



Sanctuary

# Inclusion for All

2024-2026

# Introduction

## Group Chief Executive



Sanctuary Group Chief Executive Craig Moule with  
Legal Services Officer Ruzina Begum

It's been three years since we launched our first Inclusion for All (IFA) Strategy, outlining the progress and steps we are taking to embed equity, diversity and inclusion in our workplace.

We welcome everyone at Sanctuary from all backgrounds and we're passionate about making sure people feel included, valued and engaged – and above all, that they can be themselves.

We've made significant progress on our inclusion journey during the lifetime of our first IFA Strategy. We have launched new corporate and resident engagement strategies – both of which outline our strategic objective of putting customers first – focused on delivering personalised services and tailoring our approach to meet customers' individual needs so everyone feels included.

Our mission to build affordable homes and sustainable communities where people choose to live drives us every day. Listening to the voices of customers and colleagues has increased our knowledge of what needs to improve to ensure everyone has an excellent experience.

It's important to hold ourselves accountable, which is why we will always challenge ourselves to do more. We're updating this strategy as part of that commitment, using data to map out both where we are and what comes next to support our goal of being a truly inclusive organisation for our colleagues and customers.

IFA will also continue to influence our culture, purpose and performance in line with our values – Ambition, Inclusion, Integrity, Quality and Sustainability – and behaviours across the organisation.

I am proud of our progress on our inclusion for all journey. We have made great strides forward and this strategy demonstrates how we will build on this together.

**Craig Moule**  
Group Chief Executive

# Strategic context



➤ **Our long-term goal is to be a diverse, inclusive organisation where our people thrive and meet our customers' needs with fairness and empathy.**

As well as being the right thing to do, developing an inclusive culture helps to stimulate critical thinking, improve decision-making, and enable a better understanding of differences among our customers and colleagues alike. This increases our ability to deliver positive customer outcomes for all groups.

To develop this new strategy, we have spent time listening to our customers about the priority areas they would like us to focus on. We have also worked closely with our staff networks and colleagues from across Sanctuary to ensure we are hearing from a range of diverse voices.

Since our last strategy was implemented, we have enhanced our data insight into our workforce diversity and inclusion outcomes. This has enabled us to take an evidence-based approach to set our strategic priorities and determine what to track to measure progress.

**All five of our core organisational values - Ambition, Inclusion, Integrity, Quality and Sustainability - are integral to achieving this goal and are complemented by three guiding principles:**

## **Listening to diverse voices**

Instead of making assumptions about different lived experiences, we will learn from research, be guided by specialist partners and create opportunities to hear from marginalised or under-represented groups, using the insight to improve.

## **Being data informed**

We will track progress towards our goals, using and improving data to set ambitious targets and gauge the impact of our activities.

## **Continually learning**

We will create safe spaces to explore diversity and inclusion issues, foster a deep curiosity about difference and grow the confidence of colleagues to play their part in creating an inclusive culture.

# Strategic context



In order to achieve our long-term goal, we have sought to be more challenging and ambitious when setting our strategic objectives. We recognise that to deliver fair outcomes for all we must focus on delivering equity in our processes and services.

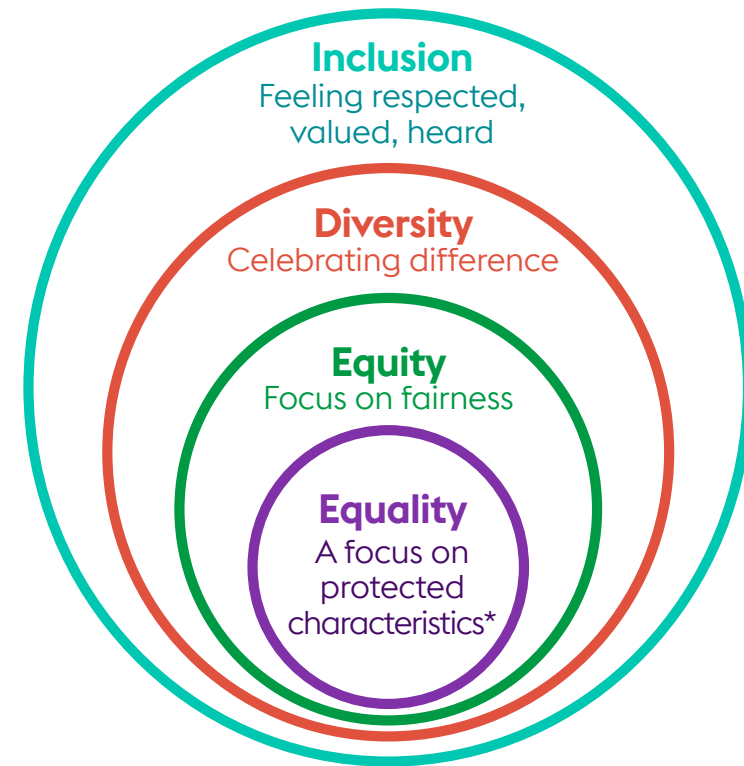
## What matters to us is:

**Inclusion** – developing a culture in which all people feel valued, respected, and comfortable to be themselves and do their best work.

