



Sanctuary

Sustainability
2022/2023 Report



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On the cover: Residents Sarah Watt and Demetrius Fisentzou at the Kingsmead Community Centre, London

Sanctuary Group Chief Executive Craig Moule and service user Megan Chorley at Worcester Snoezelen

Welcome from Craig





This year we published our new Corporate Strategy, reiterating that our customers are at the heart of everything we do. When it comes to our sustainability strategy, our customers are also fundamental to our work. Sanctuary is an organisation that seeks to make a positive difference in society and ultimately that means a positive impact for our customers. Whether that is by placing a focus on fuel poverty at the centre of our decarbonisation strategy or ensuring that our governance processes are up to scratch for the important job we do, customers need to shape decision making at every level of our organisation.

This year has been one of growth. Although Swan Housing Association joined Sanctuary too late in the financial year to be included in the metrics reported in this document, we are very pleased to welcome the customers of these 13,000 homes as well as new customers from the 15 care homes within Cornwall Care. Supporting organisations that need help or are in financial distress and ensuring the continuation of services to customers is very much a part of our sustainability strategy and the social value we provide.

I am pleased to be building on our first Sustainability Report, which was published last year, by including comparison figures to demonstrate our progress. This shows us that, among other things, we have accelerated our decarbonisation journey with an overall reduction in operational carbon emissions of 41% against baseline, up 14% from last year.

“Customers need to shape decision making at every level of our organisation”

This year’s report includes new content, including a summary of our pay gap reporting as well as new metrics like our Care Quality Commission ratings.

This helps to present a broader picture of our commitment to all aspects of sustainability.

You will also notice some changes in the report this year, with content streamlined. This is because we are proud to announce the launch of our sustainability hub, a dedicated area of our website that provides a range of information and case studies across all three pillars of sustainability (environment, society, and governance).

Within this report we have focused on leading sustainability indicators but with plenty of links to our hub to share the impactful stories behind them.

I hope you enjoy reading this report and that it helps to show how we hold ourselves to account, as we strive to be the best organisation we can.

Craig Moule
Group Chief Executive



Our priorities



We recognise that we impact on all 17 of the United Nations Sustainable Development Goals; however, our sustainability strategy prioritises those goals where we have the greatest potential to contribute. This report outlines how we are doing this, and the diagrams on pages 6 to 8 highlight our key activities.



Environment

Strategic aim

To understand and limit our environmental impact, taking tangible steps on the journey to net zero by 2050.



Society

Strategic aim

To provide high-quality homes and services that support our customers to lead healthy and fulfilling lives.



Governance

Strategic aim

To act at all times as a responsible organisation that is here for the long-term, recognising the positive role we can play in the lives of our colleagues as well as our customers.



Our priorities



Environment



Society



Governance



- Mitigate the impacts of fuel poverty by investing in the energy efficiency of our homes.

- Maintain our long-term commitment to delivering and sustaining affordable homes.
- Use our specialist expertise to support customers experiencing financial difficulty.

- Ensure that we pay our colleagues and supply chain fairly and on time.



- Reduce our impact on air quality by improving our fleet and operational processes.
- Create green spaces that support mental and physical health and wellbeing as well as biodiversity.

- Recognise the role that having a high-quality home has on living a mentally and physically healthy life.
- Provide a range of vital care services with a focus on enriching lives and fostering independence.
- Support our customers in leading healthier lifestyles through our Sustainable Communities programme.

- Support the physical and mental health of our 14,300 colleagues.



- Embed social justice within our Environment Strategy.

- Ensure inclusive access to our services for all customers.
- Recognise the role we can play in supporting inclusion within our communities as part of our Sustainable Communities programme.

- Report both our gender and ethnicity pay gap.
- Create a vibrant workplace where everyone is able to be themselves.





Our priorities



- Decarbonise all 120,000 of our homes by 2050.
- Reach EPC band C on all social homes by 2030.
- Transition to low-carbon heating while prioritising well-established technologies and customers' fuel bills.

- Use energy efficiency measures to make our homes warmer and more affordable for customers.
- Encourage the growth of 'green' skills and supply chain expertise.

- Transition energy contracts within our commercial buildings to low-carbon alternatives, which started with a switch to green electricity in October 2021.



- Support the development of green skills.

- Work with SMEs wherever possible to support growth and local employment.
- Support enterprise, employment and learning opportunities through our Sustainable Communities programme.

- Remain committed to offering colleagues opportunities for growth and training, including apprenticeships.
- Become an employer of choice.



- Ensure our new developments are designed with the long-term needs of our customers in mind.
- Support biodiversity in green spaces we manage throughout the country.

- Support organisations and initiatives that build resilience and connection within our communities through our Sustainable Communities programme.
- Make decisions based on building connection and resilience in a way that can be sustained by communities.

- Understand our role as a local employer and contractor of services to support vibrant communities.



Our priorities



Environment



Society



Governance



- Achieve net zero by 2050 at the latest.
- Halve operational carbon emissions by 2030.
- Develop a procurement plan to leverage positive environmental action throughout our supply chain.

