

520 216,/,8/ -8' (\$1
63,7\$/8/ &/,1,&' (31(802)7,=,2/2*,(Ä/(21 '\$1 1\$32&\$
DGHV 6WU % 3 1DSRFD FRG & OXM
WHOHIRQ ID[
PDL VSLWDOBSQHXPR#\DKRR FRP
&RG RSHGBWDFDWH FX FDUD &HUWLILFDW QU

1 U

&2'8/' (&21'8,7 (7,& 6, 352)(6,21\$/
\$/ 3(5621\$/8/8, &2175\$&78\$/'

\$ '20(1,8/ '(\$3/,&\$5 6, 35,1&,3,, *(1(5\$/(

\$UW&RGXO GH FRQGXLWDSURIHVLRQDO 6SLWSDHUXOR QDOXC
3QHXPRIWL]LRORJLH VWDELOH WH QRUPHLGSHURFRQGLRQDO
IRUPXOHD] SULVQFILSILVSHFVDWH vQ UHQLDWRFHXH\$IDFLMQ
YHGHUHD FUHVSHVLLQVLLHGHUHL

\$UW 1RUPHOH GHFRQGXLSURIHVLRQDO&SVMQVXVHOGJHDS
SHQWUX SHRQWQDQXDFGXO VSLVEDQSLXKH vQHFDGUUW
± &RGXOF0PGLLFL ULOHQXGWHULRDUUGSRUWXULOR
PXQF VDX GH CRVFXID SPCHFVLDHW

3UHYHGHULO&F SUHJFRQGXLM HWLFDL SBRUHVLRQDOOR
FDUH OXFUHD]YRQ>VFRQDQDFW GHPPHGLFERUDUHFDDM IDI
SUDFWLSLWDO

\$UWD HODERUDIGHDFRQGXLM HWLFSHULVSRIBSLLVRQDOO &O
GH 3QHXPRIWL]LROI&OXM DX DYXW vQ YHGHULHSONMYHGHULOH
SULYLQG DSUREDUHD &RGXOXL FRQWUROXO>HJLL QU
SULYLQG &RGXOD SHFRQGXLMGLQ DSXVROULFWHLDOHU L
SULYLQGS SURVHGLQDDXWRULWQLVLSXOELHHL GLQ
XQLW L FDUHVQIFQDDOHDFOMJLUHD SUL &RGXO GH HWL
GHRQWRORJLHJBIQHDLVPRQVXOXL DO DG/LVPHQWDXOKL&RE
GHRQWRORJLH OHGLFDO &GLQHJLXOXL OHGLFLORU GLQ 5R

\$UW 3UH]HQWGHFRQGXLW HWLFSHULVSRIBSLLVRQDOO
&OLQLF GH 3QHXPRIWL HVWH DSURFELMHGKCVSLWDOXOXL
'LVSRL LLOHF&RQGXLM GMLF L SURSHMLVRQDOOSUDM
GLQ XQLWDVFRPGHULD GDWDRLLDXQIDMDFQLYQW&D&RGX
GH FRQGXLSURVHLFDQVHULRFRQWPDQGLKGLPXQF

&RGXO GH FRQLG SURIHVLRQDO YDVIDCLDQVVOBOFXQR V
SULQ LQWHUOHGHKQH ODERUDWRDU\$HERPSPLUWLFQW
SULQ LQWHUEHGL&B H2X0XLSHQWQXSDIUVRQDOXO
SULQ DIL DUHCVBSLLOWKQLOV LL SHQWUX SHUVRDQHOF

% ã

2ELHFWLYHOH SUH]HQWXOXL &RG GH FRQGVLLJW UHH VFUFH WL
FDOLW LL VHUYLFLXOXL SXEOLF IRQVXIOH VDCOPXLQ ISXV O DE
HOLPLQDUHD ELURFUD LHL VL D IDSWHORU GH FRUXS LH

UHJOHPHQW DUHD QRUPHORU GH FRQGXLW SURIHV
VRFLDOH L SURIHVLRQDOH FRUHV SXO] WHFDV Q D O M
SUHVWLJLXOXL XQLW LL L DO SHUVRQDOXOXL FRQW
LQIRUPDUHD SXEOLFXOXL FX SULYLUH COOUH SWG X W
VH D WHSWH GLQ SDUWHD SHUVRQDOXOXL FRQWUDFV
FUHDUHD XQXL FOLPDW GH VQFUHGHUSHULV RQHV SX
FRQWUDFV WDO XDO &OLQLF GH 3QHXPRIWL]LRORJLH /H

& _ã

3ULQFLSLLOH FDUH JXYHUQHD] FRQGXLWDXS UPDIWR DRQDOH

SULRULWDWHD LQVSHULQVFXS XKOXSRQLR UFR QVU X E W XS
DUH LQGDWRULUHD GH D FRQVLGHUFDWL QVWHH V X O
LQ H[HUFLW DUHD DWULEXWLLORU IXQFWLHL
DVLJXUDUHD HJDOLWDWLL GH WUDWDPHQWL D FI
LQVWLWXWLLSULQ SXEOLFXOXL FRQIRUP FDUH SHUVRQDO
GH D DSOLFD DFHODVL UHJLP WLPULOGDLUHLQ VLWXDWL
SURIHVLRQDOPLSLXO FRQIRUP FDUH SHUVRQDO
GH D LQGHSOLQL DWULEXWLLORUFRBSHVWHH QVLE
HILFLHQWD FRUHFWLWXGLQH VL FRQVWLLQFLR]LWDW
LPSDUWLDOLWDWH VLU QHFLSMFLUL FROD BFRQ W D D X W D
VXQW REOLJDWL VD DLED R DWLWXGLQVH UHEVHS W O
HFRQRPLF UHOLJLRV VDX GBWDLV W QLD V R U D X Q QWH[H
LQWHJULWDVHSDLRUSIOXO FRQIRUF FQDWX D BWSXDOV R
LQWHU]LV VD VROLFLWH VDX SHDQ VEFXHS O V D SLSHQFWU
DYDQWDM RUL EHQHILFLX PRUDO VDX PDWHULDO
OLEHUWDWHD JDQGS WILQ FV S L X O H [SRQUPRUB FQDXQ LFR Q V
SRDWH VD VL H[SULPH VL VBXUHX S G E V B Q M D H]RU B S Q
EXQHORU PRUDYXUL
FLQVWHD VL FRUSIFMLXSGXQFRQIRUP FQXWDLHLQV
LQ LQGHSOLQLUHD DWULEXWLLORUWUGEXLVHUYDFLXH S
FUHGLQWD VL VD DFWLFRQJIRUSFDQ W D X V W QEXHSLOLQRW H

