



# GENDER PAY GAP REPORT

COASTAL HOUSING GROUP - MARCH 2018

Coastal are a Living Wage Foundation accredited employer, committed to fair and equal pay based on the accountability of the individual's role within the organisation.

We are committed to providing opportunities for people from all walks of life including those at risk of social exclusion and for many years we have been proud to report that we have a roughly equal number of male and female employees.

We believe that in order to sustain Coastal we should draw on talented individuals from all backgrounds to create a diverse and inclusive workforce. This will allow us to benefit from their innovation and creativity to help us and the communities in which we work to thrive.

It is important to note that the Gender Pay Gap and Equal Pay are different concepts. The Gender Pay Gap is the percentage difference between average hourly earnings of men and women while Equal Pay relates to equal pay for equal work. In 2015 Coastal embarked on a major benchmarking project to ensure that employees were paid fairly based on the responsibilities of their role. We are confident that there is equal pay for equal work throughout Coastal.



We believe it's really important  
to treat everyone fairly, with  
dignity and respect.



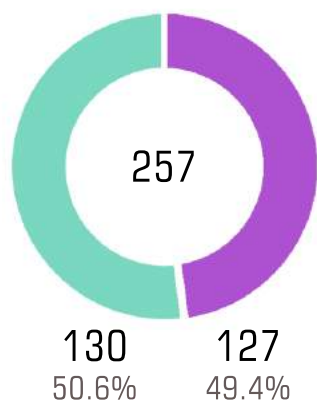


# Work Place Profile

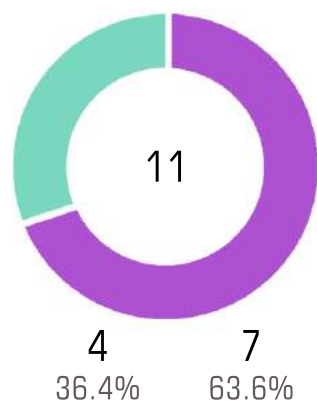
Coastal’s workplace profile reflects our commitment to equal opportunities with an almost even split between male and female employees.

Our Management Team represents our approach to talent management at Coastal where there is opportunity to grow regardless of background or gender. This is also reflected though our in house Advanced Leadership Management programme (ALM) where there are roughly equal numbers of male and female employees.

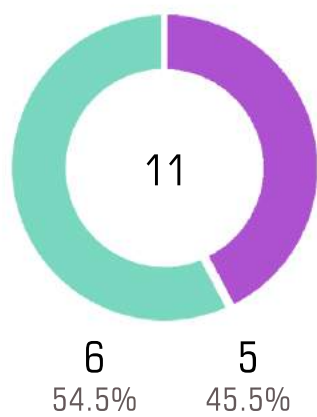
Total Number of Employees



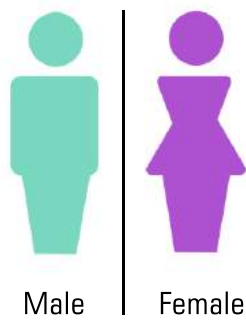
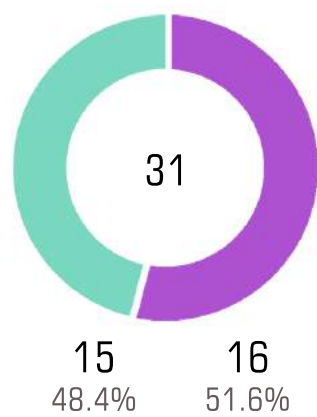
Senior Management



Board



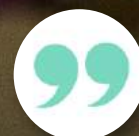
ALM



At Coastal we are proud that our Board has always had a strong gender balance, with members from a wide range of sectors and backgrounds. None of our Board Members receive payment for the time and commitment that they give to Coastal.



We believe that everyone matters  
and we actively promote equality,  
diversity and fairness.





# Gender Pay Gap


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Our **mean** gender pay gap is **-2.9%**

Our **median** gender pay gap is **-4.3%**


## Mean Hourly Rate

 Female  
**£15.58**

 Male  
**£15.14**

## Median Hourly Rate

 Female  
**£13.26**

 Male  
**£12.71**

The Gender Pay Gap is the difference between the average female and male rate of pay. Coastal is reporting a negative gender pay gap as our gender pay gap is marginally in favour of female employees.

While we recognise that this is positive news we are committed to ensuring that our pay and reward structures remain fair, equitable and sustainable for the future.

Across the UK men earned 18.4% more than women in April 2017 according to the Office of National Statistics (ONS). At Coastal, female employees earned 2.9% mean (4.30% median) per hour more than male employees.







Everyone is valued as an individual  
and treated with courtesy



# Percentages of Males and Females in Each Pay Quartile

The Lower Quartile which contains Coastal’s entry level roles is an exact 50/50 split. This is significant as the talent pool from which future leaders will be drawn is equal. Our Lower Middle Quartile contains an above average number of males. However the Upper Middle Quartile shows a similar split in the favour of female employees, with the two quartiles roughly averaging each other out.

