

Sanctuary

Sustainability Report 2025/2026



Foreword To The *Sustainability Report*



Rebecca Craig, Director - Sustainability and Impact

At Sanctuary, we strive to make a positive difference in society. Ultimately, this means improving outcomes for our customers, colleagues and the communities we serve. Sustainability sits at the heart of that purpose, shaping how we invest, how we improve, and how we make decisions for the long term. I am pleased to introduce this year's Sustainability Report, which reflects the progress we have made across our environmental, social and governance priorities during 2025/2026.

Addressing climate change remains one of our most significant responsibilities. In 2025/2026, we published our annual progress report on our sector-leading [decarbonisation and net zero strategy](#), which focuses on our approach to reducing emissions, improving energy efficiency and preparing our homes and services for the future. We remain on track to deliver a 50% reduction in operational carbon emissions from our 2019/2020 baseline. We have also made further progress in reducing our extended carbon footprint through energy efficiency improvements to existing

homes, closer engagement with our supply chain, and higher environmental standards in new development.

Improving the energy performance of our homes remains central to our decarbonisation work, and is a core component of our focus on quality homes. This year saw a record level of retrofit to Energy Performance Certificate (EPC) Band C, driven in large part by the success of our Warm Homes: Social Housing Fund Wave 3 programme. These improvements are not only reducing our extended carbon emissions, but also helping to lower energy bills, improve comfort and reduce the risk of fuel poverty for our customers.

Our work to support communities and customers to thrive is equally important. We are committed to providing homes that are affordable, safe and high quality, while also going beyond core services to support wellbeing, resilience and opportunity. Through strong customer engagement, place-based community investment and a growing focus on social value, we continue to work alongside communities to build

Foreword To The *Sustainability Report*

Through strong customer engagement, place-based community investment and **a growing focus on social value**, we continue to work alongside communities to build places where people feel **safe, respected and proud** of their neighbourhoods.

Rebecca Craig, Director - Sustainability and Impact

places where people feel safe, respected and proud of their neighbourhoods. Learning from feedback and complaints, and responding when we get things wrong, remains fundamental to building trust.

To deliver on these aims, we make sure that strong governance underpins everything we do. Clear accountability, robust oversight and meaningful resident involvement help ensure we take responsible decisions and remain financially resilient. Our new resident engagement strategy will help us ensure that our customers' voices keep shaping our services. Diversity, equity and inclusion remain integral to our culture and ways of working, enabling colleagues to be their best selves at work and strengthening the services we provide to customers.

This report provides a concise overview of our sustainability performance and priorities. Further detail, including more case studies and stories from behind the data, is available through our online [sustainability hub](#).

Sustainability runs through all of our work and the services we provide. I hope you enjoy reading this report and finding out more about what this means to us in practice.

Strategic Context



Strategic Context

Sustainability underpins Sanctuary's social purpose and is integral to how we deliver homes, care and services that meet the needs of our customers today, while safeguarding our ability to do so for the future. As set out in our [corporate strategy 2026–2030](#), **our ambition is to remain a forward-looking and resilient organisation, with sustainability embedded into everyday decision-making.** Through this approach, we contribute to the United Nations Sustainable Development Goals (SDGs), focusing on those most closely aligned to our role, responsibilities and opportunities for impact.



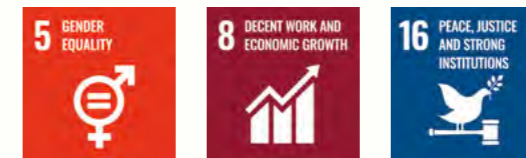
Placing customers at the centre of our services is fundamental to our approach and closely aligns with SDG 1 (No Poverty), SDG 3 (Good Health and Wellbeing) and SDG 10 (Reduced Inequalities). We are committed to delivering responsive, inclusive and high-quality services shaped by the needs, experiences and voices of the people who live in our homes and access our services. By listening carefully, engaging meaningfully and learning from feedback, we aim to build trust, improve outcomes and ensure our services adapt to changing customer needs and circumstances.



Sustainable growth and development are essential to maintaining a financially robust and resilient organisation. This supports SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). We take a long-term view of financial sustainability, balancing investment, affordability and environmental responsibility so that we can continue to reinvest in homes, services and communities.



Ensuring homes are fit for the future is a core pillar of our sustainability approach and contributes directly to SDG 7 (Affordable and Clean Energy), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action) and SDG 15 (Life on Land). We invest strategically in both existing homes and new developments to ensure they are decent, safe and secure, while improving energy efficiency and resilience to environmental risks. Our increasingly data-led approach allows us to prioritise investment where it delivers the greatest benefit for customers and long-term value for money.



Our people are critical to delivering our sustainability ambitions. Building high-performing, inclusive teams supports SDG 5 (Gender Equality), SDG 8 and SDG 16 (Peace, Justice and Strong Institutions). Strong governance, clear accountability and a culture of empowerment and continuous improvement enable colleagues to thrive and deliver the best possible outcomes for customers.

Environment

Foreword To The Environment Section



Alice Lovatt, Head of Environment and Climate Change

At Sanctuary, we believe that the security and comfort of a safe, warm, and decent home shouldn't cost the earth.

We know that delivering excellent services to our customers – from lasting tenancies in social homes to high-quality residential care – can have a significant impact on the environment. It is our mission to reduce this impact wherever possible, with our sector-leading [decarbonisation and net zero strategy](#) in place for three years now.

We have set three key targets to maintain strategic focus across the organisation: halving our operational carbon emissions by 2030, significantly reducing our extended carbon emissions by 2030, and achieving net zero carbon emissions by 2050 at the latest.

Decarbonisation is both a challenge and an opportunity. While it requires transformational change to our 125,000 homes and wide-ranging operations, it also offers long-term cost savings, increased efficiencies, homes fit for the future, and greater commercial energy security.

We are making significant progress across environmental workstreams. 43% of our total emissions come from our social homes: in 2025/2026, we improved 2,450 homes to a minimum of EPC Band C. Our Operational Carbon Footprint has reduced absolutely by 29% since 2019/2020, and our Extended Carbon Footprint is also down by 30%.

Our online [sustainability hub](#) provides a range of case studies and further information about our work in this area.

Picture: Alice Lovatt, Head of Environment and Climate Change

Decarbonising Operations

We calculate our carbon emissions on an annual basis, assessing both our operational and extended carbon. A full breakdown of what we measure is available on our [sustainability hub](#).

Our approach to decarbonisation focuses holistically on making efficiencies and broader positive business impacts. Measuring our carbon performance enables us to act to reduce both carbon emissions and cost across the organisation in a transparent, authentic way.

Since we started measuring our impact on the environment, Sanctuary has grown significantly as an organisation. In spite of this growth, we have reduced operational carbon emissions by 29%. Relatively, per home in management, we have reduced our operational carbon by 42% and extended carbon by 40% against their respective baselines.