' ã

,Q LQWHOHVXO SUH]HQWXOXL &RG GH FRQGVLLJW UHH VFUFH WL
MRV DX XUPDWRDUHOH VHPQLILFDWLL

± SHUVRQDO FRQVWUDFV WDO XDO QXPLWD LQVWUDFV QXQF W O HQ
3QHXPRIWL]LRORJLH /H RQF FQGLHW O L R O XIMLL QU
FXRGLILFDULOXOWHULRDUH
± IXQFWLQVDPEOXO DWULEXWLLORU VL UOHV SRLQ VLD E LL DV
SRVWXOXL

±LQWHUHV± SXFHQLFLQWHUHV FDUH LPSOLFDFWJWDVSWVD
GUHSWXULORU OLEHUWDWLOORU VILFLXQRHVFHXWHFRGUH Q&R.
OHJLVODWLD LQWHUQD VLFDFWHDVDFWBIQHDLQWWHHUQSDVULV
LQGHSOLQLUHD DWULEHNSHHOWDUGHD VSHULYQLFILSXLLOXR U H
HFRQRPLFLW DWHVLXUFKHHORVXLULL

±LQWHUHV ±SRWVREDDOYDQWDM PDWHULDORVWQXQW DIOQV
GLUHFV VDX LQGLUHFV SHQWUXSHVULQRHQDVOXO SHRQQWUXK
IRORVLUHD UHSXWDWLHWHQDQWQXQWHLQIBEPOMDORU
XUPDUH D H[HUFILWDFWLHLWULEXWLLORU

±FRQIOLFW GHDFQWHDVHWXDWLH VDX LPSHUMKODOHGLC
VDX LQGLUHFV DO DQJDMDWKOWHUHFRCQKULDSWQDIF
DIHFWDHJD VDX DU SXWHLDPISIFWDLDOGW\$SHQHCHQV DLQ
LQGHSOLQLUHDRQDHFWLPSLWDFHX D LQGDWRULULORU FD
GHWLQXWH

LQIRUPDWLH GH ±RWHUHHVLSIREUPIDFWLH FDDUXFSULHYHVAW
GLQ DFWLYLWDWHD XQLWDWLOORUQVDFQPDWLUH FXQSULHYW
SHUVRQDOH ± RULFH LQIRUPDWLH SULYLQG R SHUVRDQ
\$EDWHVDF OFDUHD XQHL GLVSRJL LL FX FDUDFWHU DGP

\$UW \$VLJXUDUHD XQXL VHUYLFLX SXEOLF GH FDOLWDWH

&RQGXFHUHD úL VDODULD LL HQWLW LL SXEOLFH FXQ
UHVSHFW úL DSOLF UHJOHPHQW ULOH FX SULYLUH OD H
SUHYHQLUHD úL UDSRUWDUHD IUDXGHORU DFWHORU GH F

&RQGXFHUHD HQWLW LL SXEOLFH DGRSW XQ FRG GH FF
SURFHGXUL SULYLQG LQWHJULWDWHD YDORULOH HWLFW
UDSRUWDUHD IUDXGHORU DFWHORU GH FRUXS LH úL VHPQ

&RQGXFHUHD HQWLW LL SXEOLFH vQOHVQHúWH FRPXQLF
DFHVWRUD vQ PDWHULH GH HWLF úL LQWHJULWDWH SU
PRQLWRULJHJH UHVSHFWDUHD QRUPHORU GH FRQGXLW OD

\$FLXQHD GH VHPQDODUH GH F WUH VDODULD L D QHUJ
SHQWUX HOLPLQDUHD VXVSLFLXQLL GH GHOD LXQH úL V
SURIHVLRQDOH

6DODULD LL FDUH VHPQDOHDJ QHUHJXOL GH FDUH GLU
vPSRWULYD RULF URU GLVFULPLQ UL LDU FRQGXF WRULL
vQ VFRSXO HOXFLG ULL FHORU VHPQDODWH úL GH D OXD C

&RQGXFHUHD úL VDODULD LL HQWLW LL SXEOLFH DX R
PDQDJHULDO D F UXL IXQF LRQDUH R VSULMLQ vQ PRG SH

'HFODUDUHD DYHULORU LQWHUHVHORU úL EXQXULORU S
IDFWRULL YLJD L vQ FRQIRUPLWDWH FX SUHYHGHULOH OH

3HUVRQDOXO FRQWUDFWXDO DUH REOLFDDOLDVDFHDDVCELXCO

FHW HQLORU SULQ SDUWHFLSLDLDHDFWLYDDOUDXQDU
SUDFWLF vQ VFRPSSHOWHIDIDORULL LQVWLWX LHL vQ C
SULQSRVWXOXL

3HUVRQDOXO FRQWUDFWXDO WUHEXLH V GHSXQ WR
LQWHUYHQ LH FX FDUDFWHU PHGLFDO SH FDUH R H[
LD UHVSHFW QRUPHOH L UHEJXLDLWHLGHFSDQGXILWRQ
UHVSHFWLY