The Upper Quartile has the largest salary range from highest to lowest of the four quartiles. While it is almost equal in terms of numbers with a slight lean towards male employees there is a higher concentration of female employees towards the top of this quartile. This reflects the number of female employees in senior roles within the organisation.

Overall we feel that there is a relatively even spread of male and female employees across the four quartiles with a small number of roles where we would like to increase the diversity. This would even out the four quartiles even further.

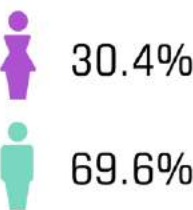
## Pay Quartiles

Percentage (Female/Male)

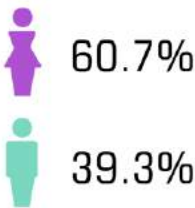
### Lower



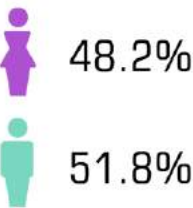
### Lower middle



### Upper Middle



### Upper



For the purpose of the report, Coastal are required to split our employees into four quartiles based on their hourly rate of pay. It is worth noting that a number of our roles fall across two of the quartiles, and that the difference between the rates of pay within the top of a lower quartile and bottom of an upper quartile is often very small.





We embrace people with  
diverse backgrounds, skills  
and cultures.



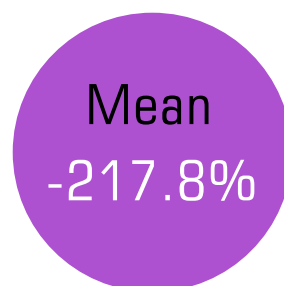
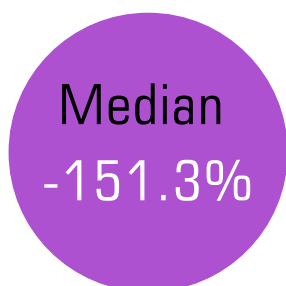
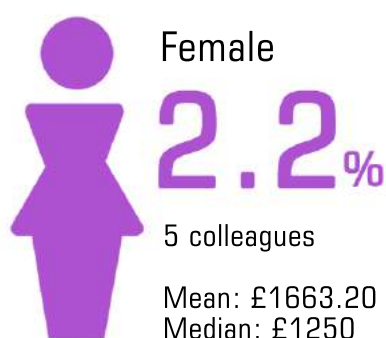
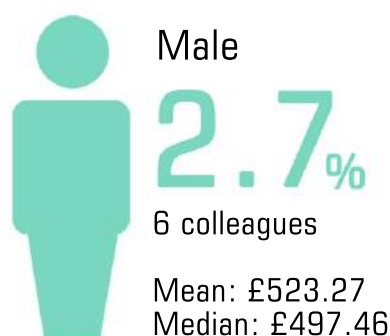
# Bonus Gap

At Coastal we believe that we pay fair salaries based on an individual's role. We do not generally pay bonuses to members of staff with a small number of exceptions based on industry practice for specific roles.

The only role at Coastal that has a contractual bonus payment is Pennant Sales Advisors. This is because it is a standard method of remuneration for these types of roles in housing development. Coastal only has 5 employees (1.95% of total workforce) engaged in these roles all of whom are female. Bonuses are paid based on a percentage of actual sales by the individual employees. While all the members of this small team are female Coastal are open to the prospect of the gender balance of the team changing as opportunities arise.

The only other form of reward that qualifies as a bonus under our obligation to report bonuses in relation to The Gender Pay Gap, is our Long Service Award, which employees receive after 10, 15, and 20 years of service with Coastal. These awards take the form of an additional weeks leave being granted in the year that it is earned by the employee on the anniversary of their joining Coastal. Every employee who receives the Long Service Award has the option of cashing the holiday in and can receive a week's additional pay rather than the extra time off.

In the year 2016/17 the only employees to take this option were male. These 6 male employees represent 2.3% of total workforce. However the numbers of those employees who have qualified for Long Service Awards and are still working at Coastal is roughly equal.





# The Future

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At Coastal we are proud of our track record of promoting equality, diversity and fairness and feel that this is reflected in our approach to reward. We are fully committed to continuing these values and believe that it will ensure that Coastal continues to benefit from the contribution of talented, innovative, and passionate employees from a wide variety of backgrounds.

We believe that this is a strong model for sustainability and will help us to continue to provide homes and services that enable our tenants to thrive and the communities we serve to prosper.



## Declaration

I confirm that our data has been calculated according to the requirements of the **Equality Act 2010** (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, consisting of a stylized 'C' followed by a horizontal line.

**Caroline Belasco,**  
Director of HR & Organisational Development



## Declaration

I confirm that our data has been calculated according to the requirements of the **Equality Act 2010** (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, consisting of a stylized 'D' followed by a horizontal line.

**Debbie Green,**  
Chief Executive



*Providing homes that enable our tenants to thrive and the communities we serve to prosper*

