

# Gender and Ethnicity 2025 Pay Gap Report

Sanctuary

Published December 2025

Sanctuary is a trading name of Sanctuary Housing Association

## Introduction

At Sanctuary our goal is to be a diverse, inclusive organisation where our people thrive and meet our customers' needs with fairness and empathy.

As outlined in our diversity and inclusion strategy 'Inclusion for All', we are committed to using and improving data to set ambitious targets, gauge the impact of our activities and track progress towards our goals.

Though there is no requirement to publish our ethnicity pay gap, we are choosing to include this along with our gender pay gap.

By gathering, analysing and sharing this additional range of data we are both improving our understanding of our own areas for development and, we hope, encouraging others to do likewise.

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

## Understanding our pay reporting

All companies with a headcount of 250 or more employees must report annually how they pay men and women. The decision to report on how we pay different ethnic groups is entirely voluntary. This report is based on Sanctuary's pay and bonus data as at the snapshot date of 5 April 2025.

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.

Ethnicity pay looks at the difference between average earnings of white and ethnic minority employees. The gap is expressed as a percentage of white employee earnings.

## How the data is presented

For gender pay, the data is reported for the Group overall and then for each of the legal entities that have more than 250 people. These do not always correspond with the brands or operations that our customers and employees would know. To help understand the statistics, the table on the next page describes who works in each entity. The numbers included are full pay relevant employees. For ethnicity pay, the data is reported for Group overall only.

Legal entity	Employees	Women	Men
All businesses within the Sanctuary Group (including those with less than 250 employees)	12,495 employees who work within the Group including those working within the legal entities listed below, plus an additional 287 employees who work in smaller business areas such as Sanctuary Students	8,232	4,263
Sanctuary Housing Association	3,552 employees who work for Sanctuary's corporate centre including HR, finance, technology, procurement and communications as well as the employees who work in development, our supported living schemes and who serve our social housing customers	2,339	1,213
Sanctuary Care Limited	5,659 employees who work in our care homes and supporting services	4,451	1,208
Sanctuary Care Property (I) Limited	400 employees who work in our care homes and supporting services	326	74
Sanctuary Home Care Limited	893 employees who provide support and telecare services to help customers live safely and independently	679	214
Sanctuary Maintenance Contractors Limited	1,704 employees who work as maintenance operatives, gas engineers, cleaners and facility managers	256	1,448

## How the data is presented

There are five pie charts displayed, firstly for the Group as a whole and then 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 employees and the fourth quartile includes the highest paid employees.

For ethnicity pay, the data is reported for Sanctuary Group as a whole.

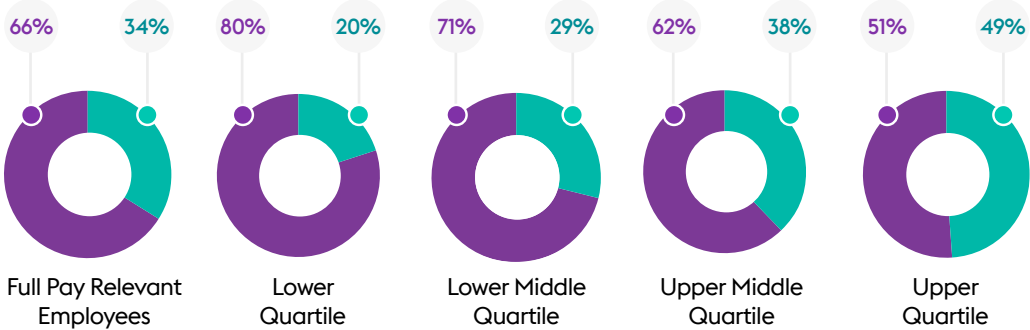
For both gender and ethnicity, mean earnings are the average — they are calculated by adding up all hourly earnings and dividing them by the number of employees. Median earnings come from ranking all earnings from lowest to highest and identifying the number in the middle. Statisticians tend to prefer median values to mean ones but we present both here.

