

## Gender Pay Report 2020

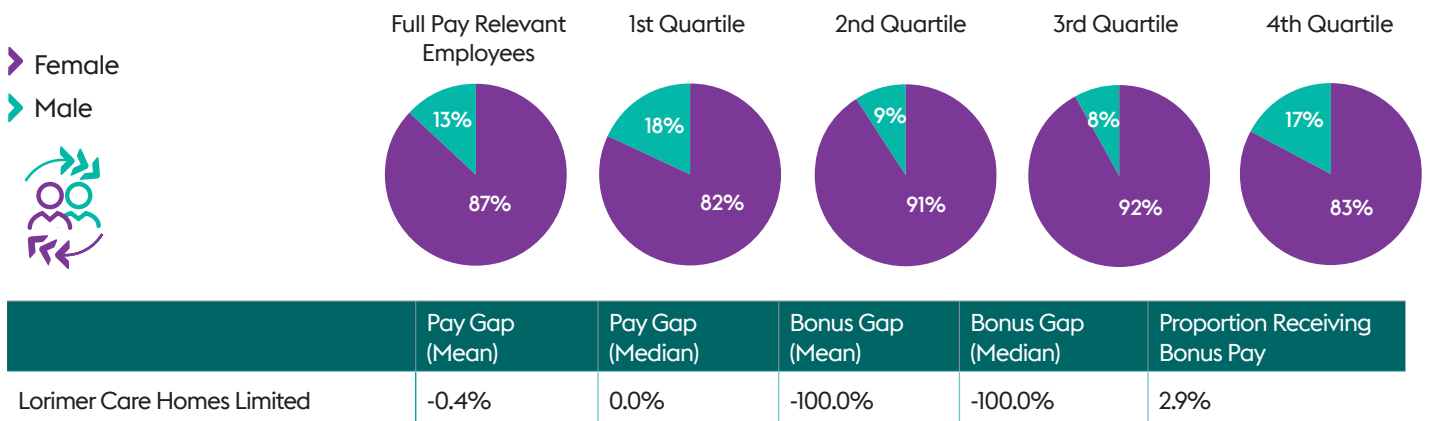
All companies with a headcount of 250 or more employees must report annually how they pay men and women. This report is based on Lorimer Care's pay and bonus data as at the snapshot date of 5 April 2020. Gender pay looks at the difference between average male and female earnings across a group of workers, 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 has robust processes in place to make sure 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

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.



### Diversity in the workplace

We are committed to being an inclusive 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