- Raise awareness of sustainability and climate-related action by engagement with our customers.
- Support customer-led environmental initiatives through our Sustainable Communities programme.

- Build sustainability into our strategic decision making.
- Assess and mitigate climate change-related risk effectively.



- Work in partnership with other leading voices to support the decarbonisation of our sector.

- Recognise our role working with a range of external organisations as part of the fabric of local communities.
- Learn from our mistakes and strive to always do better for our customers.

- Benchmark ourselves against the highest standards of governance.

Environment



We recognise both the impact delivering our services has on the environment and the need to adapt in response to climate change. Wherever possible, we want to mitigate our negative environmental impact and harness opportunities for nature-positive solutions.

To maintain strategic focus, we have set the target of being net zero carbon by 2050 at the latest and of halving our operational carbon emissions by 2030.

This is a big task that will require us to decarbonise over 87,000 social homes as well as 108 care homes, plus student accommodation and offices. We will also need to decarbonise our operations spanning over 14,000 colleagues, from our in-house maintenance team to person-centred support and telecare.

Over the last three years, since the launch of our first [Environment Strategy](#), we have made considerable progress. Our operational carbon emissions are down 41%, we have retrofitted over 2,100 homes to a minimum EPC band C and we have assessed the full scope of our carbon footprint.

Our [online sustainability hub](#) provides a range of case studies and further information about our work in this area, and there is a summary of key metrics and activities to date in the following section.

Housing Officer Lee Coulson overseeing the retrofitting of a heat pump at a property in Swaffham





EPC ratings



We continue to make good progress on our target of all social housing properties being at least EPC C by 2030 at the latest. We received £2.5 million of Social Housing Decarbonisation Fund grant to deliver energy efficiency improvements to 345 homes under Wave 1, and in 2022/2023 improved 970 additional homes to EPC Band C via our whole home retrofit programme. We also led a successful Greener Futures Partnership bid for Wave 2.1 funding, being awarded £40.4 million total grant across the consortium. Of this, Sanctuary will receive £12.5 million to retrofit more than 2,000 homes over the next two years.

Our retrofit works focus on fabric measures like insulation, providing the maximum positive impact for our customers by reducing heating demand, and reducing the risk of fuel poverty. We avoid measures that might decrease carbon emissions while increasing energy bills. The cost of living crisis has brought home starkly the importance of this approach.

We are also pleased that 77% of our care homes and 100% of our student accommodation is rated EPC C or above, with the majority of our student properties reaching B ratings. Out of the new housing we delivered this year over 96% was rated EPC B or above.

EPC ratings across Sanctuary's housing operations

➤ A	2021/2022	0.20% (136)
	2022/2023	0.18% (116)
➤ B	2021/2022	17.90% (10,693)
	2022/2023	16.71% (11,023)
➤ C	2021/2022	49.20% (29,372)
	2022/2023	48.88% (32,253)
➤ D	2021/2022	28.20% (16,818)
	2022/2023	29.23% (19,286)
➤ E	2021/2022	4.10% (2,442)
	2022/2023	4.51% (2,975)
➤ F	2021/2022	0.36% (213)
	2022/2023	0.47% (308)
➤ G	2021/2022	0.03% (20)
	2022/2023	0.03% (24)

Unknown (8,119)

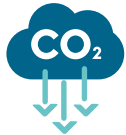
Percentage is based on stock with EPC excluding unknowns.

Key: **Percentage of properties** (Number of properties)





Carbon emissions



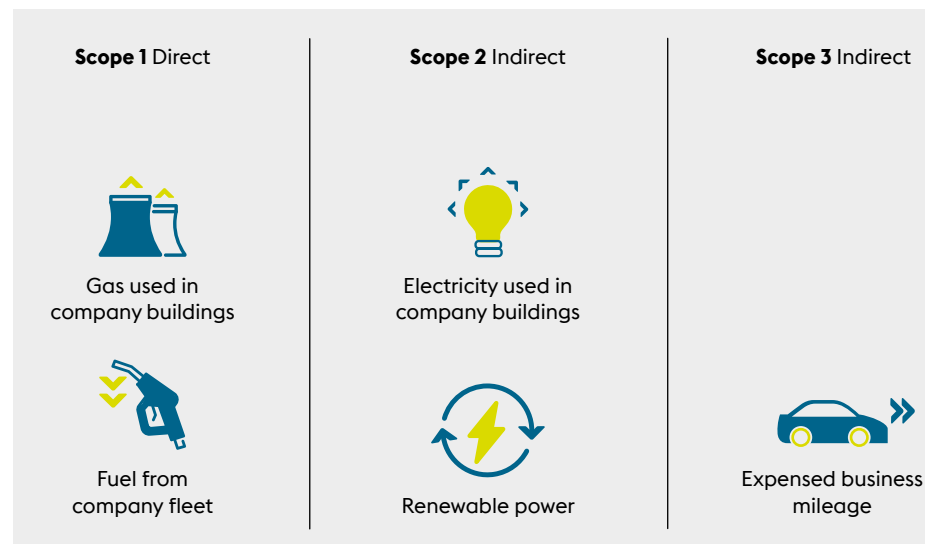
We categorise our carbon emissions in two different ways. Firstly, we measure our operational carbon footprint, which is made up of:

- the emissions from gas we use to heat our buildings and fuel used within our company fleet (Scope 1 emissions);
- electricity we use within our company buildings from non-renewable sources (Scope 2 emissions); and
- carbon generated by business travel (a Scope 3 emissions category).