,Q H[HUFLWDUHD IXQFWLHL SHUVRQDOXO FRQWUDFW
SURIHVLRQLVW SUHFXP L GH WUDVQVSDHQD FRCQGL
SHQWUX D Fk WLJD L SXPEQFXOXLvQQUHGWHHDLWDWH
HILFDFLWDWHDLQXWRWXLWLOQRUSXEOLFH

\$FWLYLWDWHD PHGLFDO SRDWH IL GHVXQLWDDWHGBD
SUHJ WLUH L SUDFWLF VXILFLHQW vQ GRPHQLX

'DF SHUVRQDOXO PHGLFDO FRQVLGHU H[SRMLBQH
SHQWUX D DVLJXUD R DVLVWHQ FRUHVXQ] WRDUH
VDX YD vQGUHSWD EROQDYXO OD DFH WLD

3HUVRQDOXO PHGLFDO SRDWH IRORVL SXPHDLWLUWLOX
SURIHVLRQDOH

'LQ PRPHQWXO vQ FDUH D U VSXQV XQHDXVRDRBWW
DQJDMDW PRUDO V DVLJXUH EROQDSXQQLvQGJHLSWL
SDFLHQWXOXL OD R XQLWDWHFRPSSILFDIQ VDXXSHUXQDV

IQFUHGHUD SDFLHQWXOXL FRQVWLWXLHODHLIDHFDVDF
PHGLFXO L HVWH VXV LQXW GHEFOLQWL OIHOH SUPRIH
SHUVRQDOXOXL PHGLFDORFRQDYQDIHMWHIQGSXVMRSDIQ
UHFRPDQG ULOHPHGSBIDOFHLS IQDWHGHUH SDFLHQWX
DO FDUHLWYLFLXOXL PHGLFDO L HVWH LQIOXHQ DW GLU

)LHFDUH PHPEUX DO FRPXQLW LL PHGLFDOWRDUJLVDRV
SURIHVLRQDO SULQ UHVSHFWDUJHDQXQBROHFDVUHHFRXPL
GHPQLWDWH GLVFLSOLQHDVSEHFXQXBLGHPLQSRHULHWHMDF

3SURIHVLD PHGLFDO HVWH LQFRPSSDQWRBDO DFLXQGLX
DURJDQ D QHU EGDUHD FDUH DIXWVWHIDWDLHGLXVFXIH
SDUWH FkW L D FROHFWLYXQXMDSEBHVLRQDO DO PH

"-äx †•†...-f"†f '••-←---←†◁ •◁ f Ž†%◁Ž'"ã

\$QJDMDWLL FRQWUDFWXDOL DX REOLJDBRDVFLVXW
OHJLOH WDULL VL VD DFWLRQHJGLSSHQJWWXLSRQHOF
FRQIRUPLWDWH FX DWUUEIX/SHEOMHFDHWHVOLFLLHSURIH

3HUVRQDOXO FRQWUDFWXDO WUHEXLH VDUJLVHQGR
UHVWUDQJHUHD H[HUFLWLXOXL XQBUHVLQXSWXUL GD

"-äy '◁fŽ◁-f-†f ^f-f †† ◁••-←---←f •f◁-f" fã

3HUVRQDOXO FRQWUDFWXDO DUH REOLJDBVFLVXW
VDQLWDUH LQ FDUH LVL GHVIDVRDEVDLDFWGHLOWRHD
IDSW FDUH SRDWH SURGXLFQHSUWHHWXGIRFLDHLPDOHQDLOHV

\$QJDMDWLORU FRQWUDFWXDOL OH HVWH LQWHUJLV
 D VD H[SULPH LQ SXEOLF DSUHFLHUL QHFRQWUWV
 XQLWDWLL FX SROLWLFLOH VL VWGHVDFWVHLOFK DFHU
 QRUPDWLY VDX LQGLYLGXDO
 E ± VD IDFD DSUHFLHUL LQ OHJDWXUD FX OLWLJLLOH D
 DUH FDOLWDWHD GH SDUWH GDFD QX VXQW DELOLV
 F ± VD GH]YDOXLH LQIRUPDWLL FDUH QX GHKFDFWUFDFOV
 SUHYD]XWH GH OHJH
 G ± VD GH]YDOXLH LQIRUPDWLLOH OD FDUHDH]D]WVH
 GH]YDOXLUH HVWH GH QDWXUD VDS DMNWXGDFDY]HQWFD
 VDX GUHSWXULOH XQLWFRQWUWVW]XDOHL XQRU DQJDM
 H ± VD DFRUGH DVLVWHQWD VL FRQVXOWDQWGHSHH]V
 SURPRYDULL GH DFWLXQL MXULGLVWDRUXIOXGHRD]V
 FDUH LVL GHVIDVRDUD DFWLYLWDWHD
 3UHYHGHULOH DOLQ SXQFWHOH VH DSOLFD VL
 SHQWUX R SHULRDGD DQL GDFD GLVSR]LWLLLOH GLQ
 3UHYHGHULOH SUH]HQWXOXL &RG GH FRQVXLSWUHWVWV
 GHURJDUH GH OD REOLJD]RQWVDFVODD GSH]V]RXQD
 LQWHUHV SXEOLF FRQWUWVH]H]V]DWL LQ

”-äz <„†”-f-†f ‘‘•••Ž“”ã

,Q LQGHSOLQLUHD DWULEXWLLORU GH VHUYLFLX DQJ
 GHPQLWDWHD IXQFWLHL GHWLQXWH FRUHODQG OLEH
 XQLWDWLL LQ FDUH LVL GHVIDVRDUD DFWLYLWDWHD
 ,Q DFWLYLWDWHD ORU DQJDMDWLL FRQWUWVW]XDOHL
 GH D QX VH ODVD LQIOXHQWDWL GH FRQVLGHUHQWH SH
 ,Q H[SULPDUHD RSLQLLORU SHUVRQDOXOXLFRQWUWVW]X
 HYLWH JHQHUDUHD FRQIOLFSWUWV]R]W GDWRUDWH VFKLPE

