

**Health Intervention and Technology Assessment Program Foundation
(HITAP Foundation)**

Code of Conduct

Date: 11 January 2025

Table of Contents

- 1. Overview**
- 2. Introduction**
 - 2.1. Purpose: Importance of the Code
 - 2.2. Scope: Applicability of the Code
 - 2.3. The Importance of Ethics
- 3. Ethical Principles**
 - 3.1. Staff Responsibilities
 - 3.2. Roles of Unit Heads and Management
 - 3.3. Roles of Board Members
- 4. Commitment to Ethical Standards**
 - 4.1. Respect and Fair Treatment
 - 4.2. Non-Discrimination
 - 4.3. Abuse of Authority
 - 4.4. Harassment Prevention (Including Sexual Harassment)
 - 4.5. Prohibition of Violence, Drugs, Smoking, and Alcohol
 - 4.6. Constructive Feedback and Performance Reviews
 - 4.7. Work-Life Balance
 - 4.8. Environmental Responsibility
- 5. Ethical Conduct and Responsibilities**
 - 5.1. Adherence to Legal Requirements
 - 5.2. Conflict of Interest
 - 5.2.1 Declarations of Interest
 - 5.2.2 Declarations of Interest Process for Staff
 - 5.2.3 Declarations of Interest Process for Board Members
 - 5.2.4 Meeting Attendance
 - 5.2.5 Gifts, Awards, Hospitality, and Honors
 - 5.2.6 Outside Employment and External Activities
 - 5.2.7 Family and Personal Relationships
 - 5.3. Protecting Resources
 - 5.3.1. Use of Official Time
 - 5.3.2. Office Technology
 - 5.3.3. Data, Records, and Confidentiality
 - 5.3.4. Procurement Practices
 - 5.3.5. Physical Assets and Vehicles
 - 5.3.6. Fraud Prevention
 - 5.3.7 Enterprise Risk
 - 5.4. Protecting the Organization's Reputation
 - 5.4.1. Publication and Intellectual Property
 - 5.4.2. Media Relations and Public Statements

5.4.3. Use of E-mails and Social Media

5.4.4. Research Integrity

5.4.5. Post-Employment Restrictions

6. Research Ethics

6.1 General Research Ethics

6.2 Ethics in Research Activities

7. Compliance and Accountability

7.1. Duty to Comply

7.2. Duty to Report Violations

7.3. Consequences of Non-Compliance

8. Appendices

1. Overview

The Health Intervention and Technology Assessment Program Foundation (HITAP Foundation, “we”) is dedicated to achieving the highest possible level of health for all people. This mission is supported by the commitment of our staff to uphold and promote the highest standards of ethics and conduct. The HITAP Foundation’s Code of Conduct (“Code”) outlines the ethical standards we expect from all staff members at all times.

The Code is reviewed every three years by the Head of the Administration Unit and the Human Resources team, with final approval from the Assistant Secretary-General and the Secretary-General of the HITAP Foundation.

All HITAP Foundation staff (“you”) are individually and collectively accountable for upholding these standards. The management team, in particular, has a heightened responsibility to exemplify these standards, set a positive example, and foster a supportive work environment.

The purpose of this Code is to promote, enhance, and sustain an ethical environment that fosters trust, transparency, and respect both within the organization and in our interactions with external partners. By adhering to this Code, you affirm your commitment to the HITAP Foundation’s core values.

However, this Code does not cover every possible situation or conflict that may arise. In many cases, common sense and good judgment will be your best guide. If you are uncertain about any aspect of the Code or how it applies to a specific situation, you are encouraged to seek guidance from your unit head, the Human Resources team, or the management team. When acting on behalf of the HITAP Foundation, you are entrusted with safeguarding our reputation for transparency, honesty, and integrity.



HITAP Foundation's Core Value

2. Introduction

2.1 Purpose: Importance of the Code

This Code has been developed to consolidate and communicate the ethical expectations for our staff. It synthesizes and summarizes the key rules, regulations, and policies that govern our interactions with one another, as well as with partners, funders, and the public. The Code serves to uphold ethical principles and protect our reputation as a trustworthy organization.

Furthermore, this Code aims to foster and strengthen an ethical culture throughout the organization. It underscores our commitment to maintaining the highest standards of integrity, helping you make ethical decisions in your role at the HITAP Foundation.

2.2 Scope: Applicability of the Code

This Code applies to all individuals working for the HITAP Foundation, including staff (regardless of position or level), board members, consultants, and interns.