	Emission category	Baseline year*	2024/2025	2025/2026
Operational carbon emissions (Tonnes of CO ₂ e)	Scope 1	37,071	39,503	39,908
	Scope 2	19,497	1,178	0
	Scope 3	1,010	793	1,077
	Total	57,578	41,474	40,985
Extended carbon emissions (Tonnes of CO ₂ e)	Scope 3 (remainder)	494,743	425,977	347,385

*Operational carbon emissions baseline is 2019/2020 and extended carbon emissions baseline is 2022/2023.

2025/2026: What We've Done

We've created an Energy Management policy and procedure. This sets out standard heating schedules, lighting routines, and cooling guidance for areas where Sanctuary pays for energy bills.

We've implemented new waste contracts, including for commercial food waste. We collected and recycled over 423 tonnes of food waste this year.

A huge milestone across 2025/2026 was achieving ISO14001 – an international standard for environmental management – across our offices.

2026/2027: What's Next?

We are accelerating our rollout of electric vans across our Property Services operations. Dedicated engagement with teams to understand role and vehicle fit is underway.

We are aiming to understand usage patterns of our highest energy-consuming sites further this year through AI monitoring of meters.

We are assessing options for decarbonising our office portfolio, starting with our Worcester campus. Low-carbon heating supports both Sanctuary's carbon emissions and energy security.

Case Study

Across Sanctuary Care, environmental improvements are also improving customer and colleague wellbeing.

New Building Management System panels have been installed on all heating plant upgrades, reducing energy consumption at source and making temperatures more consistent.

Across 20 care homes, new smart thermostatic radiator valves have reduced energy consumption by 30%, while ensuring everyone in our homes feels comfortable.

Window sensors are also being piloted to reduce further energy wastage.

Retrofitting Homes

Retrofit is one of the most significant priorities across our environmental work because of its transformational impact on our customers' lives, health, comfort, and energy bills. Following the announcement of both the Government's Minimum Energy Efficiency Standards for the Social Rented Sector and the Warm Homes Plan, our investment in the energy efficiency of our homes has never been more important.

We've seen 2,450 homes achieve EPC Band C through our retrofit programme in 2025/2026, combining fabric measures, smart technologies, and renewables to drive property performance for our customers. As a result, we have been delighted to see our average Energy Performance Certificate rating for our homes move from 71.5 in 2024/2025 to 71.8 this year.

Energy Performance Certificate Ratings Across Sanctuary's Housing Operations

	2024/2025*	2025/2026
A	0.27% 212	0.26% 213
B	15.50% 12,019	15.63% 12,610
C	52.62% 40,791	55.33% 44,630
D	26.86% 20,822	24.49% 19,758
E	4.42% 3,428	4.02% 3,245
F	0.29% 223	0.23% 185
G	0.03% 26	0.03% 23

Unknown: 6,379 (2025/2026)

Percentage is based on stock with Energy Performance Certificates excluding unknowns.

*2024/2025 figures have been updated to reflect data improvements.

2025/2026: What We've Done

We completed our Social Housing Decarbonisation Fund Wave 2 programme, delivering energy performance improvements to over 2,400 homes.

Our Warm Homes: Social Housing Fund Wave 3 programme has begun, improving 2,450 homes to EPC Band C in its first year through vital retrofit works and surveys.

As part of Checkpoint 10 of the Social Housing Net Zero Heat Fund, work is underway to decarbonise 140 homes across Scotland.

2026/2027: What's Next?

We've been closely following Government announcements about the upcoming Social Rented Sector: Minimum Energy Efficiency Standards. Across 2026/2027, we aim to further refine our strategy to meet these targets.

We'll also deliver new types of retrofit measures, ensuring customers' homes are fit for the future. These include batteries, internal monitoring sensors, and smart meters.

Our retrofit programme will also expand to new regions, such as the South West.

Case Study

Our retrofit programme aims to reduce the risk of fuel poverty for our customers.

Analysis estimates that our Social Housing Decarbonisation Fund: Wave 2.1 programme has resulted in an average increase of 13.5 SAP points per home and a reduction in average primary energy use per home of 95 kWh/m2.

These savings show the impact of our whole-home retrofit approach, which has delivered renewables alongside fabric upgrades.

Responding To *Climate Change*

Sanctuary has completed a range of projects over recent years to better understand how exposed we might be to the impacts, physically and transitionally, of climate change. This has included evaluating our operations, supply chain, and assets under projected climate change scenarios, observing the risks of floods, storm surges, overheating, coastal erosion, and natural disasters.

Climate adaptation is increasingly a priority for organisations like Sanctuary, as we provide homes to elderly customers, families, and people who may be at higher risk of heat-related health issues. We are undertaking further analysis to ultimately develop a climate adaptation strategy.

We are also assessing the newly announced UK Sustainability Reporting Standards (S1 and S2) and how Sanctuary may disclose our management of climate risks against them in the future.

2025/2026: What We've Done

We continue to firm up our position around how Sanctuary will be affected by climate change and the risks we will be exposed to under a range of global warming scenarios.

We have also strengthened our reporting processes around climate risk, assessing governance, metrics, strategy, and risk management.

We are also delivering Biodiversity Net Gain across our new-build development sites, delivering positive levels of biodiversity improvements.

2026/2027: What's Next?

We know how important it is to understand our exposure to climate change, and the risks our operations, colleagues and customers may face in the future.

Over the next year, we will investigate how comfort cooling can be implemented across some of our care home sites at the highest risk of overheating. We are preparing to implement new office air conditioning systems, including at our Worcester site.

We will also assess where further flood prevention is required, observing national flood risk data.

Case Study: Yarnton Flood Defences

In Cherwell, in the area of Yarnton Nursing Home, Sanctuary is responsible for maintaining several land drains.

The area is known to face a high risk of flooding, but when these land drains recently became blocked, this risk intensified.

To tackle this, our Property Services team has delivered a flood prevention project, reducing land levels, removing tree obstructions, and eliminating pipe blockages.

The area of Yarnton can experience floods up to three to four times a year. However, since the works were completed, no floods have been recorded.

Supporting A Sustainable Supply Chain

Our supply chain is critical to our operations, so it is important that we work with contractors and providers of goods to evaluate the impact on the environment of what we buy.

We focus on understanding and improving a range of environmental impacts from our suppliers: reducing carbon emissions, increasing circularity, focusing on more sustainable materials, improving waste destinations and, of course, reducing what we buy in the first place.

We use our procurement process to work with our suppliers, but it doesn't stop there. While the tender process is critical for getting a clear view of a supplier's environmental credentials and plans, we also recognise that we have a responsibility to work with incumbent suppliers and influence spending processes beyond tenders, too.

Our aim is to reduce emissions from purchased goods and services by 10% by 2030 against our baseline year of 2022/2023. In 2025/2026, we fully achieved this target.

2025/2026: What We've Done

We continue to implement net zero questions across our tender process. Each prospective supplier in a tender must detail their carbon emissions and net zero plans.

This year, we have also approached our highest-spend suppliers and asked for their annual carbon data. This will improve the accuracy of our emissions reporting significantly.

