

## Gender Pay

All companies with a headcount of 250 or more employees must report annually how they pay men and women. This report is based on Sanctuary's pay and bonus data as at the snapshot date of 5 April 2019.

Gender pay looks at the difference between average male and female earnings across a group of workers, regardless of the role they are in, expressed as a percentage of male earnings.

Gender pay is different from equal pay. Equal pay looks at ensuring everyone, regardless of gender, is paid the same for the same work. Sanctuary Group has robust processes in place to ensure that men and women are paid equally for doing equivalent roles. This includes regular reviews of pay levels across the organisation.

## How to interpret our Gender Pay Report

You will see on pages 2 and 3 that there are five pie charts displayed for each of Sanctuary's legal entities. The first pie chart reflects the gender of total full pay relevant employees and the following four pie charts show the gender at the respective quartiles of pay, so the first quartile includes lowest paid staff and the fourth quartile includes the highest paid staff.

A positive value reflects the percentage that men are paid more than women. For example, if a gender pay gap is given as 6.4 per cent, this means that, on average, men earn 6.4 per cent more than women. A negative value reflects the percentage that women are paid more than men. For example, if a gender pay gap is given as -6.4 per cent, this means that, on average, women earn 6.4 per cent more than men. The higher the number, the larger the gender pay gap.

The mean is the total number added together divided by the number of people in the legal entity. The median is the central value if all the values were arranged in order.

## Our legal entities

Sanctuary has eight legal entities which employ over 250 people. Sanctuary's legal entities do not always correspond with the brands or operations that our customers and staff would know. To aid understanding of the statistics, the below table describes who works in each entity. The numbers included are full pay relevant employees.

Legal entity	Staff	Women	Men
Sanctuary Housing Association	2,147 staff who work for Sanctuary's corporate centre including HR, finance, technology, procurement and communications as well as the staff who work in our supported living schemes	1,361	786
Sanctuary Housing Services Limited	967 staff who serve our social housing customers in roles such as housing officers and customer service advisers	689	278
Sanctuary Care Limited	3,574 staff who work in our care homes and supporting services	2,993	581
Sanctuary Care (North) Limited	1,430 staff who work in our care homes and supporting services	1,201	229
Sanctuary Care Property (1) Limited	527 staff who work in our care homes and supporting services	460	67
Sanctuary Home Care Limited	1,315 staff who provide care in older people's homes and in some of our extra care schemes	1,085	230
Sanctuary Maintenance Contractors Limited	1,537 staff who work as maintenance operatives, gas engineers, cleaners and facility managers	239	1,298
Sanctuary Management Services Limited	254 staff who work in our student and key worker accommodation	152	102

## Sanctuary Housing Association



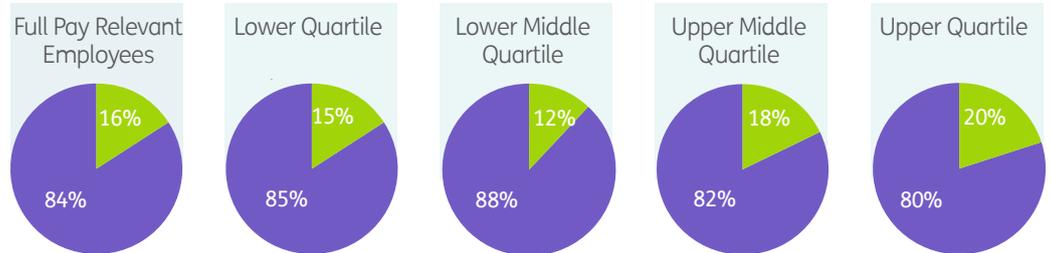
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Association Total	20.8%	21.4%	76.6%	51%	2.3%

## Sanctuary Housing Services Limited



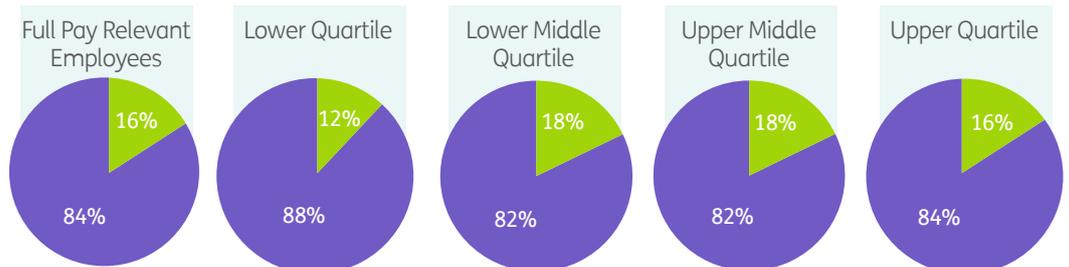
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Services Limited Total	6.0%	9.2%	60%	75%	0.6%