”-ä{ ...-~<-f-†f ’—„Ž<...fã

5HODWLLLOH FX PLMORDFHOH GH LQSHUVRQD]HQHPGND
 GH PDQDJHUXO XQLWDWLL LQ FRQGLWLLLOH OHJLL
 \$QJDMDWLL FRQWUDFWXDOL GHVHPQDWLSX]D]SDHUWLE
 FDOLWDWH RILFLDOD WUHEXLH V]SWH]Y]S]Q]W]H]H]OL]E]V
 PDQDJHUXO XQLWDWLL
 ,Q FD]XO LQ FDUH QX VXQW GHVHPQD]SR]W]Q]S]D]M]V]L]S
 DFWLYLWDWL VDX GH]EDWHUL S]R]Q]R]F]X]W]Y]D]S]V]R]E]O]L
 H[SULPDWD QX UHSUH]R]Q]M]L]D]S]X]D]F]W]L]Q]V]G]H]W]X]M]G]H]U]H

”-äs r ...-~<-f-†f ‘‘Ž<-<...fã

,Q H[HUFLWDUHD IXQFWLHL GHWLQXWH SHUVRQDOXOXL F
 VD SDUWFLFLSH OD FROHFWDUHD GH IRQGXUL SHQWUX
 VD IXUQL]H]H]VSULMLQ ORJLVWLF FDQGLGDWLLORU OD

VD FRODERUHJH DWDW LQ FDGUXO UHODXW ISHURUR DGH
ILJLFH VDX MXULGLFH FDUH IDF **SRODWLEHRUL** VSRQVRU
VD DILVHJH LQ FDGUXO XQLWDWLL LQVERGCHQXFLBEID
SDUWLGHORU SROLWLFH RUL D FDQGLGDWLORU DFHVW

"-äss 'Ž'•<" ‡f <•f%o <•<< '""<ã

,Q FRQVLGHUDUHD IXQFWLHL SH FDUH R **GHW DQOX SHUVR**
XWLOLJDUHD QXPHOXL VDX D LPD**SHQWLUSU** **SSURJPLRYO** UDFW X
FRPHUFLDOH SUHFXP VL LQ VFRSXUL HOHFWRUDOH

"-äst f†"—Ž "‡Žf-<<Ž" <• ‡š‡"...<-f" ‡f f—"<„—-<<Ž" ^—•...-<

,Q UHODWLLQH FX SHUVRQDOXO FRQWUD**SHUVRQDO** QGHQ
ILJLFH VDX MXULGLFH DQJDMDWLXQFR**QASURJFWDXPHQ**LVV X
UHVSHFW EXQD FUHG**LDQVED OEWDMFWLWXGLQH** VL
3HUVRQDOXO FRQWUDFWXDO DUH REOLJ**UDV XDV DGH**HL HL
GHPQLWDWLL SHUVRDQHORU GL**S HFUDGRDXQH** OXQL W X WFLDL
OHJDWXUD LQ H[HUFLWDUHD IXQFWLHL SULQ

D LQWUHEXLQWDUHD XQRU H[SUHVL**L MLJQLWRDUH**
E GHJYDOXLUD DVSHFWHORU YLHWLL S**ULYDWH**
F IRUPXODUHD XQRU VHVLD**LDUL VDX SODQJHUL** FDORPQL
3HUVRQDOXO FRQWUDFWXDO WUHEXL**M XWDWLDGRISWDH** S
UHJROYDUHD FODUD VL HILFLH**QW DVBQDOR** DOFRQWRU
REOLJDWLD VD UHVSHF**MWDSUHQLOF** SUXLOQ HDWDLVHJLLS

D SURPRYDUHD XQRU VROXWLL FRHUHQ**QHGIFRQ**FRQPL
UDSRUWDWH OD DFHHDVL FDWHJRULH GH VLW**XDWLL** G
E HOLPLQDUHD RULFDUHL IRUPH GH G**QD FULIRQD**DLUHD V
FRQYLQJHULOH UHOLJLRDVH VDLQ**SW OLVH**DFHYDVWV DHDV
DVSHFWH

F SHUVRQDOXO PHGLFDO LVL YD WUDWD **FLRHMJLD**WDWV
%ODPDUHD GHIDLPUHD FROHJ**SURVRQD** OXLOXJHQWDD LEV
VL RULFH H[SUHVLHF**R D XURPW**WDDSD**QIFD**HGHUHD LQ F
DXWRULWD**FRQD VEWXW**LDLQFDODUHD D UHJXOLORU H

G SHUVRQDOXO PHGLFDO YD FHUH SDU**SDFD**HXQXLOX
FRQVXOWDUHD DOWRU FROHJL LQ**EDQX**WDFWQGLFRQ**Q**
LQVXILFLHQWH

H LQ FD]XO LQ FDUH SDFLHQW**XO HVWH**DFRQVIXD**W**DIWY
UHWUDJH SHQWUX D GLVFXWD FD]XO 'XSD FH VSHFL
FXUDQW YD FRPXQLFD**FRQVIXD**WXXOXL UH]XOWDWXO

I LQ FDGUXO FRQVXOWXOXL PHGLFDO FR**PKQHVBHF**D
UHFLSURF VL VH YD H[FOXGH RULFH**GHPDRHGL**VWOUFXG
&D]XO UHVSHFWLY VL REVHUYDWLLQH FULWLFH QX
D DOWRU SHUVRDQH **HWWUHD**Y**QW**E**DF**KG**ED**US**GLVFR**QDO PH
VXERUGLQH

J PHGLFXO FDUH D IRVW LQYLWDW **SHQWL**H**Q**WFRQV**GLQ**W
LQLWLDWLYD IDUD DSURH**DFHSD**LP**H**G**DF**X**OLX**RFUX**G**B**QW**JH