We are also working to embed carbon disclosures as standard into each specification for new procurements.

2026/2027: What's Next?

Contract management should ensure sustainability commitments are actually delivered in practice. We are working to strengthen contract management processes.

Where suppliers may require support to establish emissions reporting processes, we will ensure we can aid and upskill partners wherever required.

We will also develop our addition of a carbon data request to tender specifications into a full clause in our standard contracts.

Case Study:

Sanctuary is developing a strong partnership with Biffa, a leading waste contractor across the UK.

We're reviewing collection schedules and working with recycling champions to provide clear answers for colleagues and helpful resources for customers.

We've recently completed a waste audit at our Worcester site, identifying recurrent sorting challenges and providing concrete answers – we hope this will help build confidence and improve recycling rates across the Group.

Delivering For Customers And Climate

All of our environmental projects and programmes aim to deliver positive outcomes for the 260,000 customers we provide housing and care for across England and Scotland. From direct reductions to energy bills and more comfortable living environments, to better customer experience and services fit for the future, our work is always about delivering to people alongside the planet.

While we deliver sustainability works to achieve outcomes for customers, we also endeavour to co-design priorities, projects, and policies with our customers. Our Environment and Climate Change Community of Interest includes over 100 engaged customers who are consulted on our approach to sustainability activities.

We also aim to provide effective feedback mechanisms for customers directly involved in sustainability projects. Customers who receive energy performance improvements to their property receive a post-works survey where feedback is directly followed up and acted upon.

2025/2026: What We've Done

Customers in our Community of Interest reviewed our Energy Management Policy and Procedure. Feedback was with positive, meaningful conversations taking place.

We also delivered our first Sustainability Roadshow in November 2025, visiting 14 of Sanctuary's sites in 10 days to discuss climate change and local environmental issues.

We have launched an energy advice project across Torbay this year for our residents, co-designed with the Local Energy Advice Partnership, Exeter Community Energy, and customers themselves.

2026/2027: What's Next?

Following the Government's Warm Homes Plan announcement, we will share our evolved retrofit strategy with our Community of Interest for their feedback.

We will provide updated guidance on electric vehicle charging point installations for customers requesting new infrastructure. We will also introduce a preferred supplier for customer installations.

We will continue our retrofit programme customer survey, increasing the methods of communication to ensure accessibility for all.

Case Study:

Across our Social Housing Decarbonisation Fund: Wave 2.1 programme, we followed up all works to our customers' homes with an online survey. We have released this survey at the end of each financial year.

Following the programme's second year, customers reported positive improvements following the works in both comfort and condensation levels in their homes.

Furthermore, 78% of customers receiving loft insulation and 77% of customers receiving wall insulation reported being very or somewhat satisfied with the works.

Social



Foreword To The Social Section



Marie-Claire Wattison, Head of Community Investment

Creating safe and thriving communities is central to Sanctuary's purpose and to the long-term sustainability of our customers' homes and neighbourhoods. 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 we housed and supported 261,854 customers including tenants, residents at 109 care homes, students at 29 halls of residence and 284 people buying a new home.

At its heart, the work we do is about building sustainable places and communities. Our intelligence-led approach to asset management allows us to focus on the issues that have the greatest impact for customers, while prioritising the safety, quality and affordability of our homes. We continue to focus on building safety, working closely with both our customers through a new Community of Interest Group and with the Building Safety Regulator. Damp and mould continues to be a focus, and we remain

committed to listening to our customers, with our new [resident engagement strategy](#) testament to our desire to keep improving as an organisation.

Through our Sustainable Communities programme, we bring together place-based community investment, early intervention and practical support for customers facing financial pressure, alongside a growing focus on social value delivered through our supplier partnerships. Together, this approach helps reduce the risk of crisis, strengthens local capacity, and supports people to sustain their tenancies over the long term.

The stories and data in this section show what this looks like in practice. They reflect our ambition to work alongside communities, build on existing strengths, and respond with empathy and pace when pressures increase.

Through this work, we are focused on supporting communities not only to be safe, but to thrive, now and into the future.

Delivering Safe And Thriving Communities

Creating safe and thriving communities is a core priority within Sanctuary's corporate strategy and underpins our Sustainable Communities programme. For us, thriving communities are not defined by a single outcome, but by the presence of safety, connection, stability and opportunity. These are the conditions that support wellbeing and enable people to sustain their tenancies over the long term.

The Sustainable Communities programme is a primary approach to delivering this ambition. It brings together place-based community investment, partnerships and learning to strengthen local capacity and support positive change where people live. Our work focuses on building trust, increasing connection (the antidote to reducing isolation), and enabling early support, helping prevent issues from escalating into crisis.

We recognise that lasting change happens through relationships and

by working alongside communities, not acting upon them. By taking a strengths-based, trauma-informed approach, we support residents to build confidence, resilience and agency, while creating environments where people feel safe, connected and proud of their neighbourhoods.

The programme aligns with Sanctuary's Customer Outcomes Framework, demonstrating how connection, wellbeing and stability contribute to safer neighbourhoods and long-term tenancy sustainment. Through the Sustainable Communities programme, we are clearer about how social investment supports not only individual outcomes, but resilience in place.

The sections that follow show how this ambition is delivered in practice, through partnership, learning, social value and targeted support, and the impact achieved over the last year.



↑ **Pictured:** Charmaine Jude, Partnerships Officer, with residents

Sustainable Communities Programme – Achievements

This year, our Sustainable Communities programme continued to deliver impactful, place-based investment aligned to our ambition of creating safe and thriving communities. Together with suppliers and external partners we invested £2 million, through 205 community initiatives, resulting in 38,622 moments of support and engagement for our customers and communities.

By embedding social value into our supplier relationships, we turn everyday contracts into opportunities to support safe and thriving communities. Supplier-led investment, volunteering and in-kind contributions have enabled us to connect £346,805 of contributions to the priorities of our customers and communities, helping us respond supportively and build resilience in neighbourhoods facing the greatest pressure. This approach connects resources to the Sustainable Communities programme, contributing directly to outcomes linked to connection, wellbeing and tenancy sustainment.

A key milestone this year was the development and embedding of our place-based Theory of Change - our programme of design, decision-making, and evaluation. This was co-created with Renaisi and informed by residents, colleagues and partners. This work represents a step change in how we understand and evidence impact. It reinforces our strengths-based, trauma-informed approach, recognising the assets within communities and focusing our efforts on building connection, resilience and long-term stability.

Case Study: Torbay Women's Circle

Torbay Women's Circle demonstrates how relational, place-based support helps women build stability and sustain their tenancies. Through peer connection, it creates a trusted space that reduces isolation and builds confidence. Alongside this, tailored one-to-one support helps women navigate housing systems and manage tenancy responsibilities.

Using a strengths-based approach, the Circle supports women to develop practical life skills and rebuild routines at their own pace. One participant, previously homeless, is now securely housed and progressing towards employment. Over time, this consistent, strengths-based support enables women not only to maintain their homes, but to rebuild their lives and thrive within their communities.

