the resulting information made available to the public.
- The Museum will meet all requirements related to the processes of acquisition, import-export, exhibition, or transport of the artworks, which are carried out under its responsibility or derived from it.
- The works of the Museum Collection, those in deposit, and the loans for temporary exhibitions will all be covered by an all-risk insurance.
- Under no circumstances will Museum professionals, their relatives, or friends appropriate artistic objects from the Museum's custody for their personal use, not even temporarily.
- The Museum will continue to follow privacy policies for the protection of information about the artworks and their owners or lenders, guaranteeing confidentiality.

Conservation and protection of artworks

- The works in the Collection, as well as those in deposit and the temporary loans, whatever their nature, are treated with the same conservation and protection criteria.
- Professional responsibility for the conservation, safekeeping, and handling of the works will be given exclusively to personnel who have the appropriate experience, qualifications, and knowledge.
- The Museum follows a policy of preventive conservation, which allows for the creation and maintenance of a suitable environment for the protection of the Collection, the works in deposit, and the loans that are stored, exhibited, or in transit.
- The Museum has emergency and security plans designed to protect the artworks from potential risks, such as natural disasters, accidents, or incidents caused by people, when the works are exhibited as well as when they are stored.
- Transfer, handling, and installation processes can only be carried out by specialized transport agents and experts in the handling of artwork. Optimal work conditions and secure, air-conditioned storage spaces will be guaranteed.
- The Museum guarantees preventive conservation and restoration actions for its holdings whenever necessary.
- All preventive conservation or restoration treatments will be appropriately recorded and, whenever possible, will be reversible so that all modification to the original object can clearly be identified.
- External artistic holdings will not receive any intervention without the prior consent of their owner or managing entity, except in the case of an emergency.

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Research and Archives

- Research done by Museum professionals should align with the Museum's Mission and objectives and should conform to the established ethical and academic practices.
- Museum professionals will share their knowledge and experience with other researchers, experts, and scholars in their areas.
- The Museum will conserve its bibliographic resources in an appropriate archive center, which will be available to the public, free of charge. This will contribute to the preservation of such heritage for future generations as a social, educational, and informational service.

2. INTEGRATION WITH THE ART COMMUNITY

We contribute to the enrichment of artistic and cultural activity in the Basque Country within the framework of the cultural strategies of its Institutions

In regards to the artistic activity of the Basque Country, the Museum seeks to serve as a stimulus and meeting place that integrates not only other cultural institutions, but also renowned artists, gallery owners, projects, and initiatives, thereby uniting forces to favor the diversity and activity of the local art world.

Action Principles:

The Museum has made a solid commitment to be an integral part of the community by encouraging a sense of collective belonging and making community involvement part of its goals. As such, Museum operations will observe the following guidelines and commitments:

- Involve the artistic community in its projects.
- Contribute to the awareness, appreciation, and administration of Basque cultural heritage, attracting a wide audience from the community.
- Maximize the efforts and resources dedicated to the interpretation, promotion, and enjoyment of the exhibitions as well as to programs designed for the local public.
- From a spirit of interculturality, foster relationships between cultures and social groups, including the artistic community of the Basque Country.
- Be a regenerative and transformative drive for the surrounding environment.
- Attract international attention to the local artistic community with quality art programs directed at a global, diverse public.
- Contribute to the professional development of Basque artists with a residency program in New York, under the direction and with the expertise of the Solomon R. Guggenheim Foundation.
- Collaborate with other entities, associations, and local cultural agents, working towards mutual enrichment and the development of a shared program of activities for the surrounding community.

3. COMMITMENT TO QUALITY

The success of the Museum involves managerial excellence; this demands quality work.

Since its beginnings, one of the Museum's goals has been to further continuous improvement, following a model of quality and excellence. This model is based on the idea that the best results—in terms of general performance, clients, employees, and the surrounding community—are gained through leadership that drives and fosters successful policies and strategies that are then carried out by the Museum's personnel, alliances, resources, and processes.