For clarity, “HITAP Foundation staff” or “you” refers to all individuals covered by this Code, while “we” or “the Organization” denotes the Health Intervention and Technology Assessment Program Foundation. All individuals affiliated with the HITAP Foundation are expected to uphold and respect this Code, conducting themselves professionally, with courtesy, decency, and cultural sensitivity in their interactions with others.

2.3 The Importance of Ethics

The success of the HITAP Foundation and its mission depends on maintaining the trust and confidence of the public, partners, funders, and stakeholders. To achieve this, it is crucial that we fulfill our responsibilities with independence, transparency, honesty, and integrity.

Our commitment to ethical conduct must be embedded in the foundation of our organization and guide every decision we make. Upholding an ethical culture is essential for making the right choices and fostering the values that guide our actions.

3. Ethical Principles

Upholding ethical conduct is fundamental to realizing the HITAP Foundation's vision, mission, and mandate. While each staff member is responsible for their own professional and personal conduct, the commitment to upholding the HITAP Foundation's values and reputation requires the collective effort of all personnel, unit heads, and board members. At every level, this commitment is essential in aligning with the Foundation's mandate, fostering a positive work environment, and reflecting our core values.

3.1. *Staff Responsibilities*

As a member of the HITAP Foundation staff, you are responsible for educating yourself on the guidelines outlined in this Code and adhering to them. It is important to recognize that your actions have consequences, and you may be held accountable for them. You are encouraged to seek guidance before making decisions and to ensure compliance with the principles outlined in this Code.

As a staff member, you are expected to:

- Conduct yourself in accordance with our core values and demonstrate the highest standards of behavior.
- Comply with the HITAP Foundation's regulations and policies.
- Treat all individuals with dignity and respect, promoting these values and ethical practices among colleagues to create a respectful and inclusive work environment.
- Disclose in writing any personal interests that may potentially conflict with your work at the HITAP Foundation (e.g., engagement with private sectors).
- Work responsibly, reflecting professional dedication, and prioritize the safety of yourself and others.
- Respect and protect the HITAP Foundation's resources, information, and property, including when working outside of the office.
- Maintain neutrality and independence, ensuring you are not influenced by external parties.
- Seek guidance and support within the HITAP Foundation when necessary.
- Report any potential breaches of regulations and policies in accordance with the established procedures.
- Understand that you represent the HITAP Foundation at all times, upholding our core values.
- You should take pride in your role at the HITAP Foundation. It is essential that you avoid misrepresenting your position, title, or responsibilities to external partners, funders, or the public. Your role should never be used for personal gain or to manipulate others into granting you favorable treatment.

3.2. *Roles of Unit Heads and Management*

Unit heads and the management team play a crucial role in promoting a workplace culture that upholds our core values and ensures a safe, respectful, and healthy work environment. In addition to following the same responsibilities as staff members, unit heads and management are expected to:

- Advocate for our core values and consistently lead by example in line with this Code.
- Be open, honest, respectful, and clear in communications with staff, including expectations around workplace conduct and behavior.
- Support and actively contribute to creating a workplace culture that aligns with our core values.
- Foster an inclusive and equitable environment free from sexual misconduct, harassment, discrimination, and abuse of authority.
- Set clear objectives and responsibilities for staff, ensuring they have the necessary resources and support to succeed.
- Conduct timely performance reviews and consistently provide feedback to staff.
- Address workforce concerns promptly and fairly.
- Respect due process when addressing breaches of the Code, as well as other relevant policies, procedures, and guidelines.
- Respond promptly and fairly to any reported violations of ethical principles and core values, including allegations of misconduct, while maintaining unbiased procedures.
- Ensure protection against retaliation for staff who report suspected wrongdoing in good faith and address malicious accusations as misconduct.
- Provide a fair opportunity for staff accused of violations to respond in a non-threatening environment, protecting their rights to due process.
- Recognize and appreciate the contributions of staff towards the fulfillment of our mission and vision.

3.3. *Roles of Board Members*

The reputation of the HITAP Foundation is shaped by the collective efforts of its board members in upholding an ethical and professional workplace. As board members, you play a vital role in providing strategic insights and guidance, while also serving as role models for the Foundation's staff. To protect and enhance the HITAP Foundation's name and reputation, board members are expected to:

- Strictly adhere to and ensure full compliance with this Code.
- Lead by example, demonstrating ethical behavior at the highest levels of management.

- Cultivate an environment of professional dedication, fairness, and mutual respect within the Foundation.
- Disclose in writing any personal interests that may potentially conflict with the HITAP Foundation's goals and activities.
- Offer counsel and guidance to unit heads and the management team on specific issues as requested.