## Sanctuary Care Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Limited Total	6.1%	4.0%	-48.8%	0%	12.5%

## Sanctuary Care (North) Limited



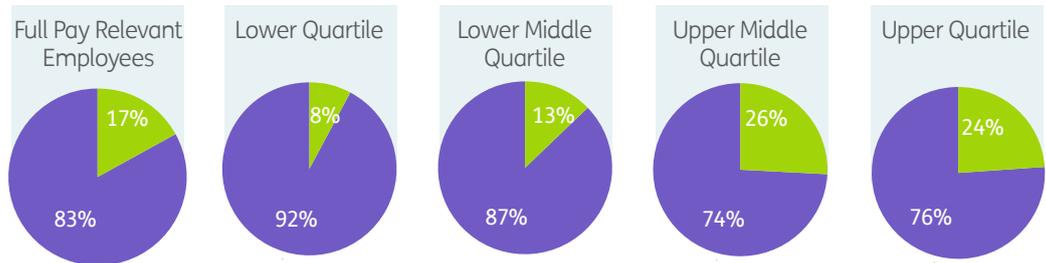
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care (North) Limited Total	0.9%	0%	-37.2%	0%	6.7%

## Sanctuary Care Property (1) Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Property (1) Limited Total	5.7%	1.5%	56.3%	83.8%	5.0%

## Sanctuary Home Care Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Home Care Limited Total	5.8%	9.5%	-182.9%	0%	6.2%

## Sanctuary Maintenance Contractors Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Maintenance Contractors Limited Total	16.1%	34.5%	81.3%	81.3%	0.3%

## Sanctuary Management Services Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Management Services Limited Total	5.0%	2.5%	-176.7%	60%	1.8%

## Assessing our data

In common with many large UK employers, our analysis shows that where a gender pay gap exists this is largely because there are more women in the lowest paying roles and fewer women in the highest paying roles.

Sanctuary recognises this challenge and is committed to supporting women across the organisation to advance their careers. Our executive pipeline, that is senior managers and directors reporting to members of the Executive Committee, at the time of reporting was 57 per cent female and 43 per cent male.

As Sanctuary works across a variety of industries, there is a diverse workforce across the different areas of operation. This means that women are under-represented in some areas of our workforce and men in others, something we are actively working to address.

Sanctuary Maintenance operates within an industry that has traditionally attracted a male workforce. The majority of Sanctuary Maintenance's staff are skilled repair operatives, which is a profession that is predominantly male. Sanctuary Maintenance also employs a large cleaning workforce, which is overwhelmingly female. The difference in these roles accounts for the pay gap in this operation.

The care industry typically attracts more women and therefore within our care operations the workforce is largely female. There are also more women in senior roles resulting in small mean and median pay gaps and negative pay gaps in some cases.

As indicated by the bonus data, Sanctuary does not have a culture of incentivising performance through large bonus payments. As less than one per cent of staff receive a performance related bonus, this can result in large positive or negative bonus gaps. Smaller bonus payments to a wider proportion of the workforce in Care have been made this year in recognition of achieving high quality ratings from external audits.

## Actions we are taking

### Ensuring our recruitment practice is inclusive

Sanctuary places importance on recruiting a diverse workforce in all areas of the business. All managers undertake recruitment training to remind staff of the impact of unconscious bias and ensure fair decisions are made. A variety of channels are used to target a diverse range of applicants and all vacancy adverts use gender-neutral language.

### Tackling occupational segregation

Sanctuary also works proactively to attract candidates to roles and areas traditionally dominated by a particular gender.

In Care, a profession that traditionally attracts more women, Sanctuary has changed the way it advertises to signal more clearly to both genders that applications would be welcomed. Male recruits were up by 2 per cent compared to the same period the previous year. We continue to track recruitment data to better understand what is achieving the required results.

In technology, we continue to work to change perceptions about the technology profession. As signatories of the Tech Talent Charter and Tech She Can Charter, we have delivered a programme of activity to encourage women into technology roles.

In maintenance and development, we continue to work to encourage more women to join the sector. We have partnered with Women into Construction to encourage more women into the trades, and have provided support through regular talks to new recruits into the construction industry and by offering work experience. We have also worked with Construction Youth Trust to develop classroom-based activities for the sector to use in schools and have delivered tailored classroom activities ourselves in schools close to our development work. We also work closely with our suppliers to ensure they take action to encourage more women into these roles.

## Creating an inclusive workplace

Sanctuary recognises that creating and maintaining an inclusive workplace is central to making sure all staff want to stay with us and can reach their full potential.

We offer flexible working arrangements and we pride ourselves on supporting our staff returning from parental leave or a career break. To enable our staff across the organisation to progress we provide a range of training and development opportunities, including coaching programmes for our senior managers. This includes our prestigious graduate programme which has employed 32 graduates since 2009 and, of those, 62.5 per cent have been female.

We also understand that the gender pay gap can widen dramatically after women have children but this could be reduced if men and women were able to share childcare more equally. Shared Parental Leave (SPL) enables couples greater freedom to decide how to take their family-friendly leave but there has been a low take-up of SPL by male employees.

We have therefore taken the decision to increase our offering to our male employees by providing enhanced SPL pay. We hope this will improve the uptake of SPL and allow men and women to share childcare more equally.

## Investing in diversity management

Sanctuary recognises that we have more work to do in this area and is committed to putting in place actions to reduce the gap between our male and female employees. To support this, we have recruited a Diversity and Inclusion Manager into our senior management team to support the business to make progress. We are also improving the visibility of internal data and the effective use of that data in decision making. This will enable us to develop our diversity and inclusion strategy and policy across the organisation.

## Diversity in the workplace

We believe in being an inclusive and diverse employer where all staff are able to reach their full potential.

We confirm that our gender pay gap data calculations are accurate and meet the requirements of the Regulations.



**Craig Moule**  
Group Chief Executive



**Nicole Seymour**  
Group Director - Corporate Services

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