K GDFD LQ XUPD FRQVXOWXOXL GH FDWUHGX**QH**UDXS

IXQGDPHQWDO GH FHO DO PHGLFXOX H VFSXUHD Q WH VSD F DIS
0HGLFXO FXUDQW HVWH OLEHU VD VH UHFVWUHDJ D XL Q
SDUWLFLSDO OD FRQVXOW SUHVXGHDFDU LDF RSWQLD SD

L

GDFD SURSXQHUHD SHQWUX FRQVXOW PHGKXGHORYL
DFHVWXLD PHGLFXO FXUDQW HVWH REOLJDW VD RUJD

"-äsu '•†-<-f <• ...f†"-Ž "†Žf-<<Ž'" <•-†"•f-<'•fŽ†ã

3HUVRQDOXO FRQWUDFWXDO FDUH UHSUHQMCHVUQ DLQVVRV
LQVWLWXWLL GH LQYDWDPDQDFWLRQMHVWQVFX FVDFLQV
DUH REOLJDWLD VD SURYRUDDEIŁDR WLPUDJIL QHL LQVWLW
UHSUH]LQWD

,Q UHODWLLOH FX UHSUH]HQWDQWLL DOWRU VWDWH D
H[SULPD RSLQLL SULYLQG DVSHVWUHQDQDLRQRODHOH V
,Q GHSODVDULOH LQ DIDUD WDULL SHUVRQDOXO FR
FRUHVSXQ]DWRDUH UHXOLORU GRESLFRWRREROHWLDVLD

"-äsv •^"•f"†f 'f.ã<†•---Ž-<

3HUVRQDOXO PHGLFDO WUHEXLH VD LQIRUHP DSD EIL HGHVX
LQWHOLJLELOH GHVSUH VWDUUDVDPDQDXDQWLL ULDVFXU
VFRQGDWH

,Q FD]XO LQ FDUH VXQW LQWRFPPLWH GRFXPHQWDF
GRFXPHQWXO HPLV WUHEXLH LQDRUFDVDDFX SULYLUH
0DQLHUD GH SUH]HQWUDH D LQIRUPDWLHLVDQIHQVHSLUWH
VSHUDQWD VL LQFUHGHUH IDUD D RPLWH LPSRUWDQWD
3HUVRQDOXO PHGLFDO WUHEXLH VD UHMSHDFWHL GLPSSV
FRQYLQJHULOH SHUVRQDOH VLDMDXSDU D H]HVWFXWD SUHV
&X FDW DFWXO PHGLFDO SUHFRQL]DW HVVCHRPIDUFRP
SDFLHQWXOXL FX SULYLUH OD WLMFEXULLHMDVLH PDWHDU
'LDJQRVWLFXO JUDY WUHEXLH DGXV ODVDFXORWVQVQ
FRQW GH VWDUHD SVLKLFD D DFHVWXLD

'LDJQRVWLFXO YD IL FRPXQLFDW ISDFEHOHWXGRXLU ,FX
FDUH PHGLFXO GXSD R FRQWQDWDQX FRPQDQLFXVSHRP
QHFWLWDWH FRQVGLHWDQ RVDWLFX]YDIOXLHIDYRUDELO Y
DIHFVLYD D SDGKXMXIXLQFRXU SHULFROH SHQWUX VV
FRPXQLFDUHD GHSOLQD D DFHVWXLD 'LDFQFRXOWIFDXQG
SDFLHQWXO GHFODUD GLQ VWDUW FD QX GRUHVWH
LQIRUPDWL XQLL PHPEULFRQIRUPRQ QIGIL FSDW L HQRVX OXHV

"-äsw '•^††•-<fŽ<-f-†f •< •†..."†---Ž "'•^†•<'•fŽã

&RQILGHQWLDOLWDWHD HVWH GUHSWXOUHSIDJLHQRVDXO
VWDUHD VDQDWDWLL VDOH IL]LFYHLWVLSVSKUFRQODHDVS
6HFUHWXO SURIHVLRQDO HVWH REOLJDQVLRUSHUWRQV
SHUVRDQH LQIRUPDWLD FXQRVFXSWRHLVQLRFDGQHXOIDD
SDFLHQWXOXL FX H[FHSWHVWHLWRDWEILVORWDFDGHGFDFVH
VDX SUH]LQWDVSHVUHWVROVSHSWQWUX SHUVRDQH DSDUW
'LYXOJDUHD LQIRUPDWLHL SULYDWH LQVDD]XHLIDHF DGHF
SUHFDXWLH IDUD D DGXFH SUHMPXQGLPLLUHPVSHVDFVHSE

GHPQLWDWHD DFHVWXL D

"-ä sx '••◀-f•f•--ž f... "†-ž ◀^"•f- fž 'f... †•--ž-◀ã

&RQVLPWDPDQWXO HVWH H[SULPDW LQ FRQGLWLLQH C
&RQVLPWDPDQWXO SDFLHQWXOXL SRDWHSHUH]HDFWBS
REOLJDWRULH D PDUWRULORU PJKGIFDHO SD DIXHQX
VFULVD XQGH YRU IL LQGLFDW FWHGHWSD DFL WD FVHXO
SUHFRQLJDW ULVFXULOHRSRVLBWRHULXLSQGQFRHPIQDPA
D SHUVRQDOXOXL PHGLFDO

&RQVLPWDPDQWXO YD IL FRQVLGHUDW SPHQLEWD GO
VLQH VWDWDWRU SHQWUX D EHQHILFLD GH DQXPLWH
FRQWURO SURILODFWLF VDX FDQG HVWH VROLFLWD