4. Commitment to Ethical Standards

The HITAP Foundation is dedicated to fostering a positive and secure work environment, guided by the core value of “people caring for people.” This involves promoting professional, dignified, and respectful conduct, where staff can openly and courteously express their professional perspectives and opinions.

4.1. Respect and Fair Treatment

The HITAP Foundation comprises staff from diverse cultural, religious, racial, ethnic, gender, age, and professional backgrounds. It is crucial to acknowledge and appreciate this diversity, as it strengthens our work, programs, and operations. Respecting others fosters a work environment that values different perspectives.

Any conduct, comment, or display that is disrespectful or inappropriate—such as insults, denigration, humiliation, or devaluation of someone's worth—violates our ethical principles and may result in disciplinary action.

Forms of disrespect can include, but are not limited to:

- Spreading rumors to damage someone's reputation.
- Shouting, ridiculing, or belittling others.
- Undermining achievements.
- Publicly humiliating individuals.
- Using condescending language, swearing, or insulting others.
- Dismissing others' thoughts or feelings.
- Taking credit for others' work.
- Dominating or behaving uncooperatively.
- Damaging relationships among colleagues.

The HITAP Foundation has a zero-tolerance policy for any form of disrespect.

4.2. Non-Discrimination

The HITAP Foundation values the inherent equality of every individual. Discrimination based on race, ethnicity, creed, social or political background, nationality, religion, age, gender, disability, physical appearance, marital status, sexual orientation, social origin, class, caste, or any similar status is strictly prohibited. This applies to individuals and groups alike.

Under all circumstances, our ethical principles and values take precedence over personal beliefs, opinions, or preferences.

In the recruitment process, to promote inclusivity and fairness, all applicants must be assessed solely on objective, job-related criteria such as experience, skills, and integrity, with no discrimination allowed.

4.3. Abuse of Authority

Abuse of authority occurs when someone misuses their position of power or influence to mistreat others. This includes creating a hostile work environment through intimidation, threats, or coercion.

As part of your responsibility, you must maintain a harmonious and effective work environment free from intimidation, hostility, or any form of abuse. This should be marked by respect, compassion, and kindness.

Abuse of authority becomes particularly serious when it negatively affects someone's career or employment conditions (e.g., appointment, assignment, contract renewal, performance evaluation, or promotion). While decisions made through appropriate managerial or supervisory responsibilities are not considered abuse of authority, any misuse of power that creates a hostile work environment is unacceptable.

4.4. Harassment Prevention (Including Sexual Harassment)

Harassment, including mobbing or bullying, refers to any improper and unwelcome conduct—whether words or actions—that could reasonably cause offense, humiliation, exclusion, or disruption to another person's work. Such conduct creates an intimidating or hostile work environment and is strictly prohibited.

In cases of harassment, what matters most is how the recipient feels, not the intent of the person causing the behavior. Harassment may include:

- Excluding or humiliating individuals.
- Yelling or using offensive language.
- Making threats or using intimidating behavior.

These actions are considered harassment under any circumstances and are subject to disciplinary measures.

4.5. Prohibition of Violence, Drugs, Smoking, and Alcohol

The HITAP Foundation maintains a firm stance against any acts of violence or threats, whether on our premises or outside. Such conduct will result in disciplinary action as outlined in the Employee Handbook (see Appendix 1).

The following behaviors are strictly prohibited:

- Bringing weapons or imitation weapons onto HITAP Foundation property.
- Using illegal drugs or consuming alcohol on HITAP Foundation property.
- Smoking within designated areas.

Substance abuse jeopardizes the well-being and safety of our workplace. All staff members are expected to demonstrate sound judgment and refrain from actions that could hinder performance or endanger themselves and others.

4.6. Constructive Feedback and Performance Reviews

Unit heads are responsible for delivering results and overseeing the staff under their supervision. It is essential to foster an environment of openness and respect where feedback is encouraged, and good performance is acknowledged.

Providing constructive feedback, expressing disagreements, or offering critical suggestions in a respectful manner are normal aspects of supervisory duties. These actions do not constitute harassment, abuse of authority, or discrimination.

The HITAP Foundation uses an objective and fair performance evaluation system. Any disputes regarding work-related issues—such as transfers, reassignments, task allocations, promotions, or contract extensions—should be raised with the Human Resources team, the Assistant Secretary-General, or the Secretary-General for resolution.

4.7. Work-Life Balance

Achieving a balance between work and personal life is critical for overall well-being. The HITAP Foundation recognizes the importance of maintaining this balance and supports initiatives that promote a healthy work-life balance. Flexible work arrangements, such as remote work or adaptable schedules, are encouraged to enhance productivity and job satisfaction while accommodating individual needs.

