

Gender and Ethnicity 2023 Pay Gap Report

Sanctuary

Published April 2024

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.

“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 2023.

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 by legal entities. 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.

Legal entity	Employees	Women	Men
Sanctuary Housing Association	3,240 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	2,133	1,107
Swan Housing Association	313 employees who serve Sanctuary social housing and supported living customers in Essex and East London	196	117
Sanctuary Care Limited	5,217 employees who work in our care homes and supporting services	4,245	972
Sanctuary Care Property (1) Limited	443 employees who work in our care homes and supporting services	381	62
Cornwall Care	894 employees who work in Sanctuary Care Homes in Cornwall	741	153
Sanctuary Home Care Limited	1,227 employees who provide care in older people's homes and in some of our extra care schemes	993	234
Sanctuary Maintenance Contractors Limited	1,546 employees who work as maintenance operatives, gas engineers, cleaners and facility managers	241	1,305

How the data is presented

There are seven pie charts displayed for each of Sanctuary's legal entities. Swan Housing Association and Cornwall Care became wholly-owned subsidiaries of Sanctuary Group in 2022/2023 and are included in the report as separate 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, excluding Cornwall Care. The total number of employees reported is higher than for our gender pay reporting as it includes people in business entities that are smaller than 250 people, for example our Student business which provides student accommodation.

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 per cent, this means that, on average, men earn 6.4 per cent more than women or 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.

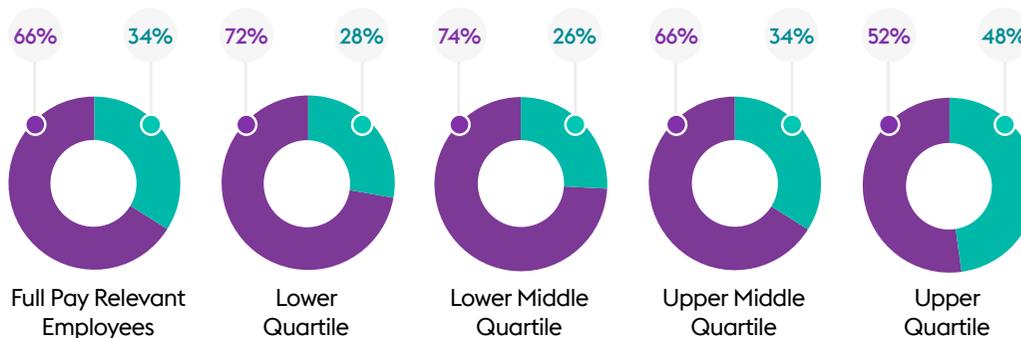
We have not included data for those who have not shared their ethnicity in the mean and median calculations.

Our gender pay gap

Sanctuary Housing Association



- ▶ Female
- ▶ Male

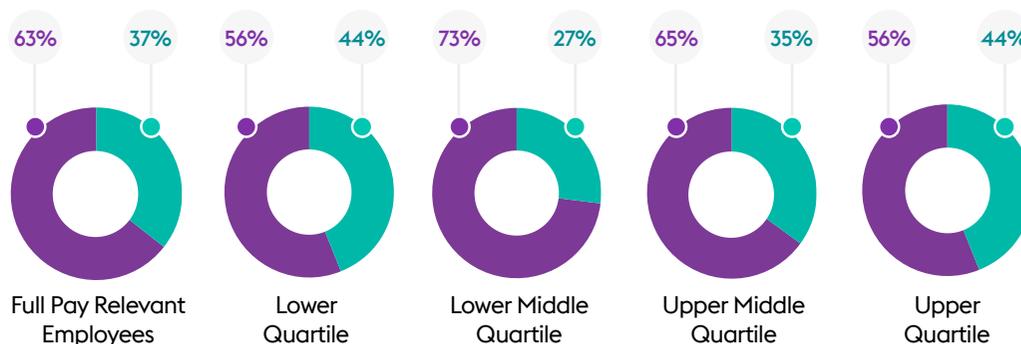


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Association Total	18.6%	18.7%	45.9%	-2.9%	3.6%