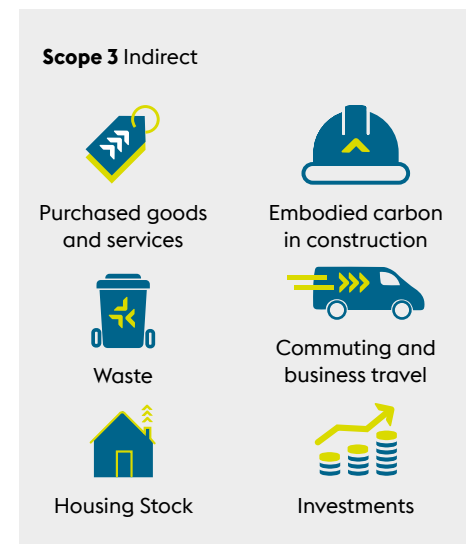
This methodology was agreed with the Carbon Trust and has been used for the last three years to calculate our carbon emissions within our Annual Report and Financial Statements under Streamlined Energy and Carbon Reporting requirements.

We then also measure our extended carbon footprint, which contains all other material sources of carbon emissions indirectly generated by our activities (the remainder of Scope 3). This includes areas such as the emissions from the homes we rent to our customers or from our supply chain when we buy goods. With support from consultancy Corporate Citizenship, we calculated our Scope 3 carbon emissions for the first time last year and used this to build a full picture of our emissions baseline.

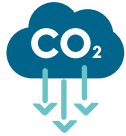
Group Operational Carbon Footprint



Group Extended Carbon Footprint



Carbon emissions



Since we introduced our [Environment Strategy](#), using financial year 2019/2020 as our baseline, we've reduced our operational carbon emissions by 41% and we can meaningfully track performance against all Scope 3 areas too. As an organisation, we continue to grow, both from development and acquisitions, and we also remain committed to reinvesting heavily in our existing homes. We began our Extended Carbon Footprint calculation journey with baseline year 2020/2021, one which was significantly impacted by the pandemic. This combination means we had anticipated seeing an upward trend in our Scope 3 emissions this year. Now that we have completed our calculations, we can see that this has indeed been the case; overall, our Extended Carbon Footprint has increased by 15% from that baseline year of 2020/2021.

However, we have also seen real progress; for example, retrofits under the Social Housing Decarbonisation Fund Wave 1 programme alone are estimated to result in 1,170 tonnes of carbon dioxide equivalent being saved each year. Our decarbonisation plan, launching in financial year 2023/2024, will outline our expected reduction journey to 2050 for all categories of carbon emissions.

	Emission category	2019/2020 (Baseline year)	2021/2022	2022/2023
Operational carbon emissions	Scope 1	37,071	35,345	33,356
	Scope 2	19,497	6,202	0
	Scope 3	1,010	588	655
	Total	57,578	42,135	34,011
Extended carbon emissions	Scope 3 (remainder)	419,902	433,879	482,127

“Carbon emissions from operations have decreased by 41%”



Group Director - Sustainability and Climate Change, Donna Williams, using one of the electric vehicle charging points at the Worcester office



Adaptation



Skye Crescent, Paisley



It is important that we take our responsibility to mitigate our negative impact on the environment seriously. It is also vital that we adapt to the potential impacts of climate change on our buildings and customers. This year Sanctuary launched a project with RSK Group's Centre for Sustainability Excellence, a leading provider of climate change scenario modelling, to better understand what this impact could be. Under both best and worse case climate change scenarios we sought to understand the effect of flooding, rising temperatures, coastal erosion and supply chain disturbance.

This work has highlighted a range of highly geographical factors that Sanctuary will need to consider and our potential risk exposure to them. For example, our adaptation planning will need to reflect that increased cooling demand will increase costs and health risks for customers nationally but particularly in the South East of England. Meanwhile, in other areas, damage caused by high winds, subsidence, and infrastructure disruption could be more significant issues.

Details of our findings can be found on our [sustainability hub](#).

Society



Local schoolchildren Eliza and Jabari enjoying new equipment at St Brigid's Primary School in Toryglen funded by the Play Equipment Grant

As a socially-motivated organisation, our impact on society is deep and far-reaching. We provide homes that meet a diverse range of needs as well as providing a range of care and support services. This year our customers included over 225,000 tenants, residents at 108 care homes, students at 30 halls of residence and 307 people buying a new home.

Fundamentally, the work we do is about building sustainable places and communities and this is core to our mission. But our impact extends to a range of other areas including the role that high-quality housing plays in supporting good health, and how we contribute to a broader local network of organisations and institutions, from partnership working with local authorities and the police through to supporting community-led enterprise and social initiatives.