&RQVLPWDPDQWXO YD IL DFFHSDW GRDU GXSD LQIR
GLDJQRVWLF DOWHUQDWLYHOHDFHVDWVSHUXWLFH ULV

&RQVLPWDPDQWXO HVWH YDOLG GRGLVGFHFD SPDFQWQ
FDSDELO VD UHSURGXFD FRUHFDWQDWRWPDWLDOSUL
PHGLFDO WUHEXLH VDSDFLDHQLWXOHLFQXGHVFWJHDOXDW

DIHFV VDX GH SXISKUDRDLDFWDXLD SUHFXP VL LQ
PLQWDOH ,Q FD]XULOH PHQWLRQDWH LQ IRORVXO S

DMXWRUXO UXGHORU VDX SHUVRDQHORUSHHSURPSLHV
EROQDYH VDX DX SXWHUH GH GHFLHUVSULQOXOHRHGL
GHFLGH LQ FRQIRUPLWDWHREKHSDWYXULSUSRURIGVDR

VDQDWDWHD SDFLHQWXOXL
,Q VLWXDWLD SDFLHQWLORU PLQRUL VDXSDFLHWUDVBC

H[HUFLWLX UHVWUDQVD VDX OHPSLWLPDWDGHRQVXVWD
UHSUH]HQWDQWL

,Q FD]XO FDQG SHUVRQDOXO PHGLFDO YDJDVODQLXO
HVWH LQ LQWHUHVXO SDFLHQWXO KRPWLWLYGH DHDH D

VSHFLDOLWDWH SHQWUX D HFDQXIDGFD DQXGLUHSVX
SULPDU ELQH OH SDFLHQWXOXL

,Q FD]XO FDQG PRWLYXO LQFHUWLWXGLQLLDRUH GHVSDV
VRFLDO MXULGLF VDX DOW DVSRQW XQRWDUPHIGLFRFOLV
HWLFD H[LVWHQH FDUH VHQVRSU LSQRHQPXQWIDHIDQ UD
UHVSHFWLYH

"-ä sy •-†"†◀...-◀f "'◀◀•† f... ..†'-f"†f .f.††'-f"OEžžãã†"~◀...

\$QJDMDWLL FRQWUDFWXDOL QX WUHEXLH MDYRUXULLFL
LQYLWDWLL VDX RULFH DYDQWDM FSDHLOMLVQRUW SUH
RUL SHUVRDQHORU FX FDUH DX QDYXWU D HSDONLWLLGDH B
LQIOXHQWD LPSDUWLDOLWGMWMDQXQH[RHULFISVRDUHFDQMXQIE
UDSRUW FX DFHVWH IXQFWLL

"-ä sz f"-◀...◀'f"†f žf "'...†•-ž †ž ž-f"† f ††...◀œ◀◀ž'"ã

,Q SURFHVXO GH OXDUH D GHFL]LLORU DFDLDRQDWHVH
FRQIRUP SUHYHGHULORU OHJDODHSDUHWFLHVH HQHRPFGWXC
VL LPSDUWLDO

\$QJDMDWLL FRQWUDFWXDOL DX REOLJDWLDUHG HQV VQLXW
SXEOLFD GH FDWUH DOWL DQJDUMLDEVXWLSORIBXLPQ VPIRGLSCG

"-ä s{ „†...-~† ‹• †~fž-f"†ã

,Q H[HUFLWDUHD DWULEXWLLORU VSHFRQWUIDXQWWDQ
REOLJDWLD VD DVLJXUH HJDOISWIDWLHGH GØDV DQV BHMJY
FDULHUHL SHQWUX SHUWREORUOGLQ HFRQWUDFWXDO GL
3HUVRQDOXO FRQWUDFWXDO GH FRQGXFBSIGLFBUXF
RELHFWLYLWDWH FULWHULLOH GH SHYDQX XUSHUDVFRP
VXERUGLQH DWXQFL FDQG SSURSPXQHD URL L VDSJQVEIDH UDXU
HOLEHUDUL GLQ IXQFWWILP XOLQ WFRBQVH HDDGH VDX P
IRUPD GH IDYRILMFWLLVPRQDUXH
3HUVRQDOXO FRQWUDFWXDO GH FRQGXFBSUHDYRWHJDR
DFFHVXO RUL SURPRYDUHD LQ IXQFWWLLØHQBRQWUDF
VDX DOWH FULWHULL QVWLSQXORW H EQ BØHQVLSRIGOH

"-ä tr 'ž'•'†f f„-œ~f f f-" ‹„-- ‹ž'" ^-•...-†††-††-†ã

3HUVRQDOXO FRQWUDFWXDO DUH REOLJDWLDQXGMHDLQ
VFRSXUL GHFDW FHOH SUHYD]XWH GH OHJH
3ULQ DFWLYLWDWHD GH OXDUH D GHFL]SDOWUFLSDUH
DQFKHWH RUL DFWLXQL GH FRQWMBØDSHURVRLQOXJDFR
VDX DYDQWDMH LQ LQWHUGHW SHUHW RQDFL LR ØD VSHURIGXCF
SHUVRDQH
\$QJDMDWLL FRQWUDFWXDOL DX REOLJDWLDQFHHWD GK
RULFH QDWXUD GLQ FDGUXO LQVFRQVXVGLHLDVØD IXQ
FDUH R GHWLQ
\$QJDMDWLL FRQWUDFWXDOL DX REOLJDWLDQFWDDQX
LQVFULH LQ RUJDQLJDWLL VDXDØMRWRDMDLLRULQ GHIHJH
DFHVW OXFUX SURPLWDQGX OH DFRUGDUHD XQRU DYD