**Diversity** – valuing difference of all kinds, for example social, economic, professional, educational, or working style.

**Equity** – recognising that people may need to be treated differently in order to get equality of opportunity. Our focus is on removing barriers that get in the way of people's ability to work to the best of their skillsets or to access services.

**Equality** – working to ensure the fair treatment of everyone, focusing on eliminating discrimination, harassment or victimisation based on the nine characteristics\* protected by law.



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\*Protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

## Strategic objective 1:

### Know our customers



**We will use data and insight to ensure our services meet the different needs of all our customers.**

We want to be a trusted partner where customers are at the heart of all we do and where people feel safe to be who they genuinely are when dealing with us. Our customers are truly diverse, with differences in background, lifestyle, identity and a variety of housing, care and support needs.

We know from speaking to customers that being treated with dignity and respect is paramount and that to continually build trust we need to really listen to their needs.

We want to better understand our customers to ensure we can deliver fair access and outcomes for all. To achieve our goal, we will improve our customer data, enabling us to tailor our service design and delivery to better reflect the needs of each individual.

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“Customers are at the heart of all we do”

Addenbrooke's Key Worker Fedrat Sadat



# Strategic objective 1:

## Know our customers



### Over the next three years we will:

#### 1.1 Improve our knowledge of our customers:

- Enhance the way we collect data about our customers, using a range of solutions to maximise engagement and response rates.
- Work collaboratively with our customers to build trust when asking for personal information.
- Develop insight into the support and communication needs of different groups to ensure that everyone has fair access to services.



Compton Road resident Trevor Surret and Local Service Manager Lindi Urubusi

#### 1.2 Use insight to design services that are responsive to customer needs:

- Design our systems and processes to make sure customer information is easily accessible and can be used to tailor services to individual requirements.
- Develop our vulnerability policy framework to ensure service delivery can be adapted where there are additional support needs.
- Deliver truly person-centred care and support that recognises what makes each person unique and enables us to enrich lives.

#### 1.3 Monitor performance to ensure fair outcomes for all:

- Involve customers in the design and scrutiny of our services, acting on their feedback to ensure everyone is treated with fairness and empathy.
- Ensure our customer engagement routes are accessible to all and our resident panels are representative of the communities we work in.
- Regularly analyse satisfaction data for different groups, and use the findings to develop targeted improvement plans.

## Strategic objective 2:

### Attract, retain and develop diverse talent



“Our data insight shows we have a wealth of diversity across the organisation”

#### **We will enhance the diversity of our workforce to reflect the communities that we work in.**

We are committed to making progress by tapping into the broadest talent pools to enable and stimulate innovative thinking. A more diverse workforce enables better understanding of our communities and increases our ability to deliver positive customer outcomes.

Our data insight shows we have a wealth of diversity across the organisation. We are proud that we are close to achieving gender parity across our leadership teams, although in some areas of our business there is more to do. We also know that we need to take focused action to attract talented people from under-represented groups, including ethnic minorities, into our senior leadership teams, as well as people with lived experience of disability. To do this we will seek to ensure equity across the employee lifecycle by addressing structural barriers to progression.

While we have improved our knowledge of our workforce, we do not know enough about the socio-economic background of our colleagues. Ensuring we have a workforce with a range of lived experiences will help us support social mobility, for both colleagues and customers.



Staff at the Sanctuary Stars Awards 2023

## Strategic objective 2:

### Attract, retain and develop diverse talent



Over the next three years we will:

#### 2.1 Improve our recruitment practice and develop our internal pipeline of diverse talent:

- Enhance our strategies to reach diverse talent, working with internal and external recruiters to deliver diverse shortlists for vacancies and promoting Sanctuary as an inclusive employer.
- Develop inclusive recruitment skills across all teams and monitor success to continually improve performance.
- Support colleagues from under-represented groups who want to progress their careers into leadership, identifying programmes that meet different needs.



Juniper House Carer Siji James and resident Margaret Stephens

#### 2.2 Enhance data insight and accountability for change:

- Enhance our process for data collection at all stages of the employee lifecycle to reduce gaps.
- Analyse the key points where barriers to progression are arising and set aspirational targets for improvement.
- Monitor our colleague satisfaction surveys against diversity information to understand the experience of different groups and hold leaders accountable for improvement.