Alongside this, by providing affordable homes we can make a tangible impact on alleviating poverty, which is connected to broader goals such as achieving quality education, decent jobs and a fairer society.





Delivering affordable homes



Social and not-for-profit activities account for 76% of our homes, with the remaining 24% of our activities used to generate income that is reinvested directly into our organisation's charitable aims. This remains consistent with balanced growth across both our non-profit and our commercial activities.

	Proportion of units (2021/2022)	Proportion of units (2022/2023)
General Needs (Social Rent)	50.9%	50.5%
Intermediate Rent	0.8%	0.8%
Affordable Rent (General Needs)	5.9%	6.0%
Supported Housing	4.5%	4.5%
Housing for Older People	10.7%	10.5%
Low Cost Homeownership (less than 100% purchased)	3.3%	3.4%
Social and Not-for-Profit Activities	76.1%	75.7%
Care	5.3%	5.5%
Private Sector (Non-Social and Commercial)	0.7%	0.7%
Homeownership (Initial sale or purchased 100%)	7.6%	7.8%
Commercial and Students	10.3%	10.3%
Predominantly Commercial Activities	23.9%	24.3%

Shaftesbury Court resident
Christine Akhurst





Delivering affordable homes



We work hard to make our homes truly affordable, and our average social housing rent is just 49.8% of private sector levels, which reflects the large number of sheltered and supported services we manage and the current cost-of-living crisis. Looking at our non-specialist accommodation alone, our average rent represents 42.5% of the private sector average.

It is also important that the customers who rent from us feel secure in the long-term future of their home and have a stable base from which to thrive. Therefore, in 2020, we were one of the first in the sector to stop offering fixed tenancy

agreements for general needs social housing. Sometimes specialist support services need to be for a fixed period for a variety of reasons but, aside from these instances, 99% of our social housing tenancy agreements in both England and Scotland are lifetime tenancies.

Rental value % of private sector



General needs

42.5%
2022/2023



Sheltered and supported

62.1%
2022/2023



All social housing

49.8%
2022/2023

59.4%
2021/2022

110.6%
2021/2022

70.0%
2021/2022

Wedgewood Court residents
Lesley Jebb and Ivy Ward





Safety and quality



Housing Officer
Beverley Brissett



This year has been a challenging one for the housing sector, with media campaigns highlighting the conditions experienced by some living in social housing and the tragic death of Awaab Ishak linked to damp and mould. We are committed to ensuring our residents do not live in such conditions and we recognise the importance of providing good-quality homes.

Our focus has long been on providing homes that are both safe and high quality, principles that were reinforced in our seven-year Asset Management Strategy, launched last year - with an emphasis on prioritising work that makes sure all homes are watertight, safe and warm. We believe these are the fundamentals of providing homes where people choose to live. By utilising repairs intelligence, we also know that these areas of focus cause the most dissatisfaction from customers if we do not get them right.

In the aftermath of the Grenfell fire tragedy and resulting legislative changes, building safety remains a priority. This year we completed assessments of external cladding on all Sanctuary-owned buildings over 11 meters in height. We have progressed works to the small number of buildings requiring remediation, of which all are nearing completion. We have also responded to the requirements of the Fire Safety (England) Regulations 2022 and are making good progress on updating operational processes ahead of Building Safety Act requirements in Autumn 2023.





Safety and quality



Quality

The Asset Management Strategy is supported by a stock condition programme that monitors the quality of our homes via a cycle of surveyor visits. This enables a proactive approach to maintaining our current metric of 98.8% of homes surveyed meeting the Decent Homes Standard, with properties only falling outside of this due to tenant refusals or when empty awaiting regeneration or remodelling.

Quality is also about the services we provide. We are delighted by the consistently high levels of customer experience across our care homes and supported living services. This is evidenced by both strong CQC performance and our award-winning colleagues and schemes (read more on our [sustainability hub](#)).

Homes surveyed that meet the Decent Homes Standard



Sanctuary Care CQC rating (outstanding or good)



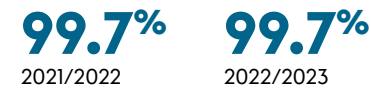
Sanctuary Supported Living CQC rating (outstanding or good)



Safety

The safety of our residents is a core priority for Sanctuary. Our continued focus on compliance has enabled our compliance performance to remain consistent with previous years.

In-date gas safety check



Fire Risk Assessment in place



Checked for asbestos with suitable inspection regime in place if required





Putting our customers first



Sanctuary is made up of different operations providing a range of housing, care and support services. One thing that unites all the areas of our organisation is a commitment to delivering a good customer experience as we strive to be a customer-centric organisation. This is at the heart of our [Corporate Strategy](#) and is embedded in the values of our organisation.

Each of our operational areas express this in a way that is relevant to their customers and that brings it alive to their teams. We share some in-depth case studies on our [sustainability hub](#).