4.8. Environmental Responsibility

The HITAP Foundation is committed to being an environmentally responsible organization. We actively consider the impact of our decisions, policies, and actions on ecosystems. We aim to minimize the environmental footprint of all our operations through initiatives such as the “Green Office” campaign, which promotes effective waste management, awareness of carbon footprints, and sustainable practices.

5. Ethical Conduct and Responsibilities

5.1 Adherence to Legal Requirements

Your personal life is generally considered private; however, certain activities outside of work, while unrelated to your official duties, can influence the perception of the HITAP Foundation. It is important to be aware that your private behavior may affect the image and interests of the Foundation.

As a representative of HITAP, you are expected to comply with local laws at all times. This includes, for example, obeying local traffic laws and refraining from engaging in activities that are illegal in Thailand. If the Foundation becomes aware of any violation of local laws, we will typically refer the matter to national authorities.

5.2 *Conflict of Interest*

A conflict of interest arises when your personal interests—whether financial, personal, or otherwise—interfere with, or could be perceived as interfering with, your ability to act impartially and in the best interests of the HITAP Foundation. It is essential to disclose and manage any such conflicts promptly to avoid damaging the Foundation’s integrity, independence, and impartiality.

While working at HITAP, you must consistently prioritize the Foundation’s interests in all actions, decisions, and behavior. This means placing HITAP’s priorities above any personal interests, including those of family, friends, government entities, vendors, or partners.

HITAP is committed to rejecting any financial support or benefits from the private sector that is directly involved, or expected to be involved, in our health technology assessments. All staff and board members must declare any involvement with the private sector. However, the private sector may be invited to participate in stakeholder meetings, alongside other foundations and non-profit organizations, to ensure impartiality.

If you are invited to attend or present at a conference, training, seminar, or other events hosted or supported by the private sector for academic or capacity-building purposes, including knowledge exchange, prior approval must be obtained from your unit head, the Assistant Secretary-General, or the Secretary-General of HITAP.

5.2.1 Declarations of Interest

The HITAP Foundation requires all board members and employees to submit a Declaration of Interest form. This must be done:

- Before appointment or employment.
- Annually.
- Whenever there are changes to your personal or professional

circumstances.

This process ensures the highest standards of integrity and helps maintain public confidence in the work of the Foundation.

Once submitted, the Declaration of Interest form will be kept for one year (following the completion of the assessment cycle) and will be removed or destroyed after it is concluded that no conflict exists or that the declared interest is irrelevant or insignificant.

If a declared interest is considered significant, one of the following actions may be taken:

- Full participation in HITAP Foundation activities, with public disclosure of the interest.
- Partial exclusion from certain HITAP Foundation activities or decision-making processes.
- Total exclusion from HITAP Foundation activities if the conflict is too significant to manage.

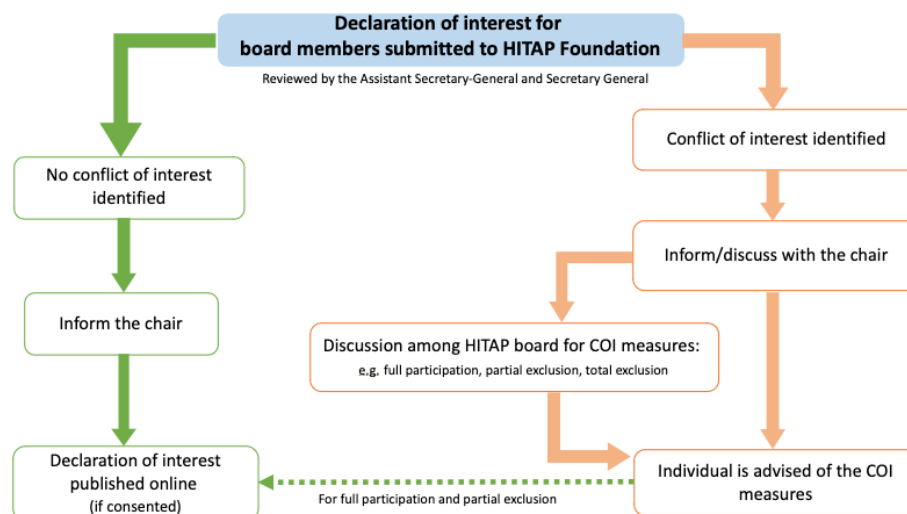
The purpose of the declaration is not to prevent external engagement or to terminate appointments, but to ensure that conflicts of interest are disclosed and managed effectively. Accuracy and thoroughness are crucial, as incomplete or omitted disclosures may necessitate further action to address potential conflicts. If you are unsure whether to disclose an interest, you are encouraged to consult the unit head, the Assistant Secretary-General, or the Secretary-General.