Swan Housing Association



- ▶ Female
- ▶ Male



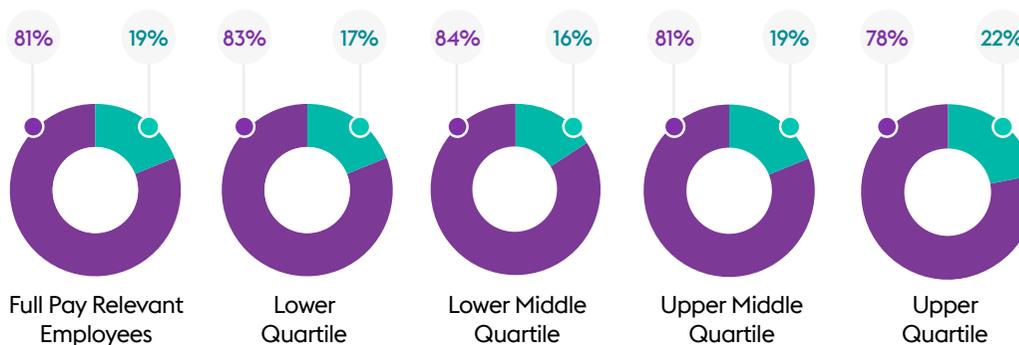
	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Swan Housing Association Total	14.1%	6.1%	-1.9%	15.4%	8.9%

Our gender pay gap

Sanctuary Care Limited



- ▶ Female
- ▶ Male

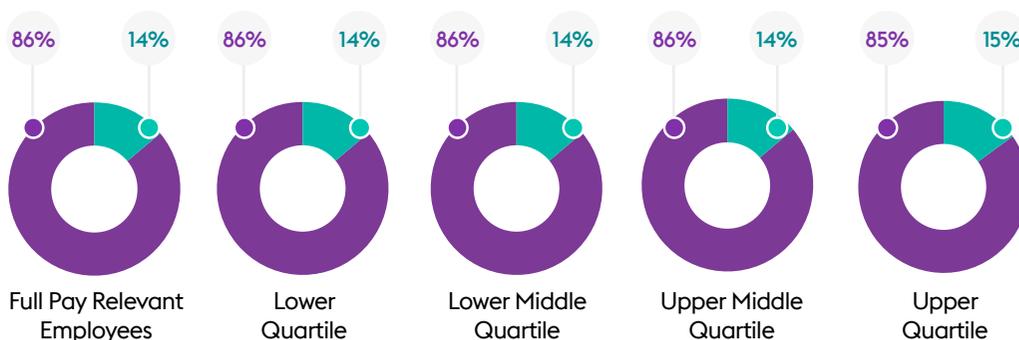


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Limited Total	4.5%	1.0%	8.0%	20.0%	36.0%

Sanctuary Care Property (I) Limited



- ▶ Female
- ▶ Male

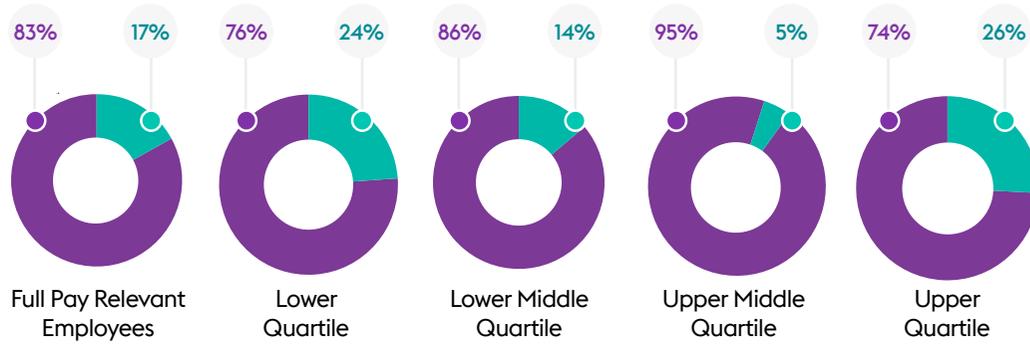


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Property (I) Limited Total	3.8%	0.6%	0.0%	0.0%	0.4%