Sanctuary >>> Customer first

Sanctuary Students >>> Where people choose to live

Sanctuary Supported Living >>> Pathways for independence

 >>> Enriching lives



Victoria Way resident Sherrif Shettum and Project Worker Oluwatoyin Akanji



Customer voice



Through their work last year on assessing our current position against the Social Housing White Paper, our National Resident Scrutiny Panel (NRSP) told us we have a strong basis of resident engagement to build on. This is reflected by us having a range of methods in place for customers to tell us what they think of us, with more than 15,000 residents responding in 2022/2023.

We committed to producing a new Resident Engagement Strategy. We launched ‘Shaping our Future’ in September, hearing from more than 3,000 customers and 350 colleagues who told us clearly what our top priorities needed to be:



Having more focus on local engagement – local customers working with our local teams to solve local problems and having effective ways of escalating them where they cannot be solved locally. We are now testing out some new approaches to local surgeries in the Midlands involving our Housing, Income and Repairs teams. We’ll learn from these experiences to develop new approaches across the country.



Improve Customer Experience, with a focus on hearing the voice of every resident – we are implementing new, more real-time feedback across our services – starting with repairs where we have already heard from almost 2,000 customers about their experiences. This means we can deal with any outstanding issues much more quickly and spot patterns or trends which can help us continually improve.



Strengthening our strategic engagement – providing more opportunities for customers to influence significant decisions. We have created a new panel of 12 customers to advise us when we develop future strategies and new ways of working, our Resident Advisory Panel. We had more than 530 customers interested in joining with very diverse lived experiences. Our Resident Scrutiny Panel will become more focused on current performance against service standards and on leading detailed reviews of how services are doing. We’re also doubling the number of Resident Members to four on our Group Housing Board, including the Chairs of both the Advisory and Scrutiny Panels.

“We can deal with any outstanding issues much more quickly”



Customer voice



In the year so far, customers have completed 143 inspections of local estates with our teams, with 417 actions that are being pursued. In our supported living services, we have done 11 'Family and Friends' tests, with more than 100 actions. The NRSP and our Homeowners' Forum led a detailed review of our approach to Major Works (Section 20) – resulting in 12 recommendations. The NRSP has come up with a prioritised list for scrutiny reviews and we are just starting a review of the 'time taken for us to complete responsive repairs', which is at the top of the NRSP's list.

In addition 1,304 local people shared their views and ideas across 16 of our Sustainable Community initiatives, helping to shape our Sustainable Communities programme this year.

Resident Canev Mehmed and
Housing Officer Nyomi Alexander



“Providing more
opportunities
for **customers** to
influence significant
decisions”



Learning from complaints



We recognise that fixing things when they go wrong for our customers is key to delivering a great customer experience. Last year we supported 5,595 customers who told us something had gone wrong. Although this was more than in the previous year we were happy to be able to resolve 84.5% (up from 66% last year) of issues at the first stage of our complaint process.

For the most recent year statistics that are available (2022/2023), where a customer is unhappy with how we resolved their complaint, 50 complaints (1.5%) made by customers were escalated to the Housing Ombudsman to provide an independent review.

Of these, 27 were upheld by the Ombudsman in part or full. Both of these figures are consistent with the previous year. We welcome the opportunity for learning and improving our processes that these reviews provide.



Electrician Jatinder Jehlwal



Customer support



Housing Officer Paul Rider and resident Lilian Utz



“Our broader role is to **act as listeners and connectors** across **communities**”

As a provider of housing and care services, Sanctuary has the potential to support customers in ways that go beyond our day-to-day operations. Our broader role is to act as listeners and connectors across communities. When our customers face difficulties that make it harder to pay rent and manage their finances, our tenancy support model provides support to help them to stay financially secure in their home.

Examples of our tenancy support model in action include our teams providing advice and assistance to customers on claiming Housing Benefit or Universal Credit, or helping customers to apply for Discretionary Housing Payments to obtain additional financial support to help with housing costs. We also support customers facing broader financial challenges by signposting to specialist agencies such as Citizens Advice Bureau, Money Advice Service, and National Debtline, as well as a range of locally-based organisations.

We are also developing a suite of national customer support offers in response to the cost-of-living crisis, including a Hardship Fund.

See our [online sustainability hub](#) to find out more.

Sustainable Communities programme



One of the ways that we support vibrant communities is through our Sustainable Communities programme, which has two key aims:



Building resilience – working with our customers to improve their skills and ability to adapt to adversity in a positive way, while supporting community initiatives and groups that will have a long-term impact.



Building connection – supporting people to maintain and grow relationships, increasing their connection to others, knowing their community, and feeling part of it.

Our approach is community-led and focuses on building capacity at a local level, by building on the existing skills, assets and passions of people living in our communities. Last year we directly invested £1.5 million in community initiatives which attracted £2.6 million of additional resources including external grant funding and contributions by our supply chain partners. This supported 249 projects with over 50,000 interactions with our customers and their communities.

This builds on successful prior-year performance, with our direct investment increased and more projects supported across our communities, supporting customers amid the ongoing cost-of-living crisis.



