

## Gender and Ethnicity Pay Gap Report 2021

### Introduction

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

As outlined in our equality, diversity and inclusion strategy 'Inclusion for all', we are committed to improving our equality data insight to help us make meaningful progress.

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.

We know we have much more to do to evolve our data insight to help us become a more equal, diverse and inclusive organisation but believe this is a positive next step in the right direction.

### 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 2021.

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 staff would know. To help with 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	3,087 staff who work for Sanctuary's corporate centre including HR, finance, technology, procurement and communications as well as the staff who work in development, our supported living schemes and who serve our social housing customers	2,053	1,034
Sanctuary Care Limited	5,395 staff who work in our care homes and supporting services	4,548	847
Sanctuary Care Property (1) Limited	497 staff who work in our care homes and supporting services	421	76
Sanctuary Home Care Limited	1,419 staff who provide care in older people's homes and in some of our extra care schemes	1,178	241
Sanctuary Maintenance Contractors Limited	1,450 staff who work as maintenance operatives, gas engineers, cleaners and facility managers	227	1,223

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.

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

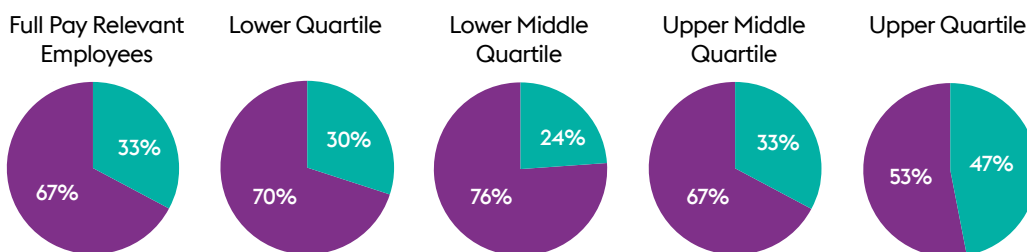
A positive value in the gender pay gap reporting reflects the percentage that men are paid more than women. In ethnicity pay gap reporting, it reflects the percentage that white employees are paid more than ethnic minority employees. A negative value indicates the percentage that women are paid more 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

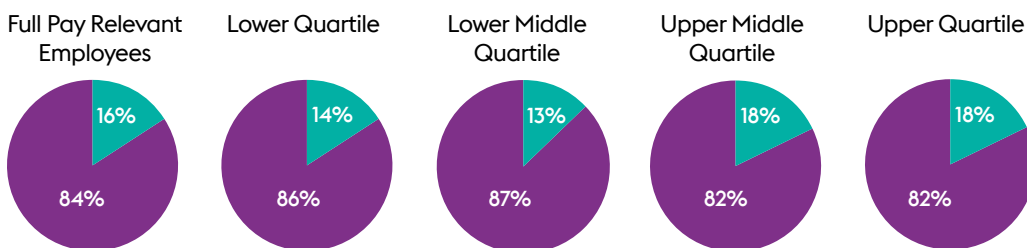
- Female
- Male



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Housing Association Total	19.1%	17.0%	-2.9%	0.0%	27.4%

### 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	3.6%	1.9%	-2.3%	0.0%	3.4%

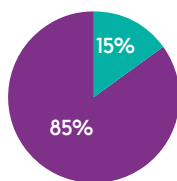
## Sanctuary Care Property (I) Limited

Female

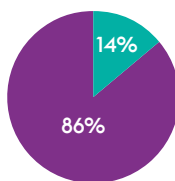
Male



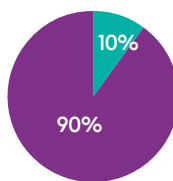
Full Pay Relevant Employees



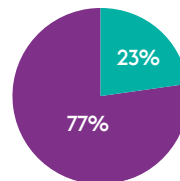
Lower Quartile



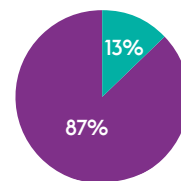
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Care Property (I) Limited Total	3.0%	4.7%	92.1%	96.3%	0.9%

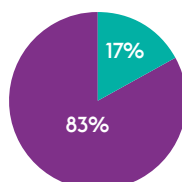
## Sanctuary Home Care Limited

Female

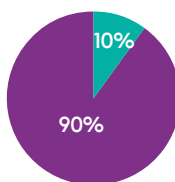
Male



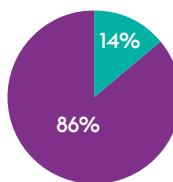
Full Pay Relevant Employees



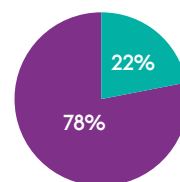
Lower Quartile



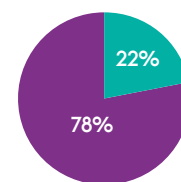
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Home Care Limited Total	3.8%	4.5%	-4.2%	0.0%	82.4%

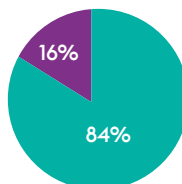
## Sanctuary Maintenance Contractors Limited

Female

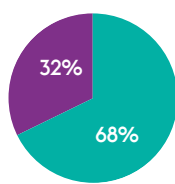
Male



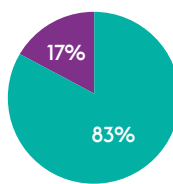
Full Pay Relevant Employees



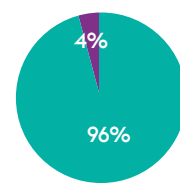
Lower Quartile



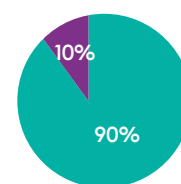
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Receiving Bonus Pay
Sanctuary Maintenance Contractors Limited Total	13.3%	28.5%	-7.1%	-50.0%	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 staff are 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.