Cornwall Care



- Female
- Male

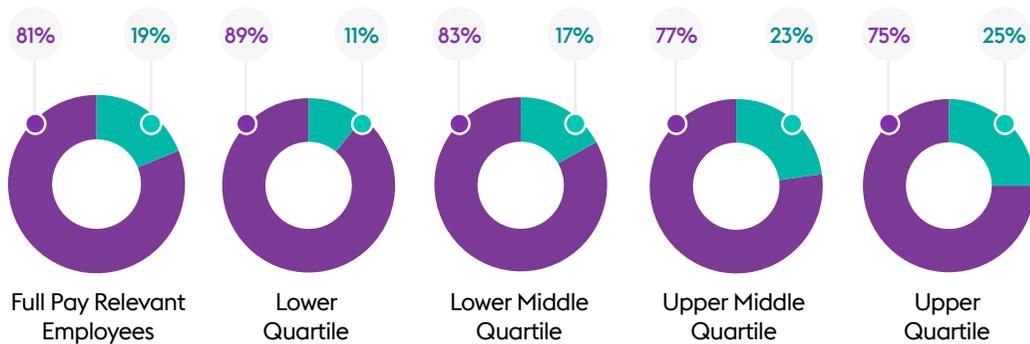


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Cornwall Care Total	3.3%	-0.9%	-19.1%	-39.3%	86.4%

Sanctuary Home Care Limited



- Female
- Male

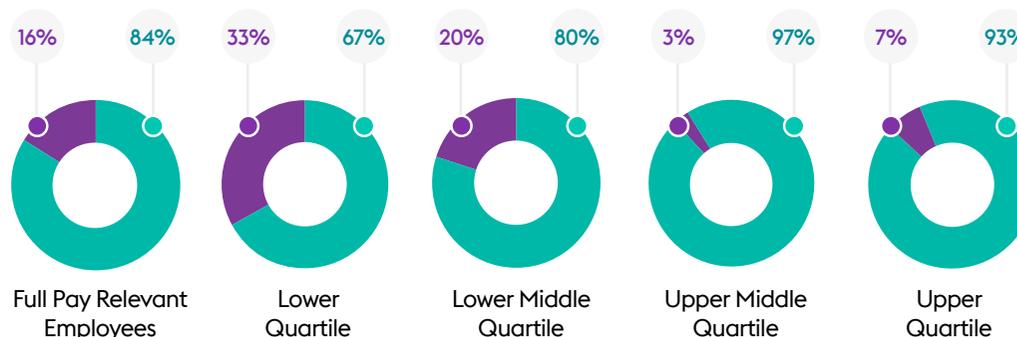


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Home Care Limited Total	3.0%	3.7%	-19.7%	0.0%	19.8%

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	18.5%	29.4%	-200.0%	-200.0%	0.4%

Assessing our gender data

In common with many large UK employers, we note 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.

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, a higher proportion of employees working in Care received a small bonus. These were in recognition for good service and the achievement of high-quality ratings and continued payments from some local authorities as part of the adult social care Workforce Recruitment and Retention funding. The larger bonus pay gaps are linked to a very small number of employees who have received higher payments due to performance and the nature of their work.

Our ethnicity pay gap

Our whole workforce at the time of reporting, including those working in Scotland, was 12,384 people. 2,713 were from ethnic minority groups, 8,976 were white, and 695 chose not to share their ethnicity. Data on the ethnicity of those working in Cornwall Care was not collected prior to joining Sanctuary so is not included in this year's report.

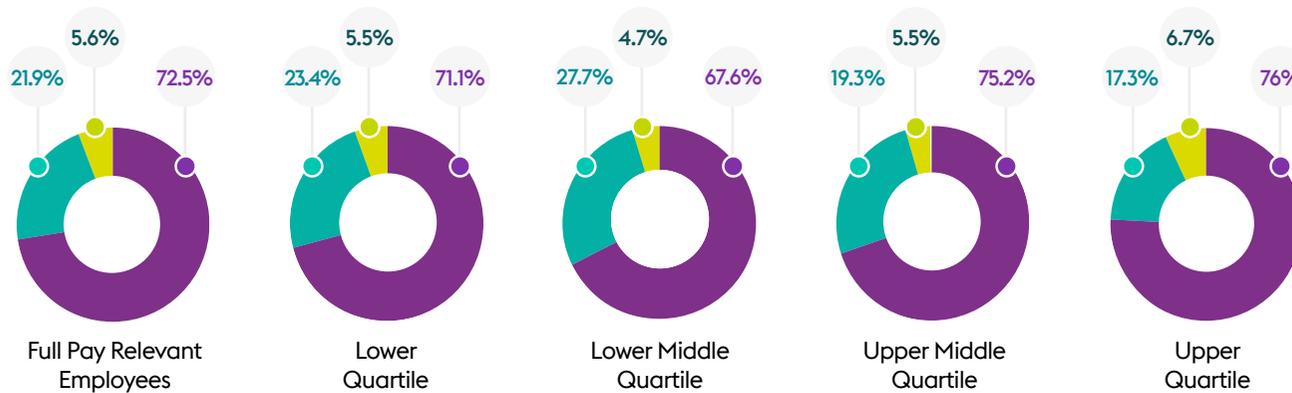
There are five pie charts displayed for the organisation as a whole. The first pie chart reflects the make up of the whole group, breaking down the ethnicity mix into two broad categories - white and ethnic minority.