"-ä ts - ‹ž'œf"†f "†•-•†ž'" '—„ž'...†ã

3HUVRQDOXO FRQWUDFWXDO HVWH REOLJDWSDYDWHJ
VWDWXXL VL D LQVWLWXWLHL SXEOLMFHGLFDX HØEWH
RULFH VLWXDWLH FD XQ EXQ SURSULHWDU
3HUVRQDOXO FRQWUDFWXDO DUH REOLJDWLDQXUROR
DSDUWLQDQG LQVWLWXWLHL QXØDHLUSHQWUHXCFWLDVXG
3HUVRQDOXO FRQWUDFWXDO WUHEXLH VØDSUR SXQLHVL
IRORVLUHD HILFLHQWD VL XWLODSØHEYDQJOURILO SXØJDFH
3HUVRQDOXO FRQWUDFWXDO FDUH GHVISHURDRØDØFW
DFWLYLWDWL GLGDFWLFH LL HVØXIFUØVRHUL]ORJLDWBRØ
SXEOLFH SHQWUX UHDOLJDUHD DFHVWRUD

"-ä tt ‹•-f"†f 'f"- ‹... ‹'f" ‹žf f... Š'œ ‹- ‹á ... ‹•... †• ‹- ‹• ‹f-

2ULFH DQJDMDW FRQWUDFWXDO SRDWH DFKILYIDWLDQ

VWDWXOXL VDX D XQLWDWLORU DGPIFRQGLWLDWYOY WOHU
H[FHSWLD XUPDWRDUHORU FD]XUL
E FDQG D OXDW FXQRVWLQWD LQ FXUVXO WHUXYEBLXU
GHVSUH YDORDUHD RUL FDOLWDYDHOXWEXULORU FDUH
F FDQG D SDUWLFSLDW LQ H[HUFLWDUHDYDQJULFLXW
EXQXOXL UHVSHFWLY
G FDQG SRDWH LQIOXHQWD RSHUDWLXQLOH GH YDQJD
SHUVRDQHOH LQWHUHVDWH GH FXPSDUDUHD EXQXOXL
'LVSRLWLLQH DOLQ VH SRW DSOLFDDFRUHQSKLQJDM
XQXL EXQ DIODW LQ SURSULHWDWHXSLXVDFDWRUJDSFLLC
WHULWRULDOH
\$QJDMDWLORU FRWUDFWXDOL OH HVWHOLDQVEXQXVLVLO
SURSULHWDWH SXEOLFD VDX SULYDVLQD VDV VDWLVYXHOWIH URL
RSHUDWLXQLORU GH YDQJDFKHULFRQHFLVLRDODUHFRRQGLWL
OHJH
3UHGHGHULOH DOLQ VH DSOLFDD LQ FRUGQJDFMMLX
SULQ LQWHUSXV VDX LQ VLWXDWLD FRQIOLFWXOXL GH LQ

&21752/),1\$1&,\$5 35(9(17,9

\$UW 3ULQFLSLLOH FDUH VWDX OD ESUJBYDFQMLYLWDWLI
([HUFLWDUHD DWULEXWLLORU GH FRQWURJHVVHPODQVFLDY
UHDOL]HD]D SH ESUJBYDFQMLYLWDWLI
D &RPSHWHQWD SURUVRDRODQGHVHPQDWDILQDQGHFDLBUHHY
SURSULX WUHEXLH VD FXQRDVFDFHVLPLWDDVSIOSBHYYFXHFR
GRPHQLX DVLJXUDQG OHSDGLWDFWHODRVLGWHRS&EDDWW&QW
SUHFXP VL LQFDGUDUFDWDFHVVFBHGLWQRU EXJHWDUH
DQJDMDPHQW ,DFHDFVWDVFRS REOLJDWLD VD FXQRDY
UHJOHPHQWVSHHILGFHJGRPHQLXOXL LQ FDUH LVL H[HU
YL]HFRRWURO ILQDQFLDU SUHYHQWLY SURSULX
E ,QGHSHQGHQWD GHFL]LRQDOD LQ FRQGLDOLDFHQVSDV
H[HUFLWH FRWUROXO ILQDQFLDU ISUHOYDQMDYGSFRS&ORXU
QX , VH SRDWH LPSXQH LQ QLHILX]XQ IYHQHDFRWHGDFRQDU
SUHYHQWLY SURSULXH3LQWUHSWDFQWHOFX EXQD FUHGLQV
VDOH VL DQHOVPRWLD FX UHVSHFWDUHD SUHYHGHULORU
ILVDQFWLRQDWD VDX VFKLPEDWD GLQ DFHDVQDFDFWLYLH
H[HUFLWD DFWLYLWDWHD GH FRQWURJHVVHPODQVFLDY
QHFDVUHD SHQWUX VHSUDUDUHDHFWXKDLHXLWLLDFRQWGRODI
DVWIHO LQFDWDFHVVHD VD ILH LQFUHGLQWDWH XQRU S
F 2ELHFWLYQWDFWDFWDUHD DFWLYLWDWLSWRSHLFXRQWURDL
LQ OXDUHD GHFL]LHL GH D DFRUGDFVMB&DWDVSLQH EXYH]
VLVWHPDWLF VL WPHQLQLFQSXRFHGHMYHIXQBUI S&SHM&VHXC
LQIOXHQWH FH IDSWHS&MWHDDFRIFWDFD DDFHVRUD VD
DLED R DWLWXGLQH QHXWUD OLSVLWD GH VXELHFWLYLV
G&RQGXLWD3FRUVRDQGHVHPQDWD FX H[HUFLWDQDFHDD

SUHYHQWLY SURSULX WUHEXLH VD ILHLEDR SRQGGKWWDDH
VD GHD GRYDGD GH FRPSRSUWVDUE ISOBIHOVDRQDYDHO XO FHO
\$FHDVWD WUHEXLH VD DLED R FRPSRUWVDUH GHPQD LQ
LQFDWRVEXQLEDUHSXWDWLH