Further insight into our approach, learning and recommendations is available in our [Executive Report](#).



↑ **Pictured:** Torbay Women's Circle enjoying 'Nature Day'

Sustainable Communities

Year At A Glance



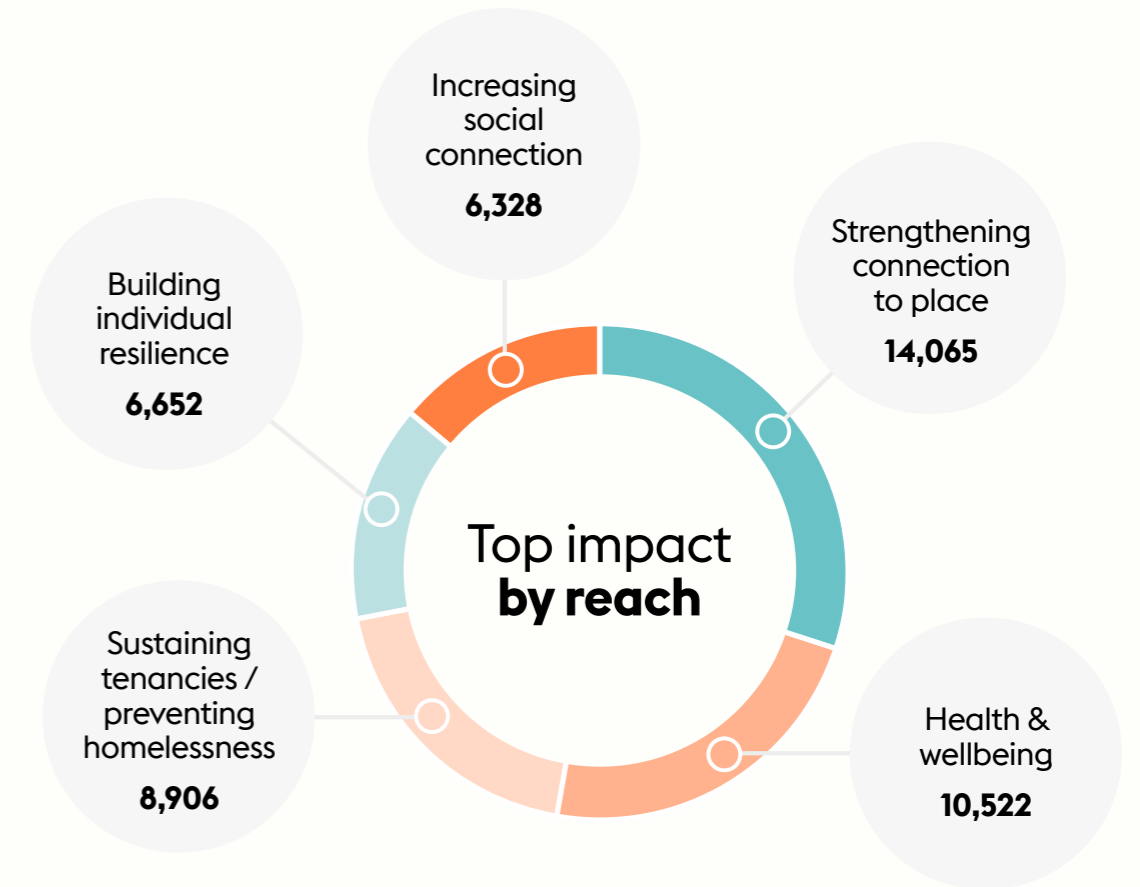
Investment and reach for thriving communities

- › **£2M invested** in our communities
- › **£1.1M leveraged through external funding**, of this was **£346,805 supplier social value**
- › **38,622 moments of support** and engagement
- › **205 local initiatives** with **194 community groups**
- › **410 volunteers** (colleagues and suppliers), gave **3,685 hours**



What changed for people and communities

- › **£817,392** increased savings
- › **£575,580** debt reduced
- › **7,459 lives** positively impacted by wellbeing projects
- › **737 people** gained work experience
- › **73 people** supported into employment



sustainable communities

Cost Of Living, Financial Resilience, And *Homelessness Prevention*

As cost-of-living pressures continue to impact households, we provide a broad, integrated package of support to help customers manage financial challenges, protect their wellbeing, and sustain their tenancies. Our approach combines income maximisation, targeted financial support and place-based community intervention to prevent short-term pressures from escalating into long-term hardship or housing crisis.

In the last year, our income maximisation and welfare rights services supported 747 customers to secure £2.65 million in additional income, enabling households to stabilise finances, reduce rent arrears, and access the support they are entitled to.

Alongside this work, Hardship Fund awards, HACT Energy Fund grants, and cost-saving initiatives such as Housing Perks have provided immediate relief while longer-term solutions are put in place, ensuring support is both responsive and sustainable. These interventions play a vital role at critical moments, helping customers to meet essential living costs, maintain stability and remain securely housed.

This support is complemented by our Community Connector model, which strengthens our approach to homelessness prevention by addressing the social and relational factors that sit behind crisis. By combining Asset Based Community Development with Trauma Informed Practice, Connectors work alongside tenants, communities and housing teams to build trust, strengthen local connections and enable earlier access to support. Over the last year, our Connector Model has supported **6,203 people across Scotland and Ipswich**, helping individuals to feel safe, valued and better able to sustain their tenancies and remain connected to their communities.

Together, this layered approach strengthens resilience, reduces the risk of crisis and supports stable, thriving communities, ensuring customers are not only able to sustain their homes, but to build longer-term wellbeing and independence.



↑ **Pictured:** Anthony Morrow, Community Connector Manager

Affordable Homes

We work hard to ensure our homes remain affordable for the people who live in them. Our rents reflect the nature of our housing portfolio, including the significant proportion of sheltered and supported housing we manage. Social and not-for-profit activities account for 76.58% of our homes, with the remaining 23.41% 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.

It is equally important that customers feel secure in the long-term future of their home and have a stable foundation from which to live their lives. In 2020, we became one of the first housing providers in the sector to stop offering fixed-term tenancy agreements for general needs social housing. While some specialist support services may require time-limited tenancies for specific reasons, in all other cases we prioritise long-term security. As a result, 99% of our social housing tenancy agreements in both England and Scotland are lifetime tenancies.