A positive value in the gender pay gap reporting reflects the percentage that men are paid more than women. In ethnicity pay gap reporting, it reflects the percentage that white employees are paid more than ethnic minority employees. A negative value indicates the percentage that women are paid more than men or ethnic minority employees are paid more than white employees. As an example, if a gender pay gap is given as 6.4%, this means that, on average, men earn 6.4% more than women or if a gender pay gap is given as -6.4%, this means that, on average, women earn 6.4% more than men. The higher the number, the larger the pay gap.

We have not included data for those who have not shared their ethnicity in the mean and median calculations.

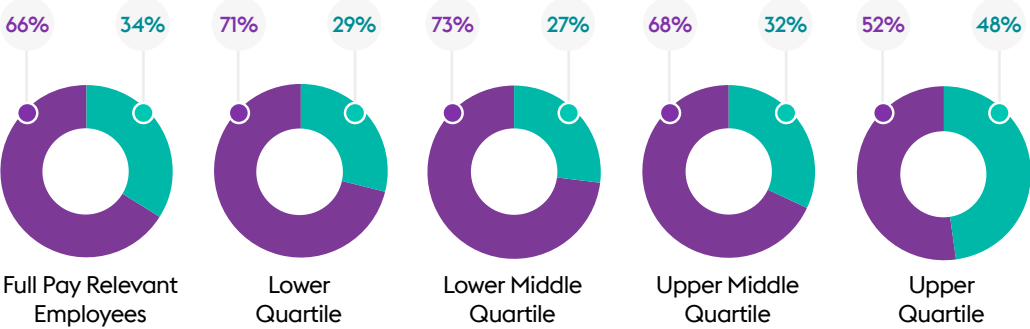
Our gender pay gap

Sanctuary Group



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Women Receiving Bonus Pay	Proportion Men Receiving Bonus Pay
Group Wide Total	13.7%	11.6%	-0.7%	79.1%	10.1%	8.5%

Sanctuary Housing Association



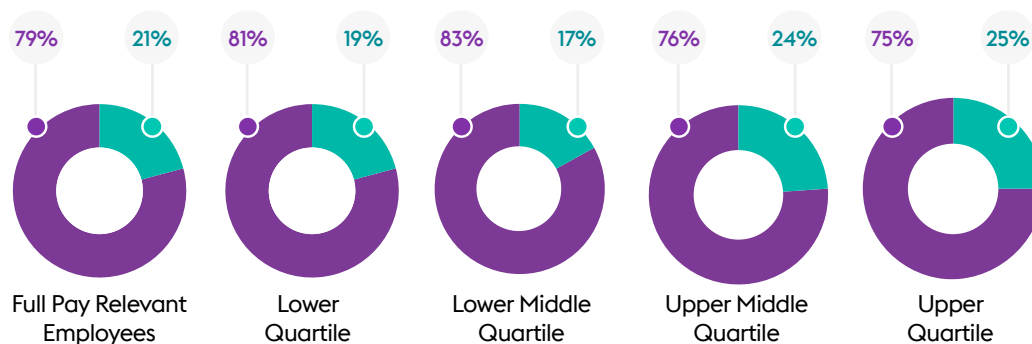
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Association Total	17.5%	12.5%	-69.9%	50.0%	3.9%

## Our gender pay gap

### Sanctuary Care Limited



- Female
- Male

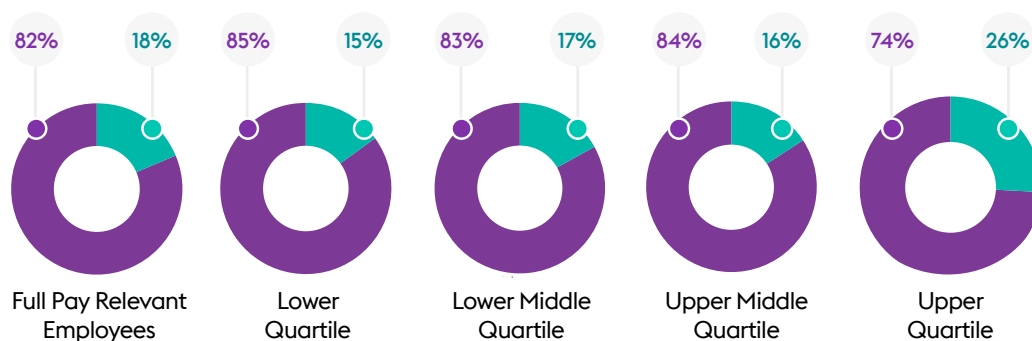


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Limited Total	4.5%	2.3%	-27.5%	0.0%	16.5%