Action Principles:

The Museum has various operational procedures that help make it a flexible organization, capable of anticipating and responding to the needs and expectations of its target groups. These procedures include reliable informational systems that allow the Museum to create, implement, and review administrative policies, strategies, and objectives to better serve its Mission and, ultimately, the community.

Concerning its **customers**, the Museum strives to:

- Seek out and implement new and better systems of customer management, thereby learning about the needs and expectations of its clients and improving its service offers.
- Know all complaints and suggestions made by customers, deal with them, and respond to them quickly and effectively, as an example of the Museum's strong commitment to customer service.

The Museum's style of **leadership** encourages consistency among its values and the conduct of its personnel, which marks and conveys the direction followed by the organization.

Consequently, the Museum has the following behavioral guidelines:

- Museum leaders will continually motivate their collaborators to achieve excellence. They will be a reference to others, in terms of their behavior and performance; in other words, they will lead by example. In difficult moments, they will show consistency and strength, inspiring trust and commitment in others.
- Use processes that allow them to make decisions based on accurate, objective information regarding current and foreseen results, always keeping in mind the needs, expectations, and experiences of the Museum's target groups.
- Carry out an efficient management, which anticipates problems and risks, and command high levels of confidence from target groups.
- Aware of the importance of communication as an essential element for excellence, the Museum has management systems that facilitate communication and keep internal and external channels in operation.

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The Museum is committed to promoting **teamwork** to encourage personal development and involvement. This implies the following actions:

- Identify and understand the skills needed for the successful implementation of Museum policies, strategies, goals, and plans.
- Hire personnel and promote their professional development, giving them active, positive support and preparing them to adapt to changes, whether they be operational or related to new skills.
- Recognize the growing importance of the intellectual capital of Museum professionals and use their knowledge to the benefit of the organization.
- Make an effort to assist, consider, and reward the professionals so that they will strengthen their commitment and loyalty to the organization.
- Maximize the professionals' potential and active participation through shared values and the development of a culture based on trust, transparency, and the delegation and acceptance of responsibilities.

Among the Museum's goals are **innovation** and the **improvement** of the organization and its professionals, pursued in the following actions:

- Promote management systems that encourage a lifelong culture of innovation, improvement, and learning. Keep an open mind about accepting and implementing the ideas of the Museum's target groups. Look for opportunities for innovation and improvement, which create added value to the institution.
- Promote and safeguard the intellectual and industrial property of the Museum.
- Develop alliances that encourage synergy. Work to reach common goals, supporting each other with experience, resources, and knowledge. Construct lasting relationships based on trust, respect, and transparency.

A fundamental part of the Museum's culture is based on its commitment to **Social Responsibility**, which includes the following:

- Adopt a strict ethical focus, being transparent and publicly informing outcomes as a responsible organization.
- Observe and actively promote social responsibility and environmental protection.
- Advance opportunities for collaboration with the community, promoting and maintaining a high level of confidence and a focus on service.
- Be fully aware of the Museum's impact on current and future members of the community, doing everything possible to minimize any negative effects.

4. CUSTOMER ORIENTATION

Satisfied customers are the only guarantee of the Guggenheim Museum Bilbao's future. Thus our priority is to gear our work towards satisfying our clients in all their diversity.

The types of customers are constantly changing, as are their needs. Identifying, satisfying, and anticipating their expectations are important steps towards achieving a high level of customer satisfaction, because every satisfied client ensures the future of the Museum.

Action Principles:

All actions must be governed by strict quality standards. The Museum will orient its work towards customer satisfaction, continually identifying areas of improvement, including the following:

- Offer customers a personalized service, guaranteeing equal, immediate, and friendly treatment.
- Provide customers with a wide and accessible range of services of the highest quality, based on research about the needs and expectations of the different types of clients.
- Publicize said services in respectful communications and in line with best practices.
- Quickly and reasonably answer all questions and complaints, treating each the same and avoiding complicated procedures that lengthen the consideration and reply process in detriment of customers.
- Carefully select the professionals that work or interact with minors in Museum activities, and take extreme caution with everything related to infant visitors.
- Use management systems that maximize satisfactory accessibility of all persons to Museum information, products, and services.
- Optimize the procedures that guarantee confidentiality of personal data, to an even greater degree than personal data protection laws.
- Be an accessible Museum that understands the diversity of its customers and always acts with educational, physical, cultural, and other differences in mind, in keeping with the principle of equal opportunities.
- Be thoroughly familiar with visitor profiles and develop activities to accommodate their needs and preferences.
- Diversify admission fees, adjusting them to different types of visitors, giving special attention to groups of seniors, students, children, or the unemployed.
- Provide regular service, with opening hours that respond to customer needs, and ensure they are widely publicized. Maximize Museum hours during high seasons to better accommodate the public's expectations.

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- Always keep channels of communication open with customers, using a variety of languages and a wide range of methods and technologies, in order to collect their suggestions and keep them informed about Museum activities.
- Guarantee access to the Museum and its exhibitions to all public, eliminating physical, sensory, and intellectual barriers.
- Implement new methods of service that facilitate the public's understanding of the exhibited art and that increase customer satisfaction.
- Advance the cultural, not economic, value of the objects among the customers.
- Merge the role of the Museum as an organization that safeguards and stores valuable cultural assets and as an organization that offers this cultural heritage to the community. Facilitate access to researchers and experts connected to the organization.

5. EDUCATIONAL ORIENTATION

Facilitating the public's acquaintance with culture and especially with modern and contemporary art is our prime commitment

Innovation, creativity, hospitality, participation, and experience are some of the central concepts of our current educational programming, which, from a holistic perspective, seeks to inform different kinds of public about the Museum's artistic programming and the Frank O. Gehry-designed building, to advance shared learning, and to create places of research and discovery.

Action Principles:

The Museum aspires to be a place of integration, where all people can exercise their right to culture and where different audiences can find activities tailored to their interests. Thus, the Museum's educational activities will be governed by principles like hospitality, creativity, participation, experience, and innovation. In particular, the Museum's educational approach will strive to:

- Attract the widest audience possible. Part of the Museum's educational mission is based on its relationship with the community and the promotion of its cultural assets. In this way, the institution will endeavor to integrate and defend the public's right to culture as a way to drive social transformation.
- Use appropriate methods to inform the community of the Museum's goals and aspirations, promoting deeper understanding of its social contribution to the community.
- Promote respect for, enjoyment of, and empathy towards art, artists, and diverse voices and opinions, avoiding dogmatic or preconceived ideas.
- Encourage participants in the educational programs to develop critical thinking and personal opinions.
- Actively demonstrate the value represented by the discovery and interpretation of artistic heritage, as well as the enrichment offered by the conferences, publications, internships, and educational actions that the Museum carries out as a substantial part of its didactic endeavor.
- Guarantee special care for minors participating in educational activities.
- Foster respect for the role of the educator in society, seeking out the highest quality didactic materials.

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- Provide volunteers who help channel the community's interests towards the Museum and who demonstrate values like hospitality and participation. Gallery hosts will also contribute to demonstrating these principles.
- Offer social programs that share contemporary art with collectives, such as ethnic minorities, disadvantaged people, and other groups, so that contemporary art becomes an inclusive agent in society.
- Acknowledge different educational experiences, learning methods, and understanding by adapting language, materials, techniques, content, etc. to the public's diversity.
- Promote activities that foster relationships between cultures and social groups. Emphasize the intercultural nature of the institution's heritage.
- Cooperate closely with the communities from which the collections and exhibitions come and with the communities that the Museum serves.
- Work as a team to enrich the activities of the Museum educators, who commit themselves to keep up to date on new educational methods and tools to share knowledge and artistic values with the community.
- Foster respectful attitudes with and among participants. Treatment will be based on courtesy, attention, and appreciation, keeping in mind differences in cultures and beliefs.

6. ECONOMIC ORIENTATION

Resource management is optimized in our work to ensure the highest possible degree of self-financing for the Museum.

The Guggenheim Museum Bilbao Foundation is a nonprofit entity. The organization of activities that generate income is compatible with the Museum's Mission as this enables less need of funding from public institutions. Similarly, the Museum works to attract individual and corporate patrons to fund its programs, in accordance with the ethical limits expressed in this Code.