5.2.2 Declarations of Interest Process for Staff

As a staff member, you are required to submit the Declaration of Interest Form for Staff (see Appendix 2) to the Human Resources team for review. If you are unsure about whether to disclose an interest, you may seek advice from Human Resources, the Assistant Secretary-General, or the Secretary-General, including whether you should recuse yourself from any situation that may create a conflict or the appearance of one. The Assistant Secretary-General or the Secretary-General will determine the appropriate course of action to manage any conflicts.

5.2.3 Declarations of Interest Process for Board Members

As a board member, you are required to submit the Declaration of Interest Form for Board Members (see Appendix 3) to the Assistant Secretary-General and Secretary-General for review. If a declared interest is considered potentially or clearly significant, the matter will be reviewed in consultation with the Chairperson of HITAP. A meeting may be convened to assess the appropriate measures, and decisions will be made based on fairness and transparency.



Declaration of interest process for board members

5.2.4 Meeting Attendance

If invited to attend or present at a conference, training, seminar, or other event hosted or supported by the private sector, prior approval must be obtained from your unit head. However, the private sector may be invited to participate in stakeholder meetings as part of research activities, alongside other foundations and non-profit organizations, to maintain impartiality.

5.2.5 Gifts, Awards, Hospitality, and Honors

Accepting gifts, awards, entertainment, hospitality, or honors related to your work at HITAP may create an obligation to the giver, potentially compromising the Foundation's independence, integrity, and impartiality.

You should refrain from soliciting gifts or favors in connection with your duties. Gifts offered should not be accepted if doing so would create the appearance of impropriety, bias, or conflict with the reputation of HITAP. However, for gifts valued at less than USD 30, you may exercise discretion, while prioritizing the Foundation's reputation.

For gifts, awards, or honors related to your work, prior approval from your unit head, the Assistant Secretary-General, or the Secretary-General is required. If granted, you must acknowledge that the award is being given in recognition of your work for the HITAP Foundation.

5.2.6 Outside Employment and External Activities

You are expected to dedicate your full time and attention to your role at HITAP. Engaging in outside work or activities that interfere with your responsibilities, whether due to time commitments or perceived conflicts, is not permitted. However, HITAP supports professional development that aligns with our mission.

You must avoid outside activities that could create a conflict of interest. If there is a potential conflict, you must seek approval from your unit head, the Assistant Secretary-General, or the Secretary-General before participating in any external work, whether paid or voluntary. Certain unpaid activities, such as personal studies or charitable work unrelated to HITAP, may not require prior approval if conducted outside of working hours, but it is advisable to consult with your unit head, the Assistant Secretary-General, or the Secretary-General if you are uncertain.

Should permission for outside employment or activity be granted, ensure that it is conducted in a personal capacity and not as a representative of HITAP. Clear communication regarding your status as an individual and not as a representative of HITAP is essential when engaging with external organizers and participants.

5.2.7 Family and Personal Relationships

Family relationships or personal connections can influence, or appear to influence, your impartiality and professional performance. You must avoid situations where your professional judgment could be compromised, such as engaging in contracts with companies owned by family members or being involved in the recruitment of candidates with personal connections to you. Moreover, intimate relationships among colleagues should not affect your professional responsibilities or the work environment. These relationships must be consensual, free from coercion, and without abuse of power.

5.3 *Protecting Resources*

As an employee of the HITAP Foundation, you are entrusted with various resources and assets, both tangible and intangible. These resources, including funds, computer systems, office supplies, vehicles, and time, must be used responsibly and efficiently to benefit the Foundation and the public. It is your responsibility to prevent any misuse, loss, or waste of these resources, ensuring that they are always used in a manner consistent with the Foundation's mission.

5.3.1 Use of Official Time

Time is a valuable resource, and it is expected that you use it effectively to carry out your responsibilities. You should approach your work with the utmost productivity and competence, contributing to the overall effectiveness of the HITAP Foundation. Personal tasks and commitments should be addressed outside of working hours, without involving colleagues or affecting your work performance.

5.3.2 Office Technology

While working at the HITAP Foundation, you are expected to use office technology for professional purposes only. Personal use of office equipment, such as the internet, email, and telephones, should be minimal and aligned with the Foundation's interests. Such usage should not disrupt the work of colleagues or strain the internal networks.