Youth Coordinator Libbie Stock and volunteer Christina Poynton at an event in Chester

Read the latest **Community Investment Strategy** on our online sustainability hub



Sustainable Communities programme



The investment

£1.5m

invested in communities



50,178

interactions with beneficiaries

> £2.6m

match funding (external investment)

249

projects

Difference made

210

community groups supported



> 14,521

people supported to reduce isolation

> 399

people supported to live more independently

1,304

people engaged in shaping local investment



279

people increased employability, 51 people into work



7,377

people supported to improve mental wellbeing



499

people with increased confidence to manage their money



£555,135

in increased personal savings and £200,474 personal debt reduced

“Our approach is **community-led** and focuses on **building capacity** at a local level”

Governance



Electrician
David Tomlinson



Our impact on society is not limited to our social aims. We recognise that we have a range of other responsibilities not least as a large employer and purchaser of goods and services, and to set a good example in the way we operate.

The following section outlines our approach and progress made to date.





Corporate governance



Full information on a range of governance topics, updated for the 2022/2023 financial year, is available on our [online sustainability hub](#). On these pages you can find a full range of metrics and case studies on how we structure our organisation, manage risk and operate our Group Board. The following interview with Nicole Seymour, Executive Director – Corporate Services, outlines why these structures matter to us and how they help us to be a strong, well-managed organisation.

Executive Director – Corporate Services
Nicole Seymour



What is the role of Group Board and how do you ensure that it follows best practice?

Group Board works alongside our Executive team to set the goals and strategic objectives of Sanctuary. They scrutinise and approve key business decisions and they hold us to account by looking at a range of key indicators. The Group Board includes seven independent, non-executive directors from a range of backgrounds, bringing a breadth of experience. We have also adopted the NHF Code of Governance and the Regulator for Social Housing has given us GI, the highest rating, for our governance.

How does good governance help Sanctuary to make better decisions?

Good governance helps ensure we make decisions in the long-term interests of the organisation and our customers. We recruit board

members with experience from a range of sectors from housing to the NHS and treasury roles. This provides the skills we need to meet our long-term strategic plan and helps to guide, advise and scrutinise our decisions. Our customers and residents are also at the centre of our decision making; for example, we recently created a new Resident Advisory Panel to help us to shape our future decisions.

Sanctuary operates across several different business areas, how do you manage risk?

Our Group Board sets out our overall approach to risk appetite and we always consider how business decisions fall within our overall approach to risk. Because we are a large and diverse organisation it is not possible to have one board overseeing all

areas of risk. However, there are a range of committees and boards across the organisation assessing the risk profile of our different business areas. Our Group Audit and Risk Committee sets out our systems of internal control and manages our internal and external audit programme.

What sets Sanctuary's corporate governance structures apart?

Sanctuary's corporate governance structures are designed to protect the organisation and our customers because we are committed to being here for the long-term. Our high standards are there for a reason. We want our board members to consider our customers in all aspects of our decision making and ensure they get out and speak directly to our colleagues, hearing about both successes and the challenges that they face.



Hackney Youth Club Founder
Nicolette Nixon

Working with our **supply** **chain**



Sanctuary works with over 5,000 suppliers and last year spent £600 million procuring everything from office furniture to specialist care equipment and technology services.

Having fair and transparent procurement processes is important not only to ensure value for money but also to demonstrate that we are acting with integrity. This is why, alongside complying with public procurement requirements and having robust systems in place for monitoring supply chain quality, we design our tenders into smaller lots where possible to enable better access by SMEs, and expect our suppliers to follow our ethical standards and values.

For 2022/2023, we've calculated that 17% of the Group's total carbon emissions related to the goods and services we purchase, excluding capital goods. This is equivalent to 79,687 tonnes of CO₂e (the weight of 10,485 African Savannah elephants). How we procure also has the potential to impact other environmental factors such as biodiversity, waste and pollution. Procuring less, where possible, as well as working with our supply chain to find more environmentally-friendly options is a clear priority within our Environment Strategy. To support this, we have made a commitment to conduct environmental procurement impact assessments on every significant tender we run. These help to guide us on the most material environmental impact of each product or service and shape our tender specifications, questions and scoring accordingly.

Great supply chain partnerships also help us to achieve our social objectives. Social value requirements, such as delivering apprenticeships, are built into every one of our tenders. We work proactively with our suppliers to identify areas of synergy in our sustainability strategies. This has resulted in over £400,000 of funding for a variety of projects from funding Community Connector positions, which support customers at risk of homelessness, to furniture packs for new tenants. Find out more on our [online sustainability hub](#).



Colleague wellbeing



It is important to us that we provide an environment where our people and our organisation can flourish. Our [People Strategy](#) outlines the things we are doing to create a positive and inclusive culture. This has been supported by a review of the Group's values and behaviours to drive a strong, positive culture.

Recruitment and retention of colleagues has been a focus this year to enable our ongoing growth. With a 25% increase in recruitment activity compared to pre-pandemic levels, numerous new resourcing activities have been undertaken including developing a veterans offer, reviewing employee referral processes, and targeted mailing. We were also delighted to see the number of our colleagues represented on Staff Council increase from 258 to 276, showing that the role of Staff Council in championing the voice of our people is valued. This is reflected in our employee engagement score that remains above the external benchmark for organisations surveyed by Qlearsite.