Action Principles:

Museum personnel will use efficiency and sensitivity to ethically, responsibly, safely, and appropriately administer the resources it uses to carry out its operations, with the goal of reaching the highest level of self-financing possible. Therefore, the following behavioral guidelines will be observed:

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- Act as an ethical and socially responsible benchmark so that the Museum strengthens its bonds with the community and continues to receive widespread support from society and the business world.
- Pursue quality, innovation, and continuous improvement in its services to satisfy its customers.
- Ensure a balance between the institution's reputation and its funding, analyzing in detail any offer of gift or collaboration. The Museum does not accept gifts from unknown origin, or suspected to have been acquired by illegal action, delinquent conduct, or behavior contrary to the Museum's ethical standards.
- Continually evaluate work processes, and introduce the improvements and synergies needed to strengthen economic orientation.
- Adapt the Museum's spaces and efficiently maximize their use in order to obtain, when possible, an economic return that contributes to self-financing.
- Follow principles of objectivity, transparency, and free competition in the acquisition of goods and services.
- Direct the Museum's economic activities towards the fulfillment of its Mission and the achievement of public interest goals.
- Protect and preserve from loss, damage, robbery, or illegal use, the assets that the institution makes available to Museum professionals.
- Use the Museum goods and facilities strictly for professional ends, avoiding any unjustified private usage.
- Employ available resources reasonably and efficiently, searching for opportunities to save energy and respect the environment.
- Reuse and recycle all used materials, especially from exhibitions. Seek out ways in which materials can be used in future projects and/or by other entities and cultural agents, in keeping with sustainability criteria.

7. INTEGRATION AND COOPERATION WITH THE GUGGENHEIM MUSEUMS

We foster and promote individual and organizational integration with the objectives, culture, and identity of the Solomon R. Guggenheim Foundation.

Belonging to the Guggenheim Constellation of museums generates multilateral relationships and demanding work practices necessary to achieve the desired synergies.

Action Principles:

The Museum has become a pioneer institution in cultural globalization in the new international scenarios, and its management system serves as a model that other institutions try to emulate. As part of the Guggenheim Constellation, the Museum strives to:

- Contribute to the image, reputation, and prestige of the Guggenheim brand.
- Serve within the Guggenheim Constellation as an example of successful development of an affiliate museum, and collaborate in the consolidation of the Constellation.
- Facilitate the integration of the Guggenheim collections as an expression of cultural heritage and as an instrument to create strong ties between national, regional, local, ethnic, religious, and political identities.
- Plan activities and put into practice methods of excellence in the global management of the Constellation, with the goal of reaching economic consolidation and self-financing.
- Share resources within the Guggenheim Constellation, including collections, projects, information, etc., to streamline management.
- Produce joint programs for professional development in the museum sector that benefit from the international expertise amassed by the Solomon R. Guggenheim Foundation throughout the decades.
- Be part of an internationally prestigious museum network that facilitates access to and collaboration with first class museum institutions as well as other entities.
- Create synergy among the teams at each museum, especially in the artistic areas, establishing a space for collaboration and allowing positive feedback.
- Promote and share the goals, culture, and identity of the Solomon R. Guggenheim Foundation.
- Raise awareness and enrich the staff's professional curriculum with diversity, supporting individuality, economies of scale, and access to shared projects.
- Work in line with the values, principles, and behaviors established in the Solomon R. Guggenheim Foundation's code of ethics.

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8. COMMITMENT TO SOCIETY

The Museum seeks to serve as a symbol of the vitality of the Basque Country and to promote ethical conduct through art.

As a nonprofit institution, the Guggenheim Museum Bilbao assumes an ethical commitment towards the local environment. It serves the community and its development and is accessible to the public by collecting, preserving, researching, presenting, and sharing both tangible and intangible heritage with the public. In this way, it contributes to society's education and art appreciation.