2024

General needs: 63,712 (50.68%)

Intermediate: 1,775 (1.41%)

Affordable: 7,972 (6.34%)

Supported: 4,566 (3.63%)

Housing for older people: 12,824 (10.29%)

Low-cost home ownership: 5,694 (4.53%)

Total: 76.79%

Care: 5,843 (4.65%)

Private sector: 2,495 (1.98%)

Homeownership: 9,130 (7.26%)

Commercial and Students: 11,708 (9.31%)

Total: 23.21%

2025

General needs: 63,911 (50.97%)

Intermediate: 1,692 (1.35%)

Affordable: 8,013 (6.39%)

Supported: 4,519 (3.60%)

Housing for older people: 12,908 (10.29%)

Low-cost home ownership: 4,988 (3.98%)

Total: 76.58%

Care: 5,754 (4.59%)

Private sector: 2,460 (1.96%)

Homeownership: 9,608 (7.66%)

Commercial and Students: 11,533 (9.20%)

Total: 23.41%



Safety And *Quality*

Our long-standing commitment to providing secure tenancies and affordable homes is underpinned by an equally strong focus on the safety and quality of those homes. We recognise that customers cannot thrive in their home unless it is a place that is safe, watertight and warm.

These principles are embedded within our asset management plan, which prioritises targeted investment based on repairs intelligence and asset data to inform our investment decisions, enabling us to focus resources on the issues that have the greatest impact on customer experience and trust. By focusing on these core elements, we aim to deliver safe, quality homes while creating communities where customers choose to live.

While we have always taken a proactive approach to identifying and managing hazards associated with damp and mould, increased sector-wide attention on this issue has reinforced the need for enhanced governance and oversight. Our dedicated taskforce strengthens our strategic response, enabling more robust monitoring, faster intervention and continuous improvement, while ensuring our homes remain places where customers can feel both safe and secure for the long term.

Over the past year, we have continued to embed the requirements of the Building Safety Act, with a strong focus on meaningful customer engagement and regulatory assurance. We have been working proactively with residents in our high-rise buildings and have established a new Community of Interest Group to strengthen engagement and ensure resident voices directly inform our approach to building safety.

In parallel, we have engaged closely with the Building Safety Regulator, including on the active review and development of Building Safety Cases and the timely provision of additional building information as requested. Strong collaboration across Sanctuary supports the effective assessment and management of building safety risks and underpins a culture of continuous improvement, learning from customer complaints, feedback, and Mandatory Occurrence Reporting.



↑ **Pictured:** Ricky Oliver and Michael Costello, Trade Operatives, in Glasgow

Safety And Quality

Safety

The safety of our residents is a core priority for Sanctuary. Our continued focus on compliance has led to improvements in our already high compliance performance in the prior year.

Compliance figures for our properties across England and Scotland, including our social housing, student accommodation and care homes, are presented opposite.

2024/2025



Gas - 99.6%



Fire Risk Assessments - 99.3%



Asbestos - 100%



Water Hygiene - 99.4%



Electrical Installation
Condition Report - 98.1%



Engineering - 97.1%

2025/2026



Gas - 99.7%



Fire Risk Assessments - 99.9%



Asbestos - 100%



Water Hygiene - 99.4%



Electrical Installation
Condition Report - 98.7%



Engineering - 98.4%

Safety And *Quality*

Quality

Our asset management strategy is supported by a stock condition programme that monitors the quality of our homes via a cycle of surveyor visits. This proactive approach has led to 99.25% of surveyed homes 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 and how our customers feel in their homes. 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 Care Quality Commission (CQC) performance and our award-winning colleagues and schemes (read more on our online [sustainability hub](#)).



Decent Homes

- › 2024/2025 99.8%
- › 2025/2026 99.25%



2024/2025

- › Sanctuary Care CQC Rating 95%
- › Care Inspectorate Scotland 95%
- › Sanctuary Supported Living CQC rating (outstanding or good) 95%

2025/2026

- › Sanctuary Care CQC Rating 96%
- › Care Inspectorate Scotland 100%
- › Sanctuary Supported Living CQC rating (outstanding or good) 97%



Customer Voice

In 2022 we launched Shaping our Future, a plan for how we listen to and work with residents. Since then, we have captured feedback from more than 100,000 customer interactions, which has helped us make real and meaningful improvements. We have now moved into the next stage. Our [new resident engagement strategy](#) builds on what residents told us works well, improves what

doesn't, and makes sure residents' voices keep shaping our services. Our promise to customers has not changed: to give Sanctuary residents a stronger voice as we work together to improve our services. That is why this strategy is called Stronger Together. For residents yet to get involved, there are many ways to work with us to help us improve - [find out more here](#).



↑ **Pictured:** Sylvia, Cafe volunteer, with customers Bernadette and Kayren

Getting What We Do Every Day Right

Customers asked us to:

- › Be clearer about what they can expect from us.
- › Keep them better informed and explain when and why something changes.
- › Make sure our communication is joined up, so they don't have to repeat themselves.

This is especially important with repairs. Last year we spent £320 million on repairs and maintenance. We'll keep investing at significant levels to make things better.

Engaging Young People

We have around 20,000 residents aged 16 to 25. We know younger people can face particular challenges and be more likely to struggle to thrive in their home. That's why it's vital we hear from more of our young residents.

We're building on our experience in supported living and developing new ways of working to make our services better. This is our "Something for Something" deal – including coaching, work experience or fun activities.

Building Safety

Residents' safety always comes first. Every year we carry out thousands of checks to keep boilers, electrics and other systems safe. For high-rise buildings, there are extra safety measures we must follow. We already have a resident engagement strategy for each high-rise and produce Building Safety Cases showing how we manage risks. We're going further by improving our communications and how we engage with residents, tailoring our approach to what works best.

Learning From *Complaints*

We continue to implement a root cause analysis capability within our Complaints team to support us when identifying and addressing any underlying trends for complaints.

We know how important it is for our customers that we fix things when they go wrong. Last year, we supported customers 11,437 times when something went wrong across England and Scotland. In line with the sector and broader service industry, we have seen the number of complaints we receive increase. However, despite the increase, we are now resolving customers' issues more quickly (Stage 1 completed within timescale is 94.91% in England, an increase of 2.65% from last year; Scotland Stage 1 complaints average time to respond was 4.1 days, down from 6.3 days last year), demonstrating that although we sometimes get things wrong, we then deal with it quickly.

For the most recent year statistics that are available (2024/2025), where a customer is unhappy with how we resolved their complaint, they can escalate to the Housing

Ombudsman to provide an independent review. Last year 335 complaints (3.0% of our total number of complaints) were escalated in this way.

Of these, 191 were upheld by the Ombudsman in part or in full. We continue to work closely with the Ombudsman and welcome the opportunity for learning and improvement that these reviews provide. We continue to implement a root cause analysis capability within our Complaints team to support us when identifying and addressing any underlying trends for complaints.

Wider Social Impact – For Colleagues, Customers *And Communities*

Sanctuary Horizons – Young Persons Strategy

Sanctuary Horizons sets out how we support and empower young customers and colleagues.

For customers, progress this year includes the development of Sanctuary Housewarming, moving us closer to tailored support for young first-time tenants. The introduction of a young customer mentor for the Chief Customer Officer and senior leaders is helping amplify youth voices, alongside refreshed engagement activity and promising early external partnerships.

For colleagues, we have established a dedicated Youth Panel and delivered a Group-wide youth survey to gather ideas and insight. We are also launching new career pathways, strengthening qualification routes and targeting apprentice recruitment within our customers' neighbourhoods.