We have continued to focus on engagement with wellbeing, seeking to empower colleagues to promote their own physical and mental wellbeing through high-quality communication and engagement activity using multiple channels. Activities have included signing the workplace menopause pledge, May's Move More campaign, webinars on critical illness cover (resulting in increased take-up) and promotion of Mental Health Awareness Week and suicide awareness. In addition, financial education webinars have been provided by Adroit Legal Services and Schroders Personal Wealth on topics such as managing retirement, making a will, and making plans as a carer.



Senior Officer - Work Programmes
Yunis Giwa



Colleague wellbeing



Our Employee Volunteering scheme enables colleagues to spend up to two days each year to volunteer with the communities where we live and work. As well as encouraging our colleagues to give time to local causes, share and learn new skills, the programme helps our team to gain a wider understanding of the diverse communities that we work in.



Number of people employed across England and Scotland

12,500
2021/2022

14,335
2022/2023



Employee engagement score

76%
2021/2022

76%
2022/2023



Number of colleagues on Staff Council championing the voice of our people and engaging with management on key issues

258
2021/2022

276
2022/2023

The Art Ministry at Chignal House



“Encouraging our colleagues to give time to local causes, share and learn new skills”



Learning and development opportunities



Providing high-quality learning and development opportunities continues to be a priority for us. We are pleased with the carbon reductions and improved ease of access that moving to webinars and the introduction of on-demand learning, such as videos and simulations, over recent pandemic years has made. However, it was also important this year to prioritise certain face-to-face activities where this format was vital to learning. Overall, this approach has embedded our new, more flexible hybrid model.

We remain committed to developing our colleagues through apprenticeships like the Nurse Associate, Chartered Surveyors, Fire Security, and Senior Leaders (Masters Level 7) programmes.

Number of apprentices supported

142

2021/2022

223

2022/2023

Number of colleagues completing qualifications

162

2021/2022

221

2022/2023

People attending learning events

43,566

2021/2022

45,991

2022/2023

Number of e-learning modules completed by colleagues

175,000

2021/2022

190,144

2022/2023

Carpentry and Joinery Apprentice
Aaron Beats





Goodwin Court resident Margaret Mason and Registered Retirement Living Manager Maria Williams

Equality, diversity and inclusion



To support our people to be able to give their best and meet the needs of our customers with fairness and empathy, we are actively working to develop a culture where difference is valued and respected and equality of opportunity is assured. Our [Equality, Diversity and Inclusion Strategy, Inclusion for All](#), outlines the actions we are taking.

This year we have made progress in listening to, and learning from, diverse experiences. We grew our family of networks, including our Parent Network, Race Equality Network and LGBTQIA+ Network (PRISM), to include a new Disability Employee Network. These growing communities provide peer-to-peer support, offer education and insight on the lived experience of these often-marginalised groups, and influence the development of policy and procedure. Each network has a sponsor from our Executive Committee, their own budget, and specialist support. They have offered a rich menu of blogs, vlogs, drop-in sessions, webinars, external events and newsletters that engage hundreds of colleagues at a time.

We have expanded our resident panels, attracting a rich and diverse pool of talented people to apply for the roles. New members bring new skills, perspectives and lived experiences – improving our understanding of our customers’ needs.

We have achieved milestones in our work to improve the inclusiveness of our culture and services. Our core website now meets the WCAG AA accessibility standard, all our Care Home Managers have been upskilled in the provision of an inclusive service to LGBTQIA+ customers, a translation service has been introduced across our housing and property function, all our colleagues within our student business have undergone intercultural awareness training, and our supported living service has partnered with customers to develop an inclusion charter and bring it to life in a [short film](#).





Equality, diversity **and** inclusion



We have reported our gender pay gap for the last five years. 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. This is particularly apparent in certain roles like maintenance repair operatives and cleaning colleagues.

In 2022, we reported our ethnicity pay gap for the first time. While recognising that our median ethnicity pay gap for the current year is small at 0.6%, there is much more to understand. In particular the potential impact on our data of factors like geographic location, the nature of roles, and gender.

We recognise issues around our pay gap and are proactively working to remove barriers to equal opportunity. Read more and see a full breakdown by operational area in our [Gender and Ethnicity Pay Gap Report](#).