One of the Museum's main goals is to contribute to the awareness of modern and contemporary art through educational and cultural activities whose contents cover various areas, including exhibition programming, Museum architecture, different artistic disciplines, and other pursuits and initiatives related to art and culture in general.

Action Principles:

As an organization that serves the community and its development, the Museum promotes ethical conduct as well as the values of tolerance, openness, and respect through art. In this area, the Museum assumes the following:

- Be an active member of the community, nourishing a collective identity, inviting the community to take part in its goals, and creating alliances and collaborations among organizations, associations, and institutions.
- Contribute to the gradual transformation of Bilbao, helping to project an image of cosmopolitanism, thus becoming a model that inspires other cities throughout the world that seek to regenerate their urban plans and revitalize their economies.
- Actively promote the value that exists in the discovery and interpretation of artistic heritage.
- Encourage relationships among cultures and social groups, becoming an inclusive space in which all people can exercise their right to culture without barriers, and in which visitors can find activities tailored to their interests.
- Be committed to the community, designing an art program oriented towards a broad, diverse audience, comprised of families, disadvantaged groups, students, teens, the artistic community, and the general public.
- Work to attract the widest public possible from the community and the place or group it serves, defending every person's right to culture, with the goal of contributing to the transformation of society.
- Use appropriate methods to inform the community of the Museum's goals and aspirations so that the public better understands the social contribution made by museum institutions.

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- Promote the use of channels of communication that inform the community of the facts and details of the Museum's activity in a clear, organized, accessible, and transparent way.
- Ensure that the information offered in the exhibitions is well founded, correct, and academically rigorous. In addition, the information will respect the sensitivity of the groups represented in the exhibited works and their beliefs, as well as those of their authors and of the audiences that view them.
- Enforce policies that safeguard an appropriate documentation of the Museum's Collection and exhibitions, as well as the information related to them, and transfer this knowledge to the coming generations in the best possible conditions, with the current knowledge and resources.
- Avoid the exhibition or use of objects from unknown origins, since the presentation or any other use of these objects could be considered as consent or contribution to illicit trafficking of cultural goods.
- Work to eliminate physical, sensory, and intellectual barriers, guaranteeing optimum access to Museum content and facilities.
- Protect the public from any illegal or unethical professional conduct.
- Promote new technologies, encouraging the use of information and communication technologies, such as the web or virtual environments, social media, etc., to make the Museum's contents and activities accessible to everyone.
- Offer quality exhibitions that attract cultural and international tourism. Enter into alliances with tourist agents to promote Bilbao and the Basque Country as a destination for a wide variety of visitors.
- Implement plans and methods that seek excellence in management and the achievement of budgetary consolidation and self-finance.

9. CONFIDENCE IN OUR STAFF

The Guggenheim Museum Bilbao builds its organization on honesty, trust, integrity, responsibility, and participative work, and fosters the values of liberty and respect for the individual.

Professionals are the face of the Museum, and, therefore, their behavior should be based on honesty, impartiality, and objectivity. They must conduct themselves as benchmarks of responsible and respectful behavior, being held accountable for the decisions and actions exercised in their roles at the Museum. They will abstain from any action or lack of action that would damage the prestige, image, or reputation of the Museum. Likewise, they will avoid any conflict of interest and will always report a decision or action that could produce a conflict between their interests and those of the organization. Their behavior must not jeopardize their loyalty to the Museum. The Museum professionals will act in accordance with the legality and directives of this ethical Code.

Action Principles:

Integrity is a value that is found in all of the Museum's actions and work. It is the main foundation of trust. Specifically, the Museum and the people with whom it collaborates will:

- Refuse gifts or presents from people, public or private entities, or suppliers that go beyond common courtesy or custom, in order to avoid interfering in the organization's decisions and with the goal of safeguarding the impartial, ethical image of the Museum.
- Decline personal gifts that could affect their professional decisions. Professionals will report this type of situation with the utmost transparency.
- They will not use Museum goods or facilities for personal ends.
- Invitations to attend conferences or participate in panels or similar activities must be informed to the Museum for approval, in accordance with the appropriate internal policies, except when participation is completely external to the professional's role at the Museum or when said participation is due to previous professional activity or skills.
- When Museum professionals must travel for work, they will only accept pay for transport, accommodation, and sustenance, refusing any other type of payment, fee, or commission.
- Refuse money, commissions, or other forms of payment from third parties for professional activities and services offered in the Museum or related to its operations.
- Museum professionals will not participate, without previous authorization, in business or economic activities that could produce a conflict of interests with the Museum or could suggest their disloyalty to the Museum.
- Museum professionals cannot be suppliers for the Museum, and neither can they acquire or rent goods to the Museum without authorization.

