

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 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 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 six 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.

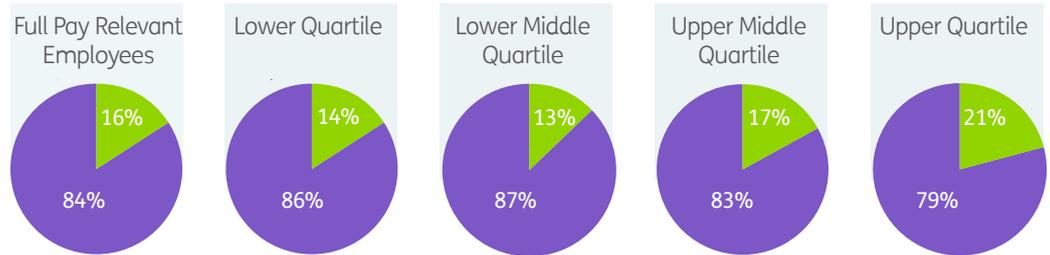
Legal entity	Staff	Women	Men
Sanctuary Housing Association	3,301 staff who work for Sanctuary's corporate centre including HR, finance, technology, procurement and communications as well as the staff who work in our supported living schemes and who serve our social housing customers	2,180	1,121
Sanctuary Care Limited	3,584 staff who work in our care homes and supporting services	3,005	579
Sanctuary Care (North) Limited	1,508 staff who work in our care homes and supporting services	1,270	238
Sanctuary Care Property (1) Limited	496 staff who work in our care homes and supporting services	428	68
Sanctuary Home Care Limited	1,358 staff who provide care in older people's homes and in some of our extra care schemes	1,140	218
Sanctuary Maintenance Contractors Limited	1,539 staff who work as maintenance operatives, gas engineers, cleaners and facility managers	239	1,300

Sanctuary Housing Association



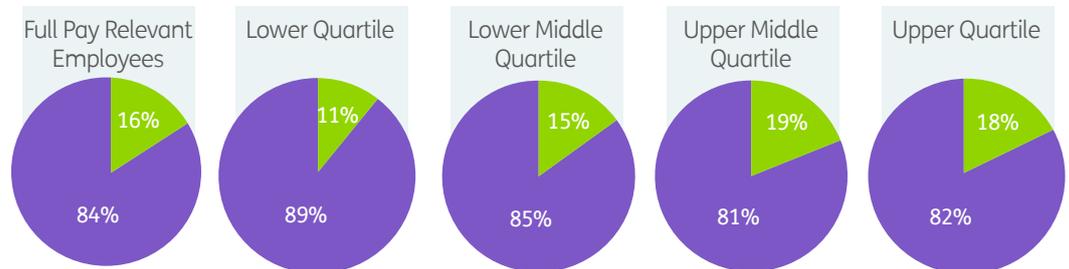
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Association Total	17.8%	16.0%	-89.6%	-9.1%	1.8%

Sanctuary Care Limited



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Limited Total	6.4%	3.1%	12.9%	0%	26.8%

Sanctuary Care (North) Limited



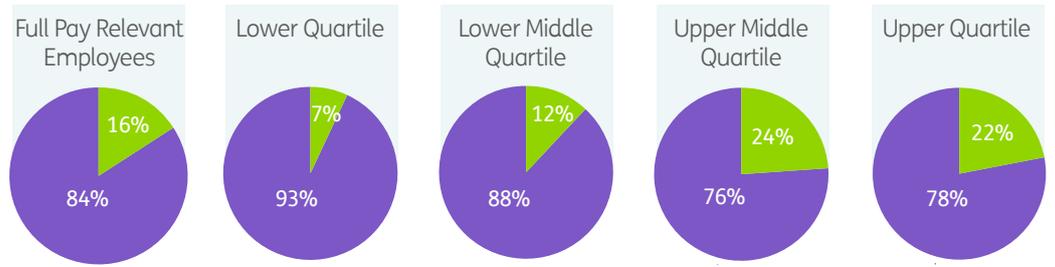
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care (North) Limited Total	1.4%	0.1%	-37.9%	0%	47.3%

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	4%	0.9%	20.8%	0%	54.5%

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	5.4%	5.9%	-452.1%	25%	0.9%

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	16.3%	30.2%	54.1%	50%	0.9%

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.

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. Smaller recognition awards make up the majority of bonus payments included in the data.

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. We use key events such as International Women's Day to showcase some of our **female staff thriving** in historically male dominated professions.

In Technology, 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 actively work to encourage more women to join the construction industry. For example, our 'MORE' programme showcases some of the women working on our developments and we have designated November as our annual '**Women in Construction**' month.

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. We continue to track recruitment data to better understand what is achieving the required results.

Creating an inclusive workplace

Sanctuary's goal is to be an inclusive organisation in which every member of staff can thrive and respond to the diverse needs of our customers and each other with fairness and empathy.

Listening to the diverse voices and acting on priorities is key. When we review the results of our annual employee survey, Your Say, we review the results by gender to make sure different voices are heard.

In 2020, we supported colleagues to set up a new 'Parent Network'. This connects colleagues going through all stages of parenting to provide peer, as well as organisational, support and guidance.

We have long prided ourselves on our flexible working policy and procedures. We look to enable flexible working wherever the business impact can be managed - not just for those with caring responsibilities but for anyone wanting a different work life balance. As a result of Covid-19, we have fast tracked our ambition to enable greater working flexibility, investing heavily in new technology to underpin significant changes in where and how we work.

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



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Sanctuary Group is a trading name of Sanctuary Housing Association