#### 2.3 Improve leaders' confidence and capability in creating an inclusive culture:

- Introduce a reciprocal mentoring programme to enhance leaders' understanding of the lived experience of underrepresented groups.
- Review the effectiveness of leadership development programmes in building confidence and capability in inclusive practice.
- Assess and benchmark our approach with specialist diversity and inclusion partners to share best practice across the organisation.



## Strategic objective 3:

### Provide accessible and inclusive services and workplaces



“By recognising the structural inequities that exist **we can take action to understand and remove them wherever possible**”

**We will create environments that achieve equitable outcomes and enhance the wellbeing of our colleagues and customers.**

We recognise that in order to deliver fair outcomes we need to understand and remove, wherever possible, the structural barriers that prevent people from accessing our services or workplaces. In practice, this means some people will need to be treated differently in order to achieve fairness for all.

We know many people are reluctant to ask for support for fear of stigma and judgement, so we will continue to work collaboratively to build trust amongst our colleagues and customers.

We already have deep expertise within our Supported Living and Care businesses in supporting people with lived experience of disability or long-term health conditions, and wider experience in Housing of trauma-informed practice and building sustainable communities. We will use this to develop and embed best practice across the organisation.



Group Director - Growth and Partnerships Nathan Warren and Graduates Yusuf Raja and John Oloyede

# Strategic objective 3:

## Provide accessible and inclusive services and workplaces



### Over the next three years we will:

#### 3.1 Embed an approach that delivers fair access for all groups:

- Use clear and accessible language and communication methods, using alternative formats such as audio and translation services and ensuring these are easily available to customers.
- Review and improve the timeliness and effectiveness of our workplace adjustments process, removing barriers that prevent people reaching their potential.
- Support customers to access the adaptations they need to maintain independence and thrive within their homes.



Shaftesbury Court resident Jonathan Pender

#### 3.2 Grow our confidence in taking action to ensure equity:

- Explore flexible working opportunities to enable better access to employment and progression, including for colleagues with caring responsibilities outside of work.
- Embed accessibility and inclusion as key principles when reviewing our offices through our Future Workspaces Programme.
- Develop resources to support understanding of what equity means in practice, including in relation to emerging areas of knowledge such as neurodiversity.

#### 3.3 Use our internal expertise to push the boundaries of our inclusion work:

- Utilise the expertise within our Supported Living teams to enhance our understanding of best practice in the field of disability confidence and cascade learning across the organisation.
- Spread our trauma-informed practice to enhance our understanding of the ways in which people's backgrounds impact their behaviours.
- Promote our commitment to inclusion within our supply chain and identify strategic partners to work with on embedding best practice.

## Strategic objective 4:

### Embed an inclusive culture



**We will create a culture where everyone can thrive and reach their full potential.**

To feel the difference that diversity can make, we need to foster a culture in which genuine differences of view and experience can be expressed. That means actively working to create and sustain an environment in which everyone feels comfortable to be themselves.

To embed this in practice, we recognise the role of our leaders in setting the tone and leading by example. Our Group Board and Executive Committee are committed to championing diversity and embedding inclusion in our strategic decision-making.

At an organisational level, this involves improving policy, procedure, practice and accountability to deliver more equitable outcomes for both customers and colleagues.

We will continue to build on our strengths, to celebrate and embrace the diversity that exists across our customers and colleagues.

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“Working to create and sustain an environment in which **everyone feels comfortable to be themselves**”

Hull Pride 2022



# Strategic objective 4: Embed an inclusive culture



**Over the next three years we will:**

## **4.1 Promote and develop colleague networks to enhance their impact:**

- Use the insight from our colleague networks to influence and inform policy development.
- Support the personal development of network leads, including through the provision of protected time, to enable them to maximise their potential.
- Embed the Executive leadership role to effectively support, champion and raise awareness of the networks.



Toryglen residents Kerry Thomas Baillie-Brown and Lesley Baillie-Brown

## **4.2 Celebrate diversity and promote a sense of belonging for all:**

- Design an annual engagement programme that celebrates the rich diversity across our colleagues and customers.
- Create accessible communications and learning offers, including through storytelling, that are accessible to all.
- Develop and deliver an allyship programme to increase ownership at all levels and across all business areas.

## **4.3 Develop collective and individual accountability for progress:**

- Empower and challenge colleagues to embed inclusion by design in all areas of their work.
- Monitor our progress in a transparent way, including through the publication of our gender and ethnicity pay gaps.
- Emphasise our zero-tolerance approach to discrimination and commit to taking robust action where we find this exists.

# Measuring progress



We will gauge impact in three dimensions:



“We will regularly report on our progress to the Executive Committee, Group Board and Resident Scrutiny Panel”

To hold us accountable for the delivery of our objectives we will regularly report on our progress to the Executive Committee, Group Board and Resident Scrutiny Panel.

We will also work closely with our colleague networks and EDI Leads Group, who will monitor, challenge and help us to embed our objectives.