Any misuse of office technology—such as sending harassing or illegal emails, streaming movies, or making excessive personal calls at the Foundation's expense—is prohibited. You must also safeguard HITAP's technology, systems, records, and information. Unauthorized access to systems or sharing passwords is not allowed. Computers should always be locked when unattended, and credentials must not be shared. Accessing, sending, or forwarding offensive, illegal, or inappropriate content—including pornography or inappropriate jokes—is strictly forbidden. While personal devices may be used to connect to HITAP's systems, they must meet the necessary technological and security standards.

5.3.3 Data, Records, and Confidentiality

The HITAP Foundation maintains business and financial records in various formats—paper, digital, and others. You are responsible for ensuring the accuracy and

integrity of these records. Confidential or proprietary information should be properly labelled to prevent accidental or intentional disclosure.

You are prohibited from damaging, deleting, altering, concealing, or fabricating data, documents, or records. All records must be prepared truthfully, and you should only sign or enter records that are accurate and authorized. Confidential information, including research data, personal information, medical records, and proprietary intellectual property, must be safeguarded. Do not disclose this information to anyone outside the Foundation, unless it is authorized by the unit head or required as part of your official duties. If you are unsure whether information is confidential, always consult with your unit head.

5.3.4 Procurement Practices

The HITAP Foundation's procurement process is designed to promote transparency, fairness, and equal competition among potential providers. All staff involved in procurement must uphold the integrity of the process, ensuring that all providers are treated impartially and equitably.

Procurement decisions should be made with the highest standards of integrity, free from favoritism or bias, and in full compliance with the Foundation's procurement guidelines and policies.

5.3.5 Physical Assets and Vehicles

The resources and assets of the HITAP Foundation, including office supplies, computers, telephones, and vehicles, are to be used solely for official purposes. It is your responsibility to ensure that these resources are used with care and for work-related activities. Personal use of HITAP vehicles is prohibited unless expressly authorized by the Assistant Secretary-General or the Secretary-General. If permission is granted for non-work-related trips, the full cost must be reimbursed to the Foundation.

When using a Foundation vehicle, you must adhere to all local traffic regulations, including speed limits and parking restrictions, and wear a helmet when required.

5.3.6 Fraud Prevention

The HITAP Foundation has a zero-tolerance policy for fraud and corruption. There are no acceptable excuses for engaging in fraudulent behavior, bribery, collusion, coercion, or any other illegal activities. Fraud and corruption undermine the Foundation's reputation and public trust, potentially leading to the loss of funding and severely affecting the delivery of our mission.

Fraud is defined as any act or omission that misleads or attempts to mislead others to obtain an undue benefit or advantage or to avoid an obligation. Corruption refers to offering, giving, receiving, or soliciting something of value to improperly influence the actions of another party.

Any suspected instances of fraud or corruption must be reported immediately to the unit head, Assistant Secretary-General, or the Secretary-General. The Foundation will take swift and decisive action, including disciplinary measures, recovery of funds, termination of employment, and referral to relevant authorities for investigation and legal action, as necessary.

5.3.7 Enterprise Risk

The HITAP Foundation faces various risks, both external and internal, that may influence the achievement of our mission. These risks can include ethical issues such as bribery, corruption, fraud, embezzlement, kickbacks, and misuse of confidential information. It is your responsibility to mitigate these risks by promptly reporting any concerns and following established controls and procedures to minimize exposure to these risks.

5.4 *Protecting the Organization's Reputation*

As an employee of the HITAP Foundation, you are expected to uphold the organization's reputation and integrity in all aspects of your work. This includes managing intellectual property, engaging with the media, using emails and social media responsibly, maintaining research integrity, and observing post-employment restrictions. The following guidelines are designed to help you navigate these responsibilities.

5.4.1 Publication and Intellectual Property

The HITAP Foundation owns all rights, including title, copyright, and patent rights, to any work or invention created or developed by you as part of your official duties. This includes research, written work, and inventions that are created during your employment. The Foundation reserves the right to use these works as it sees fit, including publishing them, making alterations, or utilizing them in ways other than originally intended.

When creating materials for external publication, you must follow established clearance procedures and adhere to applicable copyright and patent laws. External publications should meet high scientific standards and comply with the publisher's quality assurance protocols, including peer review. Any conflicts of interest must be disclosed, and proper acknowledgment of funders or collaborators is required.

External contributions, such as journal articles, book chapters, commentaries, reviews, or editorials, should clearly acknowledge your role as an employee of the HITAP Foundation.

5.4.2 Media Relations and Public Statements

Employees are authorized to speak to the media only on topics that fall within their area of expertise and responsibility. It is crucial to remember that when engaging with the media, you are representing the HITAP Foundation, not yourself as an individual, academic, or independent expert.