### Sanctuary Care Property (I) Limited



- Female
- Male



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Property (I) Limited Total	5.3%	0.9%	0.0%	0.0%	2.7%

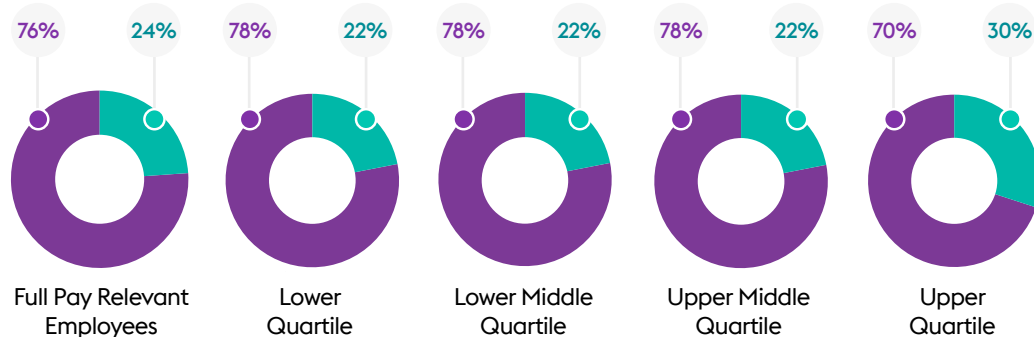
## Our gender pay gap

### Sanctuary Home Care Limited



➤ Female

➤ Male



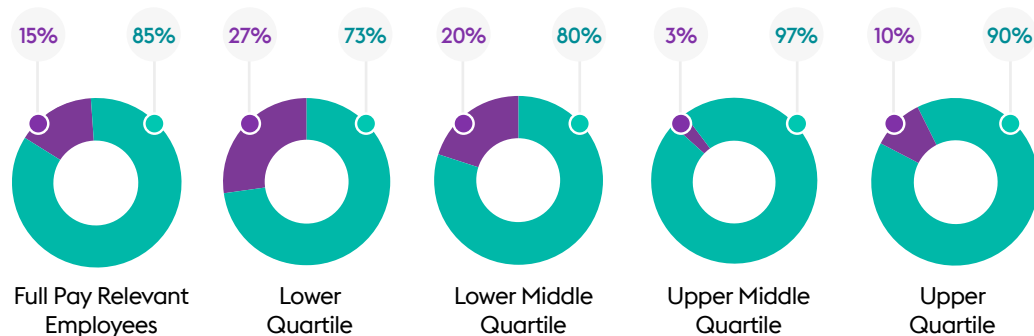
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Home Care Limited Total	1.7%	1.5%	-11.2%	16.7%	1.0%

### Sanctuary Maintenance Contractors Limited



➤ Female

➤ Male



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Maintenance Contractors Limited Total	9.5%	18.1%	11.0%	25.0%	4.9%

## Assessing our gender data

Our overall Group median pay gap has fallen to 11.6%. This is due to a significant increase in pay of Sanctuary's lowest paying roles, which are largely held by women.

The overall effect has been to increase the Group's median pay level for women, reducing the gap with the median pay level for men.

The pay gap persists because, in common with many large UK employers, there are more women in the lowest paying roles and fewer women in the highest paying roles.

Our analysis suggests that gender stereotypes, held and reinforced by wider society, are part of the root cause for our gender pay gap. Some jobs are still seen as for women and others for men. In general, those seen as male roles are higher paid.

For example, the majority of Sanctuary's maintenance repair operatives are male, whereas the majority of maintenance cleaning employees are female. The difference in these roles accounts for the pay gap in this operation.

Across the whole organisation, although there are fewer men, proportionally more are found in the higher paid roles resulting in mean and median pay gaps.