Over the next year, we will pilot new initiatives, expand engagement opportunities and work with partners to create meaningful local pathways for development. For colleagues, our focus is on clearer progression routes, stronger networks and showcasing Sanctuary as an employer of choice for younger talent.

Read our young persons strategy [here](#).

Armed Forces And Veterans

We have strengthened our commitment to supporting the Armed Forces and Veterans community, reflecting our wider ambition to be a responsible, inclusive and supportive organisation.

Sanctuary is a proud signatory of the Armed Forces Covenant and has achieved Silver status under the Ministry of Defence Employer Recognition Scheme, recognising our active support for veterans, reservists and service families. We are now working towards Gold accreditation, embedding best practice across recruitment, retention and colleague support.

Internally, we have established an Armed Forces & Veterans Champions Network, supported by a clear action plan focused on customers, communities and colleagues. Frontline teams now have access to the Forces Network App, enabling confident signposting to specialist support.

We also support veterans through Veteran Friendly Framework accredited care homes and contribute to the wider Armed Forces community through partnerships and fundraising, including support for charities SSAFA and Walking With The Wounded.

Volunteering

The Sanctuary Volunteering scheme supports colleagues and suppliers to volunteer with the communities where we live and work. As well as helping our volunteers to give time to local causes, share and learn new skills, the scheme helps volunteers to gain a wider understanding of the diverse communities that we work in.

Statistics for 2025/2026:

- ▶ 410 volunteers (colleagues and suppliers)
- ▶ 3,685 hours
- ▶ £59,656 value

Governance



Foreword To The Governance Section



Susanne Dodd, Director – Governance and Legal Services

Strong governance is fundamental to Sanctuary's long-term sustainability and identity as a not-for-profit provider. For more than fifty years, this has enabled us to protect our organisation and customers, remain financially resilient, and to take decisions responsibly, with accountability always at the forefront.

Our Group Board comprises eight independent non-executive directors from a wide range of professional backgrounds. Working closely with the Executive team, the Board sets our strategic direction, oversees performance and ensures that the interests of residents, communities and stakeholders are at the centre of decision making. The breadth of expertise across housing, health and finance enables robust challenge, informed debate, and effective oversight.

The Board establishes the level of risk the organisation is prepared to accept and ensures decisions are taken within clear boundaries. This is supported by a well-defined governance framework of boards and committees across the Group, providing strong oversight and effective management of risk and assurance, including over all areas of our sustainability and environment, social and governance work.

Our Group Audit and Risk Committee provides independent scrutiny of internal controls and audit, offering confidence to the Board and our stakeholders. Alongside this, our Group Housing Board ensures residents have a direct voice at senior levels of governance. By bringing customers together with non-executive directors and executives, resident insight plays an active role in shaping our priorities and direction.

Foreword To The *Governance Section*

Through **strong governance, clear accountability and a culture of continuous improvement**, Sanctuary remains focused on delivering lasting social value, supporting resident wellbeing and building **sustainable communities for the future.**

Susanne Dodd, Director – Governance and Legal Services

We continue to strengthen resident influence through customer panels and engagement structures that offer independent perspectives on service delivery and policy development. Listening to residents, learning from feedback and acting on what we hear are central to delivering sustainable, high-quality services.

Our governance arrangements are reviewed regularly against recognised best practice, including alignment with the National Housing Federation Code of Governance and annual Board effectiveness assessments. Following our 2024 regulatory inspection, we retained G1 governance and V2 viability ratings, reflecting strong governance arrangements and financial resilience. Achieving a C1 consumer standards rating further demonstrates our commitment to transparency, high-quality services and meaningful resident engagement.

Through strong governance, clear accountability and a culture of continuous improvement, Sanctuary remains focused on delivering lasting social value, supporting resident wellbeing and building sustainable communities for the future.

Colleague Wellbeing

It is important to us that we provide an environment where our people and our organisation can flourish. Our [people strategy](#) outlines what we are doing to create a positive and inclusive culture.

Over the past 12 months, we have continued to support hiring managers to adopt best practice approaches to inclusive recruitment. We have expanded our interview question banks and consistently reviewed our recruitment and selection training to ensure clear, practical guidance is shared. More recently, we have worked with managers to introduce the sharing of interview questions in advance for a number of roles, with positive outcomes for both candidates and hiring teams. We are also exploring additional ways to assess candidates more inclusively, including the use of skills-based activities within our Property Services roles. Our partnership with Vercida continues to support our commitment to being an inclusive employer.

Building on our 2024 recognition, we were proud to receive the Race Equality Champion Award and to be shortlisted for Most Inclusive

Job Advert. As part of our ongoing ambition to be an Employer of Choice, we are now focusing on how we present our people brand externally. This will bring together diverse voices to shape a shared narrative around what working at Sanctuary means, supported by a clear overarching statement and key messages.

This year, Sanctuary's 237 active Staff Council representatives came together in over 120 meetings across each of our business areas. Staff Council continues its excellent work representing and supporting our colleagues whilst affecting change, for example, terms reviews, lone working discussions and consultations. Throughout 2026 Sanctuary Staff Council will celebrate 30 years since its formation.

The employee platform e-hub provides easy access to the employee offer, including discounts, employee benefits, wellbeing resources and recognition tools. It also supports connectivity, inclusion, and learning across Sanctuary. Our e-hub is hosted online, outside of the Sanctuary network, so it is accessible to all colleagues from any device.



↑ Pictured: Colleagues at Abercorn Care Home

Colleague Wellbeing

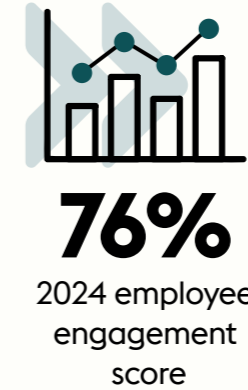
During the year, we successfully transitioned to a new Employee Advice Service provider, enhancing the quality of wellbeing provision available to colleagues. We have also continued our partnership with a wellbeing provider to deliver resources and webinars covering a broad range of wellbeing topics throughout the year.

In addition, we continue to support and promote key annual campaigns, including Time to Talk Day, Mental Health Awareness Week, and World Suicide Prevention Day, helping to raise awareness and encourage open conversations about wellbeing.

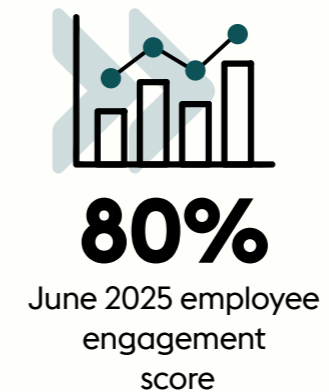
This year, we launched our Mental Health Allies programme, designed to strengthen the support available to colleagues across Sanctuary. Mental Health Allies promote open conversations about mental health, help reduce stigma, and provide compassionate, confidential support. They are equipped to recognise early signs of mental health challenges, guide colleagues to appropriate help, and contribute to a positive and supportive workplace culture, while being part of a community that shares best practice and learns from one another.