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- Museum professionals will not influence the granting or awarding of contracts or authorizations when they could benefit, and they will refrain from intervening in any issue which could affect their objectivity.
- Museum professionals will not participate in nor approve any agreement or transaction with suppliers, artists, dealers, or consultants in the Museum's name if a kinship relationship or business connection exists between them, without reporting to and getting express permission from the Museum.
- Museum professionals will not use their position at the Museum for their personal or material benefit.

Another example of trust is the **confidentiality** that the Museum's functions demand:

- Museum professionals will not disclose, under any circumstances, confidential information or information that has been obtained through their role at the Museum, even after their working relationship with the Museum has concluded.
- They will not reveal to third parties or to the media any information obtained in their role at or collaboration with the Museum. This obligation will continue even after that connection has ended.
- Museum professionals will observe the strictest confidentiality with respect to the information related to Museum security or its artistic holdings.

The Museum's values require **responsible, professional** people who help maintain the institution's reputation and mutual respect. To this end, the professionals will:

- Fulfill their roles with the necessary transparency and dedication, devoting themselves to their job, and admit and correct errors in their work.
- Work as a team to enrich their professional performance. Professionals must acquire the necessary knowledge and have a proactive attitude towards continuous improvement that looks for ways to add value.
- Fulfill the policies and goals of the Museum, guaranteeing their successful development and execution. To do so, material and human resources will be duly managed to create a loyal, transparent, and participative working environment, based on collaboration. Likewise, leaders will promote the professional training, development, and growth of their collaborators.
- Be loyal to Museum personnel and the Museum as an institution.
- Have a respectful attitude at work and in their professional relationships, avoiding situations, actions, or commentaries that are derogatory, discriminatory, or degrading. Treatment will be based on courtesy, attention, and the appreciation of each person's efforts, taking into consideration physical, cultural, and religious differences.

10. FAMILY-FRIENDLY ORGANIZATION COMMITTED TO PROMOTING AND RESPECTING DIVERSITY AND EQUAL OPPORTUNITY

The Guggenheim Museum Bilbao makes every effort to act in an ethical, socially responsible manner; to respect equal opportunity for all persons in their diversity; to promote a healthy work-life balance for professionals; and to take into account a gender-conscious perspective.

Global Personnel Management employs the principle of equal opportunity and nondiscrimination, and incorporates social responsibility as part of the Museum's corporate strategy in order to offer quality, stable employment in a pleasant, stimulating environment. It also encourages reciprocal responsibility between the employees and the organization, promoting flexible and innovate methods of work that allow them to respond to visitor and customer demands as well as seek out their own professional development.

Action Principles:

The Museum protects equal opportunity and rejects any type of discrimination in regards to sex, race, religion, or any other reason, with the conviction that diversity enriches ideas and behaviors and promotes an open mind. No type of intimidation or imposition on the freedom of thought, opinion, or personal belief is allowed. In this sense, the Museum is committed to the following principles:

- Guarantee equal opportunity to diverse people in the selection, hiring, training, promotion, and treatment of personnel, according to objective criteria.
- Develop policies and procedures to investigate possible situations of moral, sexual, gender-related, and other types of harassment.
- Promote a style of leadership that shows consistency between its values, ethical principles, and behaviors so that, by their example, leaders can motivate and encourage their collaborators to strive for excellence, thereby growing trust and commitment.
- Encourage teamwork to ensure personal development and involvement.
- Promote development and training programs for its professionals, preparing them to overcome challenges and adapt to changes, whether they be operational or related to learning new skills.
- Create programs that maximize professionals' potential involvement and proactive attitudes through shared values and a culture based on trust, transparency, and the delegation and acceptance of responsibilities.
- Adopt a strict, ethical focus, act with transparency, and inform target groups of the Museum's performance as a responsible organization.