Before speaking to the media, you must seek guidance from your unit head, the Assistant Secretary-General, or the Secretary-General of the HITAP Foundation, as appropriate. Any media statements or interviews should be aligned with the Foundation's policies and objectives. If authorized to speak with the media, you must keep relevant colleagues informed about your interactions, including discussions with scientific media and journals.

Please note that collaborators are prohibited from speaking to the media on behalf of the HITAP Foundation under any circumstances.

5.4.3 Use of E-mails and Social Media

The HITAP Foundation encourages the use of both official and personal social media accounts to promote our work and share relevant information. However, misuse of email or social media, whether for personal or professional purposes, can expose the Foundation to risks such as spreading misinformation, infringing on copyrights, or damaging our reputation, independence, and credibility.

You are expected to be mindful of how your email and social media activities might be perceived. It is important to consider the potential impact of your posts and emails, and to avoid engaging in activities that could embarrass yourself, your colleagues, or the HITAP Foundation. Always exercise good judgment and professional discretion when using these platforms. If you are unsure about the appropriateness of an email or social media post, please consult with the Communications Unit or your unit head.

5.4.4. Research Integrity

The HITAP Foundation prioritizes research integrity and upholds the highest standards in conducting ethical, thoroughly reviewed, and transparent research. We support research through various means, ensuring it is based on a strong ethical framework. Our commitment includes the development and promotion of ethical, evidence-informed, and human-rights-based guidance for the creation of health policies and guidelines.

As part of this commitment, any research involving human subjects undergoes a formal ethics review by external research ethics committees to safeguard the dignity, safety, and rights of participants.

Research misconduct is considered professional misconduct within the HITAP Foundation and will result in disciplinary measures.

5.4.5. Post-Employment Restrictions

Conflicts of interest may arise not only during your time at the HITAP Foundation but also in past or potential future employment opportunities. For example, when exploring job opportunities outside of the HITAP Foundation, it is essential to refrain from disclosing any confidential information that is not publicly available.

You are encouraged to consult with the Human Resources team to establish precautionary measures, such as recusing yourself from involvement in matters that

could benefit—or be perceived to benefit—a prospective employer. This helps prevent any conflicts of interest or reputational harm to both yourself and the HITAP Foundation.

Upon leaving the HITAP Foundation, whether through resignation, retirement, or involuntary termination, your obligation to maintain confidentiality persists. You are required to safeguard proprietary and non-public information that you acquired during your time at the HITAP Foundation.

6. Research Ethics

The HITAP Foundation is committed to maintaining the highest standards of research ethics, as outlined in the General Research Ethics 2022 regulations by the Committee of Thailand Science Research and Innovation. All staff involved in research, including researchers, research assistants, advisors, and project coordinators, are required to adhere to these ethical principles to ensure professionalism, enhance our reputation as researchers, and uphold ethical conduct throughout the research process.

The core ethical principles guiding research at the HITAP Foundation are:

- Honesty
- Rigor
- Transparency and Open Communication
- Ethical Conduct, Integrity, Humanitarianism, Adherence to the Law, and Respect for All Stakeholders
- Accountability

6.1 General Research Ethics

You must demonstrate honesty and integrity in all aspects of your work, both toward yourself and others. As part of your responsibilities, you should:

- **Act with Ethical Responsibility:** Always prioritize collective good over personal gain. Perform your duties impartially, without discrimination, and with a strong sense of social responsibility.
- **Uphold Professional Standards:** Maintain a professional image as a researcher and represent the HITAP Foundation with integrity.
- **Maintain Academic Freedom:** Conduct research with an open mind, respect others' opinions, and avoid bias at all stages of the research process.
- **Respect Human Dignity:** Uphold the rights and freedoms of all individuals, including research subjects, colleagues, and other stakeholders.
- **Commit to High-Quality Research:** Dedicate yourself to achieving the best possible outcomes. Allocate sufficient time and effort to ensure high-quality research results, adhere to deadlines, and demonstrate perseverance.
- **Avoid Plagiarism and Intellectual Property Violations:** Do not claim others' work as your own. This includes avoiding both plagiarism (using

someone else's work without proper citation) and self-plagiarism (reusing your own previous work without citation).

- **Avoid Falsification or Fabrication of Data:** You must not falsify or fabricate data to obtain desired outcomes or for any other purpose.
- **Ensure Rigorous Research Practices:** Your research should rely on a diverse range of credible sources. Avoid relying on a single source of information and ensure that the research is impartial and not manipulated to support a specific outcome.
- **Maintain Independence:** Advisors should guide researchers without controlling or interfering with their ideas or conclusions.