H&RQILGHQWBBIOLVDDH DGHVHPQDWD VD H[HULFLVQHF LDFM
SUHYHQWLY SURSULX HVWH REOLJDVGDH VBIUSYLVFWXHGKSD
OHJDWXUD FX FRQWLQXWXO SUELEHFFWXKIDORIJHGH RSHQXVGL
IHO LQIRUPDWLLOH XQHL WHUWH SHUVRDQH FX H[FHSV
H[SUV GH FDWVDXFLQLVLQVSDWSDW LQ FDUH HVWH DXWRUI
GUHSWVIDVXDDWLD LQ FDUH IXUQLJDUHD LQIRUPDWLHL
SURIHVLRQDOD

^ •... '•' f - < ä < ž < - f - † f

1X SRW IL GHVHPQDWH VD H[HUFLWH DFVSHVLRDQHO
DIODWH LQ FXUV GH XUPDULUH SHQDODDDEMDMXGSHQW
SULYLWRDUH OD DEX] GH VGVVODIFLXQDHO VGDXJHGVH XDOXD
LQIUDFWLXQL SULQ SDWHLDPXQURGXIV SBXQRDQHORU ILJLI

'DFD LQ FD]XO XUPDULULL SHQDOH DQVMXUJHFFDLWLIDPV
SHUVRDQD LQ FDX]D QX SRDWHIUFLLVLDHGDH VDFRQLDWWVDSWILQ
SUHYHQWLY SURSULXODWVDSGLEBUHGLD DQQLGWLHL 3HUVRD
FRQGLWLRQDSWHGHISFXWDDQDSRDWH VD H[HUFLWH DFHDVV
GHQFHUFDUH VL SH SDUFXUVXO D GRL DQL GH OD H[SLUD

&RRUGRQDUHD PRQLWRULJDUHD VL FRQWUSURXOVDFSDLE
SHQWUXSHFRVRAQLDDFXOXDO

\$UW 6HVLJDUHD

&RQGXFHSLHDDOXO &OLQLF GH 3QHXPRIWL'JLURHFRWLBI GH
6DQDWDW&HOXMEQLFDVLOLXO -XGHWHDQ &OXMSULRWUIH OBI
D LQFDODDUHD SUHYHGHULORU SUH]HQWFRQXLUFRGXGB
E FRQVWUDQJHUHD VDX DPHQLQWDUHD HSHQFLUXDWD
GHWHUPLQD VD LQFDODFH GLVSR]LWHLFRHUHVSHXOJHDWQYU
6HVLJDUHD SUHYD]XWD OD DOLQ QX FRPSXGHHQVM

SRWULYLW OHJLL

\$QJDMDWLL FRQWUDFWXDOL QX SRW IL VDSHFQWBRD
VHVLJDUHD FX EXQD FUHGLQWD D RERQGHVRIUOGLVHLSIOLC

&RQGXFHSLHDDOXO &OLQLF GH 3QHXPRIWL'JLURHFRWLBI GH
6DQDWDW&HOXMEQLFDLVWHUXO 6DQDWDWLL &RQWLXDLWDH-
YRU YHULILFD DFWHOHL VL IDSWHOHHSSHQFWUXUHFDFRQXG
SULYLQG LGHQWLWDWHVHSHLVDVBDHHL FDUH DX IDFXW

"-ä tw 'ž--<'•f" † f • † • < œ f" <<

5H]XOWDWHOH DFWLYLWDWLL GH FHQFVRQVQIP]DWH]DDL
XQ UDSRUW SURFHV YHUEDO 6\$QWBD]XO F&DULQLDF GRHQGQF
/HRQ 'DQLHODRFLD GH 6DQDWDWVWHVXKOLEFDQDQDWLL &
&OXM LQ IXQFWLH GH VLWXDWLH YRU IRUPXOD UHFR

deficientelor constatate.

(2) Recomandarile conducerii *Spitalul Clinic de Pneumoftiziologie Leon Daniello Cluj*, Directiei de Sanatate Publica Cluj, Ministerul Sanatatii, Consiliului Judetean Cluj, in functie de situatie, vor fi comunicate:

- a) – angajatului contractual sau persoanei care a formulat sesizarea;
- b) – angajatului contractual care face obiectul sesizarii.

CAPITOLUL IV

Dispozitii finale

Art. 26 Raspunderea

- (1) Incalcarea dispozitiilor prezentului cod de conduita, atrage raspunderea disciplinara a personalului contractual, in conditiile legii;
- (2) Organele cu atributii disciplinare au competenta de a cerceta incalcarea prevederilor prezentului cod de conduita si de a propune aplicarea sanctiunilor disciplinare in conditiile Legii nr. 53/2003 republicata.
- (3) In cazul in care faptele savarsite intrunesc elementele constitutive ale unor infractiuni, vor fi sesizate organelor de urmarire penala competente, in conditiile legii.
- (4) Personalul contractual raspunde patrimonial, potrivit legii, in cazurile in care, prin faptele savarsite cu incalcarea normelor conduita profesionala, aduce prejudicii persoanelor fizice si juridice.
- (5) Personalul contractual raspunde patrimonial, in temeiul normelor si principiilor raspunderii civile contractuale, pentru pagubele materiale produse angajatorului din vina si in legatura cu munca lor.

Art. 27 Asigurarea publicitatii

Pentru informarea angajatilor se va asigura afisarea codului de conduita la sediul spitalului, intr-un loc vizibil, precum si pe site-ul spitalului.

Art. 28 Enumerarea normelor de conduita si de integritate a personalului contractual nu este limitativa ci se completeaza de drept cu cele cuprinse in prevederile legale in vigoare.

Art. 29 Intrarea in vigoare

Prezentul cod intra in vigoare de la data aprobarii lui de catre Comitetul Director al *Spitalul Clinic de Pneumoftiziologie Leon Daniello Cluj*, 7.09.2018

Manager,

Dr. Vasile Muresan



Director medical,

Dr. Daniela Boldeanu

Director financiar-contabil,

Ec. Anca Muntean

Sef birou RUNOS

Ec. Ana Pogacean

Vizat de legalitate,

Jr. Sorina Albu