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. Smaller recognition awards make up the majority of bonus payments included in the data. In this report big differences are linked to a very small number of employees who are entitled to a performance related bonus based on measurable financial and quality targets.

## Our ethnicity pay gap

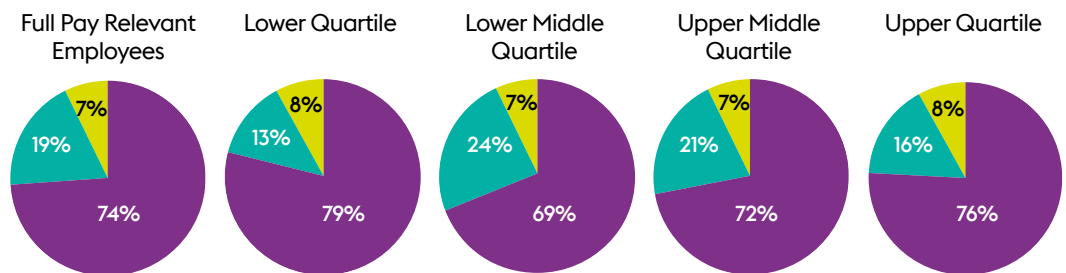
Our whole workforce at the time of reporting was 12,093 people. 2,233 were from ethnic minority groups, 8,981 were white, and 879 chose not to share their ethnicity.

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 make up at each quartile of pay. The first quartile shows the lowest paid staff and the fourth includes the highest paid staff.

## Ethnicity pay

- Unknown
- White
- Ethnic Minorities



	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Ethnic Minority Employees Receiving Bonus Pay	Proportion Of White Employees Receiving Bonus Pay
Sanctuary Group	6.6%	0.1%	3.3%	8.5%	20.2%	19.2%

## Assessing our data

Our median ethnicity pay gap overall is small at 0.1 per cent. Proportionally, the majority of ethnic minority employees fall into the lower middle and upper middle pay quartiles, with fewer in the lowest and highest paying quartiles.

The opposite is true for white employees. The majority fall into the lowest and highest pay quartiles. The end result is that when plotting the median position, white and ethnic minority staff are in a similar position.

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 will explore this in the future.

## Actions we are taking

We are developing improved data insight on the distribution of men and women as well as the different ethnic groups within the different levels of the organisation.

We have invested in education to raise awareness of unconscious bias and how to mitigate it. All our senior leaders have undertaken a workshop to get a deeper understanding of what unconscious bias is, why we all have it, the conditions in which it thrives and what steps we can each take to mitigate its impact.

We train all managers to recruit fairly. A variety of channels are used to target a diverse range of applicants. All vacancy adverts seek to use gender-neutral language. The images used signal that we want to attract applicants from the widest, most diverse pools and we make clear that we are a disability confident employer, ready to offer guaranteed interviews to those who meet the minimum criteria.

## Gender

We are working proactively to attract candidates to roles and areas traditionally dominated by a particular gender.

In our maintenance and development businesses, we have joined the Women's Trade Network, signed the pledge and are exploring how to make the most of this national partnership. Our MORE programme continues to showcase some of the women working on our developments. November is our annual '[Women in Construction month](#)'.

In our Technology department, we are proactively working to develop an inclusive culture in which both women and men in all their diversity can thrive. We are a signatory of the Tech Talent Charter and Tech She Can Charter, working to attract more women into Technology at all levels.

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.

We have supported the development of safe spaces where colleagues can share lived experiences and find support. In 2021, our Parent Network went from strength to strength, with mums and dads sharing knowledge and resources across a wide range of issues from coping with baby loss, to educating children on race issues, to parenting teenagers.

Following investment in new technology, our flexible working policy offers a new balance of home and office based working for office based staff and greater access to information and services for frontline staff.

We celebrated the achievements of women throughout the year, using International Women's Day and the introduction of a new podcast series to highlight particular successes. In the spring and autumn, we ran events focused on women's and men's health issues respectively.

## Ethnicity

In 2020, we facilitated conversations with ethnic minority colleagues from across the organisation, listening to their experiences and recommendations for change. This insight and the ideas shared directly with our Executive team have significantly informed our subsequent race equality work.

We celebrated Black History Month for the first time in 2020 and then again in 2021, growing the audience and providing a range of resources to help colleagues self educate on race equality issues.

We have supported a race equality network into being and now partner with this group to identify opportunities throughout the year to raise the profile of ethnic minority staff, celebrate successes, educate and engage employees across all business areas in talking with positive curiosity about diversity and inclusion.

Our Group Director - Growth & Partnerships is a Board member of '[Leadership 2025](#)' and we are sponsoring high potential ethnic minority leaders through two different development programmes '[Future Leaders](#)' and '[Emerging Leaders](#)'.

## Diversity and inclusion in the workplace

We know there is more to do and remain 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



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Sanctuary is a trading name  
of Sanctuary Housing Association