6.2 *Ethics in Research Activities*

In conducting research, it is essential to apply academic and professional knowledge, following established methods within the relevant field of study. The following ethical practices must be observed:

- **Adherence to Research Methods:** Always use established, recognized research methods and standards within your field. Ensure that all sources of data are properly cited.
- **Avoid Conflicts of Interest:** Refrain from actions that may lead to conflicts of interest or compromise the objectivity of your research.
- **Consider the Impact of Research:** Be mindful of the potential impacts your research may have on individuals, communities, animals, plants, the environment, or society at large.
- **Ethical Data Collection:** Select research samples and methods that align with ethical research standards. Ensure that your research process and results are unbiased and free from discrimination.
- **Respect for Others' Work:** Show respect for the opinions and academic reasoning of others. Be open to revising your work to improve its accuracy and validity.
- **Accurate Representation of Findings:** Never overstate your research findings or misuse the results for personal or professional gain.
- **Dissemination of Results:** Ensure that your research findings are shared widely and responsibly to contribute to policymaking, academic knowledge, economic development, and societal benefits.

7. **Compliance and Accountability**

The HITAP Foundation is committed to upholding the highest standards of integrity, professionalism, and ethical conduct. All staff members are expected to adhere to our established policies, procedures, and conduct standards. This section outlines your obligations to comply with

the HITAP Foundation's rules and regulations, your duty to report violations, and the consequences of non-compliance.

7.1 Duty to Comply

The HITAP Foundation has implemented a comprehensive set of policies, administrative instructions, rules, regulations, and standards to guide staff behavior. All staff members are expected to familiarize themselves with these guidelines and adhere to them at all times.

If you are uncertain about your responsibilities or the applicability of a specific rule or policy, you should seek guidance from your unit head or the Human Resources team. It is your responsibility to ensure that your conduct aligns with the HITAP Foundation's standards.

Failure to meet your duties and responsibilities adequately may result in managerial action being taken. If an investigation reveals that your actions or omissions have violated the standards of conduct outlined in this Code or our relevant policies, disciplinary measures will be implemented in accordance with your contractual terms and employment status.

In addition, unit heads and the management team have a critical role in:

- Leading by example and ensuring that all team members are familiar with and adhere to this Code.
- Preventing and addressing violations of the Code.
- Fostering a work environment where violations are minimized and mitigated in accordance with our regulations and policies.

Every individual within the HITAP Foundation plays a crucial role in promoting ethical conduct. While you are responsible for your own actions, you also have a duty to influence the behavior of your colleagues. Establishing and maintaining ethical standards in the workplace is a shared responsibility, and we must all hold ourselves and each other accountable.

7.2 Duty to Report Violations

All staff members have an obligation to report any misconduct, including abusive behavior, sexual misconduct, fraud, and corruption, as defined in the **Policy and Procedure for Whistleblowing and Protection against Retaliation** (see Appendix 5). The principle of "If you see something, say something" applies. You are encouraged to report any violations or concerns promptly to ensure that they are addressed.

The HITAP Foundation is committed to supporting individuals who report misconduct in good faith. We guarantee a prompt and effective response to all reports and ensure the protection of whistleblowers. Retaliation against individuals who report misconduct will not be tolerated and will result in disciplinary action or other appropriate sanctions.

Reporting suspected misconduct in good faith provides individuals with protection against retaliation as outlined in the **Policy and Procedure for Whistleblowing and Protection against Retaliation**. Any act of retaliation is considered misconduct and may result in disciplinary action against the individual(s) involved.

7.3 *Consequences of Non-Compliance*

Adherence to our regulations, policies, and conduct standards is essential. Failure to comply with the HITAP Foundation's rules, local laws, or personal legal obligations may result in disciplinary action. The severity of the consequences will depend on the nature and gravity of the violation, and may include:

- Demotion.
- Loss of privileges.
- Immediate dismissal.
- Termination of contract.
- Referral to local authorities for potential criminal charges in severe cases.

The HITAP Foundation takes non-compliance seriously and will take appropriate action to maintain a high standard of integrity, professionalism, and accountability across all levels of the organization.

Integrity means doing what's right, even when nobody's looking.

8. Appendices

Appendix 1: Employee Handbook of the HITAP Foundation

Appendix 2: Declaration of Interest Form for Staff

Appendix 3: Declaration of Interest Form for Board Members

Appendix 4: Policy on Prevention, Detection, and Response to Fraud and Corruption

Appendix 5: Policy and Procedure for Whistleblowing and Protection Against Retaliation