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- Promote policies that encourage a culture of lifelong learning, innovation, and improvement, which encourages nondiscrimination, keeps an open mind that favors acceptance and uses everyone's ideas, and finds opportunities for innovation and improvement to create added value.
- Have personnel trained on issues of equality and mediation so policies that go above and beyond the established legal framework can be realized.
- Support employee participation in the creation of measures that favor equal opportunity, and inform employees about the plans, systems, and existing measures that the organization has regarding equality.
- Foster cultural changes that break down myths about the inherent rift between family and professional life in certain positions and sectors.
- Employ audit procedures that record the success of the measures and their appropriate application.
- Show special sensitivity to people with specific needs, both employees and customers, and to the development of policies concerning the identification and elimination of social barriers, supporting equal access to information, services, and job performance.
- Establish policies and procedures to investigate the decisions that might rely on unjustified criteria in job performance, that could be interpreted as discriminatory, or that could hinder the right to a full personal, work, and family life.
- Continually review and revise policies in order to improve and adapt them to the needs of society, since the Museum is fully aware of its role as a benchmark institution in the current socioeconomic environment.

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APPENDIX

Procedures and good practices at the Guggenheim Museum Bilbao

The most important procedures, manuals, policies, certifications, and programs implemented by the Guggenheim Museum Bilbao are listed below:

- Collective Bargaining Agreement
- Commitment to Transparency (Recognition of the most transparent museum in Spain in 2015)
- Complaints and Suggestions Procedure
- CONCILIARTE Plan
- Data Protection Policy
- Deposit Management Procedure
- Directors' Commitment to Private-Professional Life Balance
- EFQM Silver Q
- Emergency Plan
- Emergency Plan for Works of Art
- Entity collaborating with Emakunde
- Equality Plan
- Exhibition Management System
- Evacuation Procedures
- Fire Protection Manual
- Human Resources Strategic Plan
- Information Security Policy
- Internal Hiring Procedures (Foundation, Inmobiliaria, and Tenedora)
- Instructions Regarding the Fabrication of Crates for Works of Art
- Investment Policy
- Manual for Customs Administration and Export-Import Permissions
- Manual for Handling and Installing Artworks
- Manual to Avoid Sexist Language
- Occupational Risk Prevention Plan
- OPTIMA Committee
- OSASUN Project

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Procedure for the Management of the Permanent Collection

Procedure for the Management of Loans (incoming/outgoing)

Procedure for the Management and Control of Artwork Inventory and Equipment

Procedure for Hiring and Promoting Personnel

Procedure for the Admittance of Artworks

Procedure to Measure the Satisfaction and Commitment of Personnel

Procedure on the Use of the Museum's Image

Procedure for the Acquisition of Artworks

Procedure for the Documentation and Inventory of the Museum's Collection

Procedure for Work Performance Evaluations

Procedure for Maternity Protection

Procedures for the Preventative and Corrective Conservation of Artworks

Procedures for Financial Administration and Control

Programs for Collaboration with Entities that Work to Place Disabled People

Protocol against Moral, Sexual, and Gender-Related Harassment

Protocol Manual

Reception Orientation Plan

Recognition of ARHOE

Safety Instructions regarding Access, Credentials, and Surveillance: (i) staff access to the Museum; (ii) access by suppliers and vendors; (iii) ID cards and accreditation; (iv) permanent posts

Security System Maintenance Plan

Security Plan

Strategic Plan

Style Manual

System of Universal Accessibility, in accordance with certification ISO 170.001

System of Private-Professional Life Balance, in accordance with the certification as Family-Responsible Organization (EFR)

System of Environmental Management, in accordance with certification ISO 14.001

Training Plan Procedure

Visitor Services Manual

Volunteer Program

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Worker's Health and Safety Committee

Works Council