Sanctuary recognises the issue and is proactively encouraging more women and men to consider roles beyond the stereotypes that constrain their choices.

As indicated by the bonus data, Sanctuary does not have a culture of incentivising performance through large bonus payments. This year the bonus pay gap across the Group is because technical roles, such as electricians and surveyors, have received higher bonus payments. More men work in these roles than women.



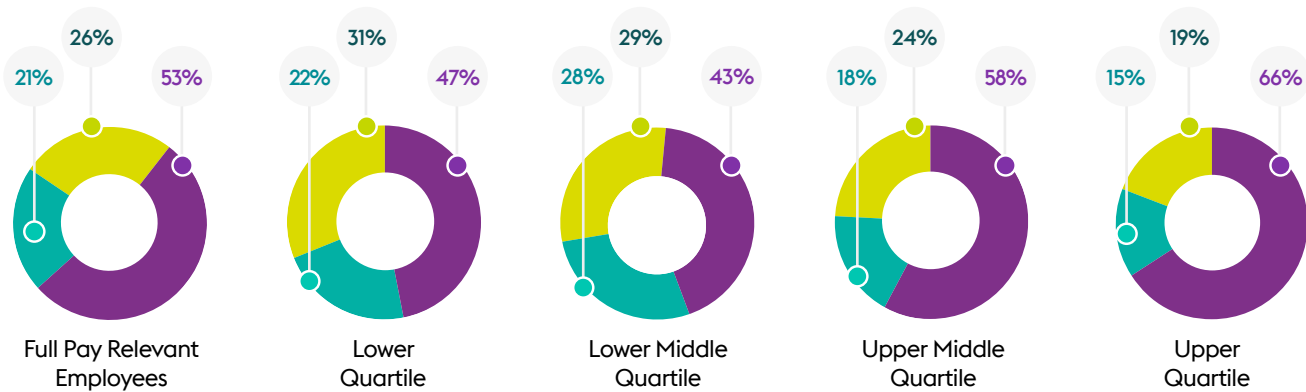
# Our ethnicity pay gap

Our whole workforce at the time of reporting, including those working in Scotland, was 12,495 people. 2,605 were from ethnic minority groups, 6,686 were white, and 3,204 chose not to share their ethnicity.

There are five pie charts displayed for the organisation as a whole. The first pie chart reflects the make up of the whole Group, breaking down the ethnicity mix into two broad categories — white and ethnic minority.

The following four pie charts show the make up at each quartile of pay. The first quartile shows the lowest paid employees and the fourth includes the highest paid employees.

## Ethnicity pay



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Of Ethnic Minority Employees Receiving Bonus Pay	Proportion Of White Employees Receiving Bonus Pay
Sanctuary Group	13.4%	7.2%	9.5%	-150.0%	11.5%	10.7%

## Assessing our data

Our median ethnicity pay gap has increased to 7.2%. However, we are being careful about the conclusions we are drawing about this gap as the completeness of our ethnicity data has decreased. This year we took steps to improve the efficiency and sustainability of our data collection system, moving to self service. In this early transition phase, there has been an increase in the number of new employees for whom no ethnicity data is recorded. Whilst we know where our teams fall within the pay quartiles, without the ethnicity data for new starters, it is not possible to identify with any certainty if or how changes in the make up of our team is affecting the ethnicity pay gap. Robust action is being taken to improve the data.

In terms of bonus payments, the median bonus was higher for ethnic minority employees than for white employees. Paying bonuses is not a standard part of Sanctuary's culture. Where they are paid these are usually very small. This year, the majority of those receiving bonuses have roles in our Care homes and were awarded bonuses for achieving high performance. There are proportionally more ethnic minority staff in these roles.

We know that there is much more to understand. Research finds that the pay gap both mean and median can be influenced by a variety of factors including geographical location, the nature of roles, gender and whether employees were born in the UK or overseas. We also appreciate that the umbrella term 'ethnic minorities' spans a diverse range of ethnic minority groups and that the pay gap varies between them. We continue to develop our ethnicity data analysis, sharing insight with those leading change, including our Race Equality Network, to help inform priorities.