Employee recognition has continued to be a key focus. Our aim to build a culture where managers and employees can celebrate and recognise the great work that our teams and colleagues do has made notable progress. Our Sanctuary Stars awards event was a huge success as we celebrated the achievements and contributions of our colleagues under our seven categories. We've expanded our range of e-cards as they continue to be popular and showcase peer-to-peer recognition on our social recognition wall on e-hub. We've also added separate ranges for specific businesses so that they can recognise their own achievements. 2025 saw a 40% increase in the number of e-cards sent in comparison to the previous year.

2024/2025



2025/2026



Diversity And *Inclusion*



Creating a more inclusive workplace is one of the ways that Sanctuary helps to shape the wider society that we would like to see. Sanctuary's goal is to be a diverse, inclusive organisation where our people thrive and meet our customers' needs with fairness and empathy.

Our '[Inclusion for All](#)' strategy 2024-2026 sets out our commitments to making progress towards this goal and the principles that steer our journey.

Central to our work is getting to know more about our customers so that we can better tailor our services. Over 40,000 residents in Sanctuary homes have chosen to share their diversity data with us. We've then used this to understand whether our services are working equally well for different customers. Initial results suggest that satisfaction levels are similar across different groups and that the work to build trusting relationships is key to improving.

We know that the way organisations and systems evolve can create barriers for some, preventing them from accessing services or participating in

wider society. We want and need to hear from that lived experience so that we can understand what needs to change. Delivering equity in practice remains at the heart of our purpose. We build houses that are inclusive by design, provide our care home residents with person-centred care that enriches lives, support customers with specific needs to live independent lives, and deliver social housing in a way that actively looks to support customers to sustain their tenancies and enjoy being part of sustainable communities.

Listening to and learning from our family of four networks (Parent Network, Race Equality Network, LGBTQIA+ Network (PRISM), and our Disability Employee Network), each sponsored by a member of our Executive team, is a vital part of making progress on inclusion.

These growing communities provide peer-to-peer support, offer education and insight on the lived experience of these often-marginalised groups, and through critical friendship influence the development of policy, procedure and culture.

Pay Gap

We have reported our gender pay gap for the last eight years. 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.

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.

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](#).

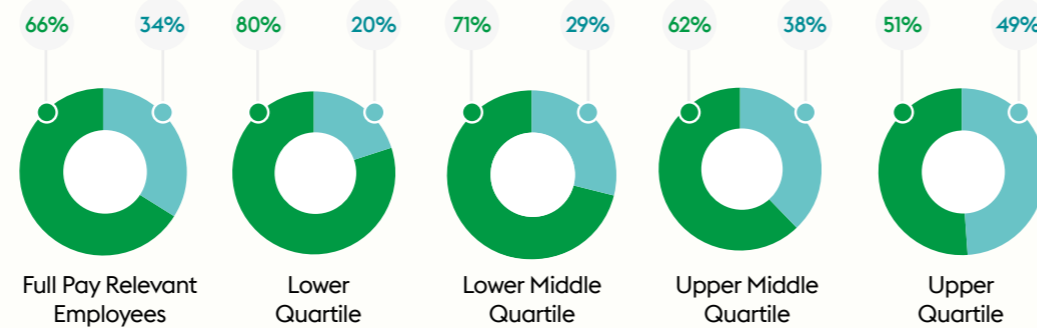
We recognise issues around our pay gap and are **proactively working to remove barriers to equal opportunity.**

Pay Gap

Pay by gender (Sanctuary Group)



- Female
- Male

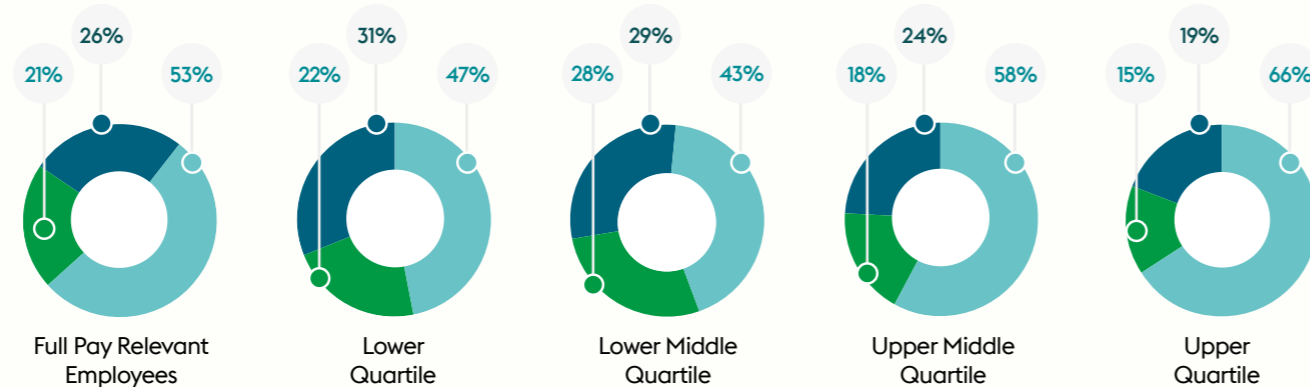


	Pay Gap (Mean)	Pay Gap (Median)	Bonus Gap (Mean)	Bonus Gap (Median)	Proportion Women Receiving Bonus Pay	Proportion Men Receiving Bonus Pay
Group Wide Total	13.7%	11.6%	-0.7%	79.1%	10.1%	8.5%

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	13.4%	7.2%	9.5%	-150.0%	11.5%	10.7%



↑ Pictured: Ashley Innis, Head of Partnerships, with Yuliya Daniels, Senior Performance Manager - Development.

Learning And *Development*

We are committed to helping our people grow and reach their full potential, offering development opportunities for everyone, regardless of their career stage. All Sanctuary colleagues have access to mandatory compliance and tailored role-specific training, plus content designed to support managers to lead with confidence and empower team members.

Our apprenticeship programme supports colleagues through their Level 2 to Level 7 apprenticeships in areas such as Health and Social Care, Housing, Customer Service and Maintenance. Last year 202 individuals achieved Regulated Qualifications Framework and Scottish Credit and Qualification Framework certifications, ranging from Levels 2 to 5. Our highly sought-after graduate development programme also remains strong, with our next intake beginning in September 2026 on a two-year structured development pathway. In addition, we currently have 55 formal mentors offering personal development to colleagues via a guided development framework.

