



Code of Conduct

How we behave when representing
Salix Homes

1 Purpose of the Code

This Code of Conduct sets out the **conduct, behaviours and decision-making standards** that everyone representing Salix Homes is personally responsible for upholding. It is supported by organisational policies and procedures, which provide more detailed requirements and controls. The Code and these policies and procedures should be read together.

The Code exists to:

- Provide a shared standard for how we behave and make decisions
- Embed Salix Values and Customer Charter commitments into day-to-day behaviour
- Support strong governance, accountability and assurance, and provide a foundation for learning, development and continuous improvement
- Enable fair challenge where behaviour falls short

This Code of Conduct aligns with the National Housing Federation (NHF) Code of Conduct. It incorporates all NHF principles and expectations, while reflecting Salix Homes' Values, Customer Charter and customer feedback on behaviour.

This Code cannot cover every situation. It is intended to guide conduct, behaviour and decision-making, and everyone representing Salix Homes is expected to use good judgement, seek advice where needed, and act in line with the spirit as well as the letter of the Code.

2 Who the Code Applies To

This Code applies to **everyone acting on behalf of Salix Homes**, including (but not limited to):

- Board Members (including when acting as Committee Members)
- Independent Committee Members
- Panel Members
- Employees (permanent, temporary and agency)
- Contractors, consultants, sub-contractors and other third parties

The **standards apply equally to all**, although how they are demonstrated, monitored and enforced will vary by role, responsibility and contractual relationship.

3 Our Values and Customer Commitments

This Code is grounded in:

- **Our Values:** *Trustworthy, Successful and Inclusive*
- **Our Customer Charter**, which commits us to:
 - o Treat people with dignity and respect
 - o Communicate clearly and honestly
 - o Act promptly on concerns, especially about safety
 - o Take responsibility and follow things through
 - o Be fair, accountable and human in how we behave

Customers have told us that how we behave matters as much as what we deliver. This Code responds directly to that message.

TRUSTWORTHY

We gain the confidence and trust of others through integrity and accountability.

In everyday terms, this means people can rely on us to be honest, to do what we say we will, and to communicate clearly and transparently, especially when things go wrong or decisions are difficult.

We are expected to:

- Act with integrity, honesty and professionalism, in the best interests of customers and Salix Homes. Take account of how our decisions and actions affect residents' safety and wellbeing.
- Act in line with Salix Homes' Values, policies and agreed objectives.
- Fulfil the responsibilities of our role and act within the authority delegated to us.
- Take responsibility for decisions, actions and their impact, explaining them openly and transparently where appropriate.
- Follow through on commitments, or explain clearly and openly when this is not possible.
- Provide clear, accurate and timely information.
- Act appropriately where concerns are raised, particularly where there is potential harm or risk.
- Declare and manage conflicts of interest appropriately, taking any steps required to protect integrity, fairness and good decision-making.
- Handle information and organisational resources responsibly, safeguarding confidentiality, privacy and cyber security, and using them only for legitimate business purposes.

We do not:

- Avoid our responsibilities, exceed our delegated authority, or act in ways that undermine proper accountability.
- Ignore, minimise, or unnecessarily delay responses to concerns.
- Pass responsibility in a way that leaves issues unresolved.
- Compromise our integrity, mislead others, withhold information or provide false reassurance.
- Misuse Salix Homes' funds, assets, information or resources, or tolerate fraud, theft, waste or abuse.
- Use our role for improper personal advantage.
- Offer, accept or seek bribes, improper inducements, or gifts or hospitality that could influence, or be perceived to influence, decisions or actions.
- Tolerate unsafe, dishonest or inappropriate behaviour.

SUCCESSFUL

We are constantly improving by remaining informed and working collaboratively to achieve success.

Put simply, this means we learn from experience, share information, work well with others, and keep people informed about what we are trying to improve and how we are progressing.

We are expected to:

- Focus on outcomes and impact, not just process.
- Learn from feedback, complaints and experience.
- Make informed, proportionate decisions.
- Work collaboratively to reduce confusion, duplication and delay.

- Maintain appropriate skills and knowledge for our role.
- Hold ourselves and others to account for behaviour and standards.

We do not:

- Accept poor behaviour or practice because “that’s how it has always been done”.
- Work in silos or undermine collective responsibility.
- Repeat mistakes without learning.
- Allow short-term convenience to override safety, fairness or quality.

INCLUSIVE

We advocate for others whilst embracing and promoting inclusion.

In practical terms, this means listening properly, communicating in ways people can understand, recognising when extra support is needed, and speaking up where behaviour or decisions risk unfairness or harm.

We are expected to:

- Treat everyone with dignity, fairness and respect.
- Listen properly, take concerns seriously, and act appropriately.
- Communicate in clear, accessible and respectful ways.
- Be mindful of vulnerability, power imbalances, lived experience and individual circumstances.
- Speak up where behaviour or decisions risk harm or unfairness.
- Challenge constructively and with care.

We do not:

- Engage in, ignore or tolerate harassment, bullying or intimidating behaviour, including the use of disrespectful or inappropriate language or behaviour.

- Discriminate, show bias or unjustified favouritism, or behave in ways that result in unfair treatment.
- Form or pursue inappropriate personal or professional relationships, or misuse our position in ways that exploit vulnerability or create real or perceived unfairness.
- Dismiss, judge or stereotype people, or make assumptions about people or their circumstances.
- Behave in ways that undermine trust or confidence.

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Conduct When Representing Salix Homes

When representing Salix Homes, we are all **ambassadors for the organisation. This includes when we are:**

- Engaging with customers
- Working with partners and stakeholders
- Working with colleagues
- Taking decisions
- Providing challenge or oversight
- Communicating publicly or online

Our conduct should always reinforce trust and confidence in Salix Homes.

We do not present personal views or opinions as those of Salix Homes without appropriate authority.

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Speaking Up and Raising Concerns

Everyone has a responsibility to speak up if something does not feel right.

Concerns may relate to:

- Safety, safeguarding or harm
- Unethical or inappropriate behaviour
- Breaches of this Code
- Conduct that risks customer trust or organisational reputation

Concerns relating to safety, safeguarding or harm, or information security, cyber security, data protection or other digital risks, should be raised immediately through the appropriate route for the role held.

Concerns should be raised through the appropriate route for the role held. This includes, where relevant, raising concerns through Salix Homes' whistleblowing arrangements.

Salix Homes is committed to ensuring that people who speak up in good faith are treated fairly and without detriment.

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Accountability and Challenge

This Code supports **accountability at every level**, including:

- Individual responsibility for conduct
- Collective responsibility for culture
- Appropriate challenge and oversight by Board and Committees

Holding each other to account for conduct and behaviour is expected at all levels and supports effective governance and good decision-making.

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Breaches of the Code

Failure to meet the standards set out in this Code may result in action under the relevant framework, which may include:

- Board or Committee processes
- Employee disciplinary procedures
- Contractual remedies
- Complaints or regulatory routes

The response will be proportionate, fair and appropriate to the role and circumstances.

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Review and Assurance

The Code will be:

- Reviewed annually to reflect learning and feedback. The annual review will include meaningful consultation with customers.
- Used as a reference point for:
 - o Board and Committee self assessment
 - o Assurance and governance reviews
 - o Organisational culture and conduct discussions

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Our Commitment

By acting on behalf of Salix Homes, we commit to:

- Upholding this Code
- Modelling the behaviours we expect of others
- Placing customers, safety and integrity at the heart of our actions



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