The following four pie charts show 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



- ▶ Unknown
- ▶ White
- ▶ Ethnic Minorities



	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	11.9%	6.4%	26.5%	-150.0%	24.1%	16.6%

Assessing our data

Our median ethnicity pay gap overall is 6.4%. As we have grown, by acquiring other businesses in our sectors, our ethnicity pay gap has increased. This is because, though the numbers of additional ethnic minority and white staff are roughly similar, their distribution across the four pay quartiles is uneven. Over 80% of the additional white staff fall into the upper two pay quartiles. Over 90% of the additional ethnic minority staff fall into the lower two pay quartiles. For example, there has been an increase in the number of ethnic minority care assistants.

In terms of bonus payments, the median bonus payment was higher for ethnic minority staff than white staff. In this period a large number of employees working in frontline roles in Care, which have higher proportions of ethnic minority colleagues, received small bonuses. These were in recognition for good service and the achievement of high-quality ratings and continued payments from some local authorities as part of the adult social care Workforce Recruitment and Retention funding. The mean bonus pay gap is the result of Sanctuary honouring bonus payment commitments made to a small number of predominantly white Swan employees prior to joining the group.

“It includes a **commitment** to taking focused action over three years ‘to attract **talented people** from **under-represented groups**, including ethnic minorities, into our senior **leadership** teams’”

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. Our data analysis this year has informed the next phase in our diversity and inclusion strategy. It includes a commitment to taking focused action over three years ‘to attract talented people from under-represented groups, including ethnic minorities, into our senior leadership teams’.

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

- › We are improving our recruitment practice by using the results of a deep dive analysis carried out by an external inclusive recruitment specialist. An improvement programme has been designed and implementation begun to deepen skills across all teams.
- › We are developing our internal pipeline of diverse talent, for example by delivering an internal talent programme designed to build director-level skills and continuing to support the '[Emerging Talent Programme](#)'.
- › We continue to tackle gender imbalance in Technology, Construction and Care. We've evolved our recruitment campaigns, successfully increasing the number of men joining our Care team. We've maintained our commitment to Tech Talent Charter, Tech She Can Charter, and grown our Women in Construction Group.

Provide accessible and inclusive services and workplaces

- › We are delivering more equitable policy, for example by piloting and subsequently adopting a term-time only contract, attracting a host of talented parents and carers to join our workforce.
- › We are embedding an approach that delivers fair access for all, for example by gaining reaccreditation as a Disability Confident Employer, supporting our Disability Network to grow in size and confidence.

Embed an inclusive culture

- › We deliver a celebratory annual programme of events including International Women's Day in March, 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 launched 'e-hub', a new reward and wellbeing platform that is more accessible, making it easier for colleagues, whether at home or at work, to tap into benefits and wellbeing resources and to connect with employee networks.
- › 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](#), [PRIDE in Hull](#), [Purple Space](#)

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:

- › completing the development of a Diversity and Inclusion Dashboard. This provides users with data on outcomes of key employment practices (for example, recruitment and promotion) over time, by sex, ethnicity, disability, sexual orientation, age, and religion/belief, and by business area how engaged and included employees feel.
- › using the dashboard to identify where, in our attraction, recruitment and promotion activity, we may need to do more or do differently to ensure equality of opportunity. This includes setting ourselves aspirational goals.

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 next 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