## Actions we are taking

To make continuous progress towards our goal of being a diverse, inclusive organisation where our people thrive and meet customers' needs with fairness and empathy, we have committed to:

- attract, retain and develop diverse talent.
- provide accessible and inclusive services and workplaces.
- embed an inclusive culture.
- monitor outcomes.

## To deliver a step change in our diversity and inclusion performance, our objectives include to:

### Attract, retain and develop diverse talent

- › Our inclusive recruitment plan is focusing on embedding good practices across all parts of our business to attract a diverse range of candidates to Sanctuary. We've improved our templates, guidance and training. We're also trying new ways to reach more people — sharing what it's really like to work here. Initial results show we're making progress and feedback is informing our next steps.
- › We're building inclusion skills through our four main leadership programmes and increasing awareness of the career support available for those aiming to move into leadership roles. We are encouraging the use of appraisals to make sure every team member knows about these opportunities and feels supported to grow. We're also tracking how well our coaching and mentoring programmes are reaching different groups, with plans to build on this further next year.
- › Following data analysis we have set ourselves aspirational targets to improve the gender balance in Technology, Property Services, Care and Development, and representation of people from ethnic minorities in our leadership teams. Our Group Board and Executive Committee monitors progress every six months.
- › Our Women in Construction Group has grown and developed. It met in person to celebrate Women in Construction Week and to discuss future priorities. Changes already made include provision of appropriate toilet facilities, sanitary products and hygiene bins across all in-house construction sites.

### Provide accessible and inclusive services and workplaces

- › We are partnering with the Business Disability Forum to carry out a review of our reasonable adjustment policy and practice in employment.
- › We have diverse needs and inclusion as a core consideration in the readying of new offices and renewals of existing workplaces. Our growing understanding of the needs of neurodivergent colleagues is part of this, for example, influencing choice of colours used.

- › We have reviewed our translation services, including for British Sign Language, updated contracts with suppliers and agreed performance requirements. Monitoring of our accessibility scores shows significant improvements in content and website accessibility, as well as user experience.

### **Embed an inclusive culture**

- › We deliver a celebratory annual programme of events. It includes Parent Mental Health Week in April, Cultural Diversity Day in May, PRIDE in June/July, National Inclusion Week in September, and International Day of Persons with Disabilities in December.
- › We are supporting the development of four diversity networks (Parent Network, PRISM our LGBTQIA+ network, Race Equality Network, and Disability Network) and the delivery of their workplans.
- › We have developed a Neurodiversity Toolkit alongside a group of Neurodiversity Champions to support neurodivergent colleagues and their line managers.
- › We sponsor or partner with external organisations to provide allyship and grow our own diversity and inclusion capability. For example with [Leadership 2025](#), [Investors in People](#), [Disability Confident](#), [Business Disability Forum](#), [Inclusive Employers](#), [Worcester City PRIDE](#), [Purple Space](#), [Race Equality Matters](#).

## Monitor outcomes

To hold ourselves to account for equality of opportunity beyond gender pay gap and ethnicity pay gap reporting, we are enhancing our data insight and accountability for change. This year, action includes:

- › Using the newly developed elements of our diversity and inclusion dashboard to understand any disparities in inclusion outcomes and explore why these are arising, taking action as appropriate.
- › Getting insight from the Business Disability Forum's review of our reasonable adjustment practice and using their recommendations to improve.
- › Sharing data insight with our Networks so that they can consider this as they develop their annual workplans.

## Diversity and inclusion in the workplace

We are proud of our progress but aren't complacent. There is more to do. Our 2024-2026 '[Inclusion for All](#)' strategy spells out the steps we will take to make progress towards our goal of being 'a diverse, inclusive organisation where our people thrive and meet customers' needs with fairness and empathy'.

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



A handwritten signature in black ink, appearing to read 'Craig Moule'.

**Craig Moule**  
Group Chief Executive



A handwritten signature in black ink, appearing to read 'Nicole Seymour'.

**Nicole Seymour**  
Executive Director - Corporate Services

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# Sanctuary



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Sanctuary

#LifeatSanctuary

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