# Measuring progress



## We will use the following measures to track progress:

- › Results of our annual colleague engagement survey, 'Your Say'
- › Feedback from the Investors in People assessments for each business area
- › Completeness of our colleague and customer data
- › Changes in our workforce profile across all business areas and levels
- › Analysis of customer satisfaction and service outcomes for different groups
- › Feedback from our Resident Scrutiny and Resident Advisory Panels



Our EDI Coalition  
(EDI Leads, Network Co Chairs, Exec Sponsors)

Our EDI Leads Group is responsible for the overarching governance and implementation of our strategy.

The group comprises membership of senior leaders from every area of Sanctuary and is chaired by a member of the Executive Committee. Each Lead works alongside their Executive Director to develop, agree and implement business specific objectives that support our overarching goals.

The group meets every quarter to report progress and align on strategic tasks for the following quarter.

## Case study



## Supporting working parents

**Ruth Whittaker, Senior Environment Officer, talks about her role as Co-Chair of Sanctuary's Parent Network:**

If there's one good thing to come from the Covid pandemic, it's the sudden visibility of what work-life balance means for working parents.

When I volunteered to co-found Sanctuary's Parent Network in 2020, it was to highlight the barriers our systems can create for working parents and develop a supportive environment where we could improve them.

The network provides a safe space for anyone to share their experiences, seek advice, and get information on all stages of their parenting journey. From a small start sharing lockdown challenges, we have grown to over 160 members and helped influence real change within the organisation.

One of the key areas for this has been working with our HR department to improve policies for the benefit of colleagues. Through our voice, we have helped create a Family Responsibilities Procedure which includes specific support for those undertaking IVF and recognition of the impact of baby loss: parents are now entitled to five days compassionate leave for a loss at any stage of pregnancy.

The network is constantly evolving - launching our Buddy Directory, improving our Teams channel and intranet content, and raising awareness. I can't wait to see what comes next.

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“Through our voice, we have helped create a **Family Responsibilities Procedure**”



Senior Environment Officer  
Ruth Whittaker with her son  
Rachel Lilly Photography

## Case study



## Listening to diverse voices

**With around 14,000 colleagues and thousands of customers, we recognise that to be inclusive in putting customers first we need to listen to the diverse voices of all people.**

Through our resident engagement strategy, Shaping our Future, we have committed to working with a diverse range of customers who can directly influence our top people. We've created a new Resident Advisory Panel to help us develop new strategies and ways of working. We contacted more than 50,000 customers, linking to accessible recruitment materials, to ask if they were interested in joining and over 500 incredibly diverse residents told us they were.

We then held conversations with residents to understand what they could bring to the panel, using their feedback and a considered and inclusive process to select and establish a truly diverse panel featuring customers from all walks of life across our services.

In the same way, we've also attracted new members to our Resident Scrutiny Panel and we are involving many customers who came forward in other activities, such as mentoring our senior and operational teams with their lived experience.

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**“We've created a new Resident Advisory Panel to help us develop new strategies and ways of working”**



Melissa Washington-Nortey from the Resident Advisory Panel and Landa Love from the Resident Scrutiny Panel

We have increased the engagement between our Group Board and engaged residents, including by increasing the number of residents on our Group Housing Board to four. This work ensures our Board members have direct insight into the lived experiences of our customers. We have also appointed an independent Chair to help both panels succeed.

Through engagement with these panels, we believe we are doing more than ever before to ensure we are listening to the diverse voices of our customers and giving them a meaningful say in what matters most.



## Case study



## Inclusion in care – Opening Doors

**Through Sanctuary Care we manage over 100 care homes across England and Scotland, providing care and support for around 4,500 residents.**

We want to ensure the people who live and work in our homes feel able to talk openly about their sexuality, relationships and intimacy needs in a safe environment.

In 2021 we partnered with charity Opening Doors to support the older generation of LGBTQ+ people in our homes.

Through the partnership, we have worked with the charity to deliver Personalising Care for Older LGBTQ+ People training for colleagues and developed our own Open to be me – Growing Older with Pride e-learning which has been completed by around 6,000 employees.

Staff were surveyed following the training to find out how they felt we supported people from LGBTQ+ communities. The feedback helped us shape actions with Opening Doors to make improvements to our approach to inclusion.

We are now working with Opening Doors to secure the Pride in Care quality standard, which is recognised by the Care Quality Commission and other external partners.

We are also looking at pre-admission care home forms so we can improve the data capture which feeds into residents' care plans.

**“In 2021 we partnered with charity **Opening Doors** to support the older generation of **LGBTQ+ people** in our homes”**



Juniper House Carer Danny Jackman

# Sanctuary



## Accessibility

We want this strategy to be accessible to all. If you would like it in a different format, email [contactus@sanctuary.co.uk](mailto:contactus@sanctuary.co.uk).

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