Everyone has access to a comprehensive range of personal development content via our online Learning Zone site. We've added more "Skills for All" webinars and "Manager Boosts" to help people develop and refine their interpersonal

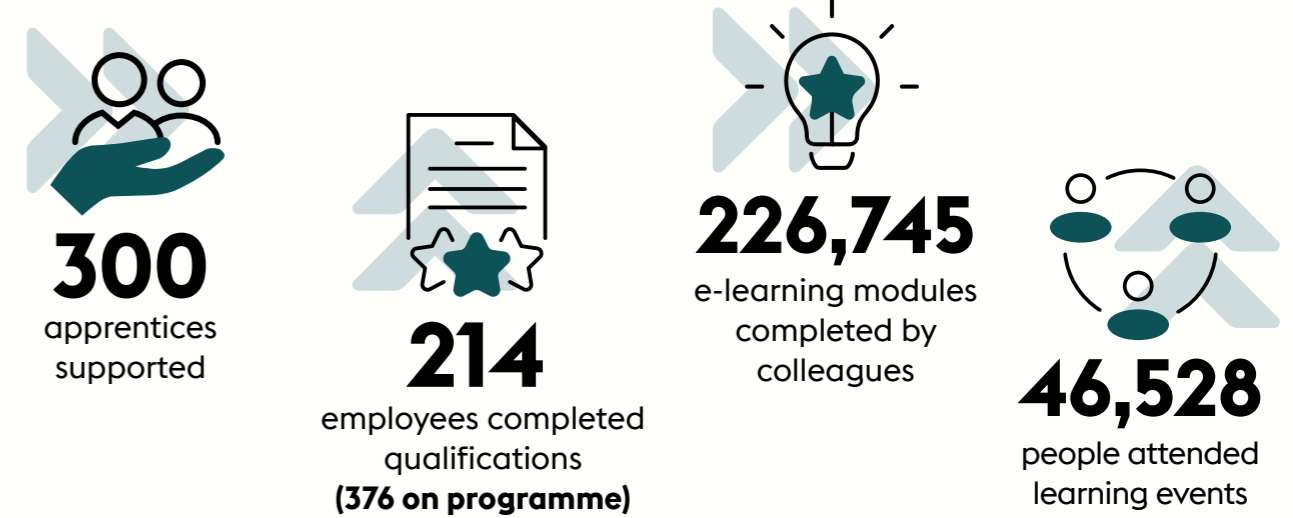
skills. Over the last year we've launched initiatives looking at career pathways, to help people understand the skills required to move into different roles and the options available to them. We've also supported individuals and teams with personal development plans, career coaching, 360-degree feedback, Insights, and bespoke team days.

We are empowering leadership capabilities through our four leadership development programmes alongside various other opportunities to enhance leadership skills, including an inclusive leadership course and a dedicated Learning Zone page for leadership content. Coaching for our senior management population has continued throughout the year.

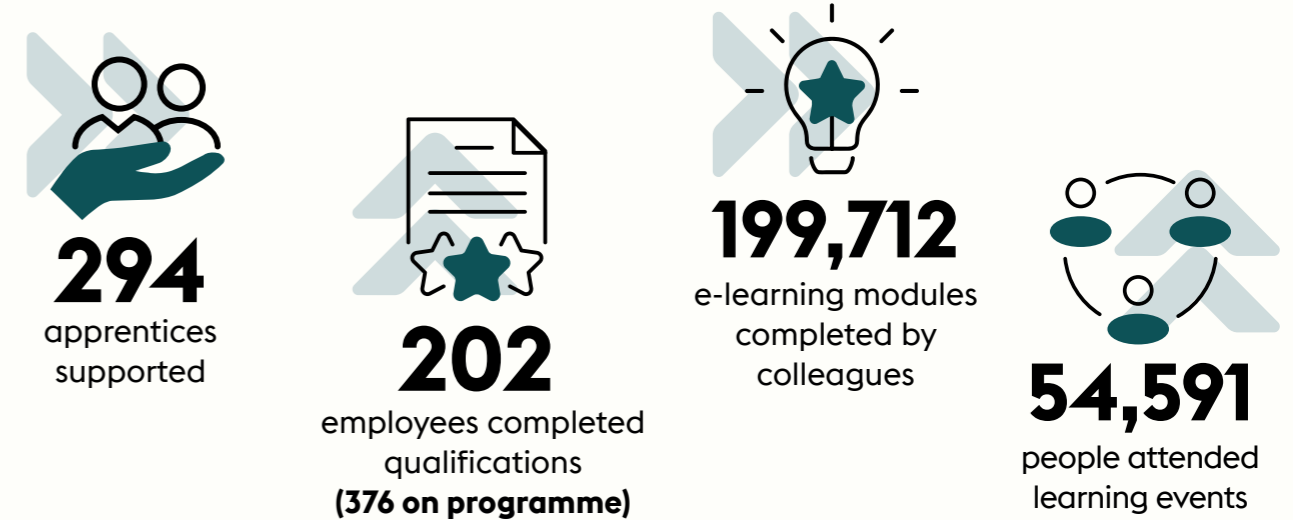
Over the past year, there has been a shift towards more self-service learning. We have seen both the Learning Zone and Induction Zone continue to grow, averaging over 5,000 views per month, supporting our people in their daily work and enabling self-service access to on-demand learning content.

In the same period, demand for face-to-face learning has also increased, driving higher attendance in these sessions, which in some cases has reduced demand for e-learning.

2024/2025



2025/2026



Want To Find Out More Or Get Involved?

This report outlines the key areas where we are contributing to a more sustainable society. Thank you for taking the time to learn more about this area of our work. 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 United Nations Sustainable Development Goal 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 touch with our Sustainability team on sustainability@sanctuary.co.uk.

17 PARTNERSHIPS
FOR THE GOALS



↑ Pictured: Resident Advisory Panel member with Sanctuary colleagues

Sanctuary



Accessibility

If you require this document in an alternative format or language, please email communications@sanctuary.co.uk.

إذا كنت بحاجة إلى هذه الوثيقة بتنسيق أو لغة بديلة، فيرجى إرسال بريد إلكتروني إلى communications@sanctuary.co.uk.

Jeśli potrzebujesz tego dokumentu w innym formacie lub języku, wyślij wiadomość e-mail do: communications@sanctuary.co.uk.

Dacă aveți nevoie de acest document într-un format sau într-o limbă alternativă, vă rugăm să trimiteți un e-mail la communications@sanctuary.co.uk.

Si necesita este documento en un formato o idioma alternativo, por favor envíe un correo electrónico a communications@sanctuary.co.uk.

اگر آپ کو یہ دستاویز کسی متبادل صورت یا زبان میں درکار ہے، تو براہ کرم communications@sanctuary.co.uk پر ای میل کریں۔

 [wearesanctuary](https://www.linkedin.com/company/wearesanctuary)  [Sanctuary](https://www.youtube.com/channel/UC...) [#LifeatSanctuary](https://twitter.com/LifeatSanctuary)

Sanctuary House, Chamber Court, Castle Street, Worcester, WR1 3ZQ
01905 334000 www.sanctuary.co.uk

Sanctuary is a trading name of Sanctuary Housing Association, an exempt charity
Registered office: Sanctuary House, Chamber Court, Castle Street, Worcester, WR1 3ZQ
Registered as a provider of social housing with the Regulator of Social Housing No. L0247
Registered Society No. 19059R

Published: July 2026