“We recognise issues around our pay gap and are **proactively working to remove barriers to equal opportunity**”



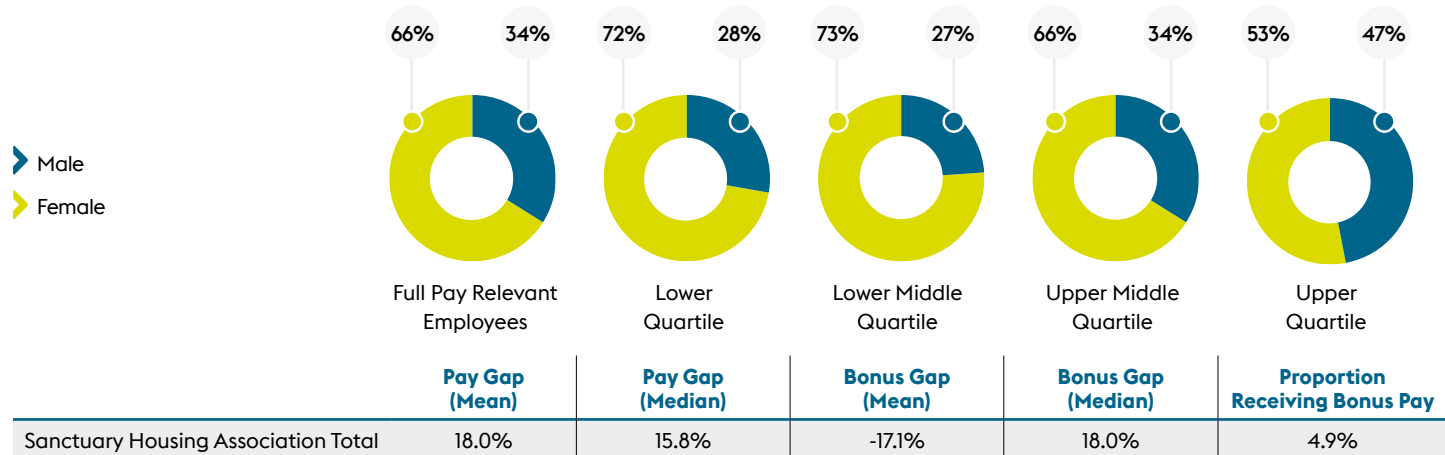
Work Programmes Administrator
Farah Aamir



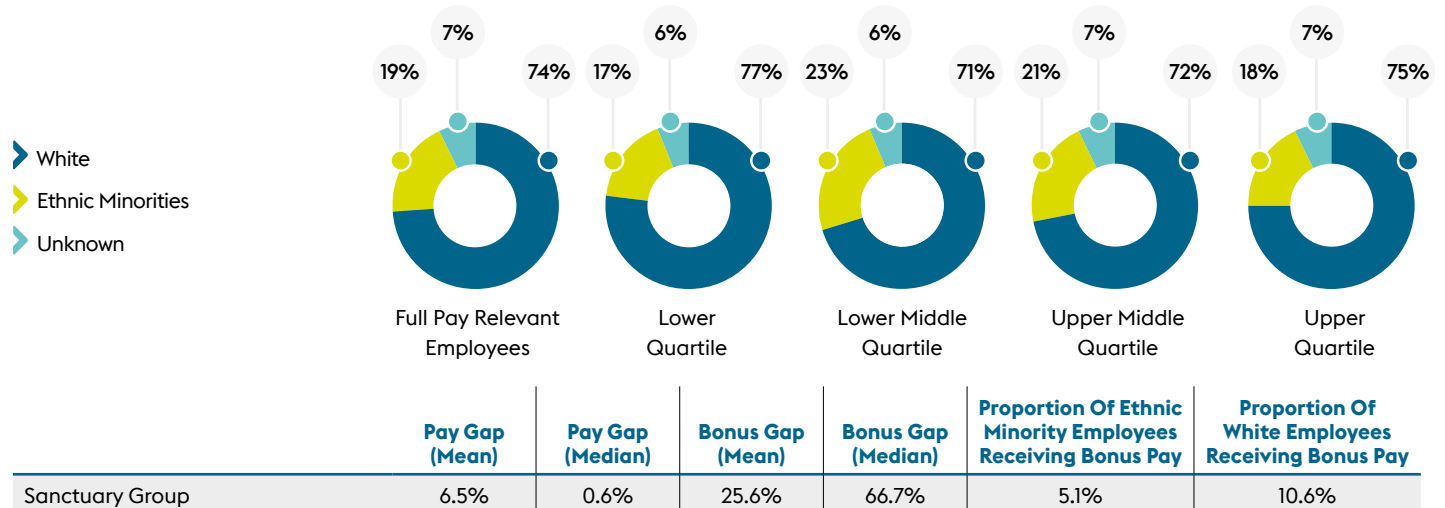
Equality, diversity and inclusion



Pay by gender (Sanctuary Housing Association)



Pay by ethnicity



Want to find out more or get involved?



Resident Rana Judge at
Anderston allotment, Glasgow

This report outlines the key areas where we are contributing to a more sustainable society. Thank you for taking the time to find out more about this area of our work. If you would like to find out more, please use the hyperlinks embedded within the report or alternatively visit www.sanctuary.co.uk.

Part of our commitment to sustainability is our belief in UN SDG 17: Partnership for the Goals. If you would like to work with us on any of the areas featured within this report, please get in contact with our Sustainability team on sustainability@sanctuary.co.uk.

17 PARTNERSHIPS
FOR THE GOALS



Sanctuary

Accessibility

We want this report to be accessible to all. If you would like it in a different format, email pr@sanctuary-housing.co.uk.



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