



# Our 2017 Gender Pay Gap Report

THE  
**COACHING  
INN GROUP**  
FOOD | DRINK | ROOMS

# Our 2017 Gender Pay Gap Report

## Introduction

Following the introduction of new regulations, all companies in the UK employing 250 people or more are required to report on their gender pay gap.

Here at The Coaching Inn Group we welcome this. We believe that it is important for all companies to be transparent about pay, and that by doing this, progress will be made in bridging the pay gap that exists in the UK today.

We believe our gender pay gap figures show a positive position in comparison with the national average. We believe that our approach to recruitment, development, retention and employee reward packages has helped us to achieve this.

However, we are not complacent and there is always more work we could do as an organisation, we are always looking to improve and we want our gender pay gap to be lower than it is. This is an industry wide challenge that we will be continuing to address over the coming years.

## Our Workforce

It is important to understand a little bit about The Coaching Inn Group to help explain the data. As a hospitality business, more than 90% of the people we employ (our team) work in our hotels, where the balance of the workforce is female (61.7%). This means our gender balance is uneven as traditionally our sector attracts those looking for family friendly working hours.

## The Data

We pride ourselves on being a completely transparent and open organisation. Our published data relates to the entire organisation. This comprises all entities that make up The Coaching Inn Group Ltd.

I can confirm our data is accurate.

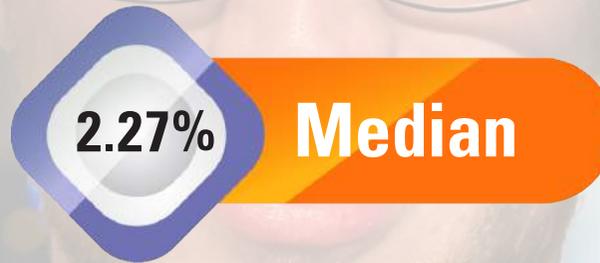


Chris Moores  
**Head of Human Resources**  
March 2018

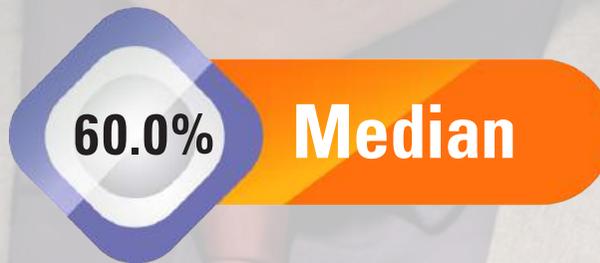
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## The Coaching Inn Group Ltd. - Group Overall Figures

### Gender Pay Gap



### Gender Bonus Gap



- Our gender pay gap of 15.3% mean and 2.27% median indicate a gap, however we are significantly below the UK median of 18.4%\* for full and part time employees.

- Those receiving a bonus as a percentage of those employed is very similar for male and female, 27.05% of males and 26.09% of females received bonus.

- We pride ourselves on rewarding the performance of our team members, our bonus incentives are reflective of this. Our gender bonus gap is primarily driven by a greater number of males in senior roles.

### Proportion of men and women who received a bonus



27.05%



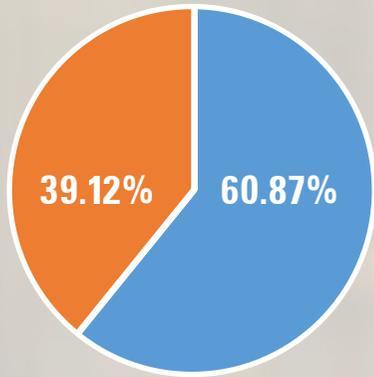
26.09%

\* Source: Office for National Statistics

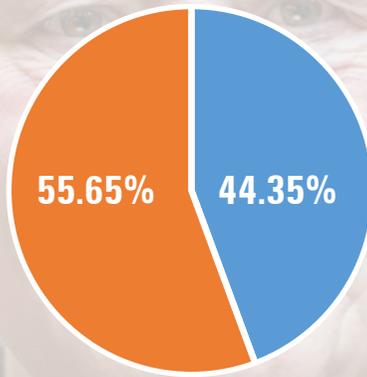
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## Quartile Results

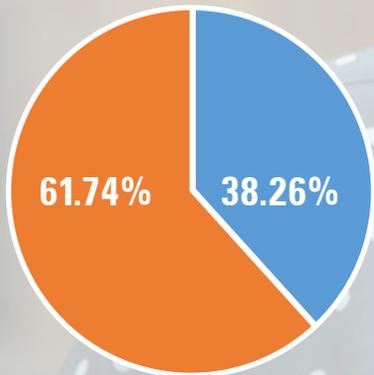
Upper Quartile



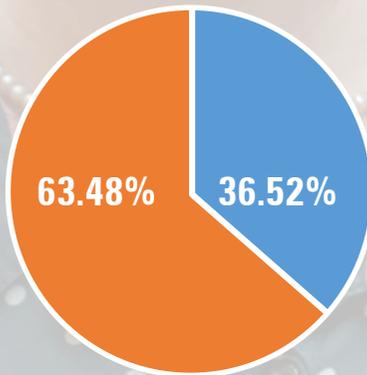
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Male Female

- The majority of our teams are female within all quartiles, except the Upper Quartile. This is reflective of the family friendly flexible attractiveness of the Hospitality Industry and Hotels in particular.

- Currently the higher proportion of males in senior roles within the Company create this Upper Quartile gap. Pay is performance related and reflects market rates. Our roles are equally available to all applicants, regardless of gender.

- Our Internal Leadership Development programmes are equally open to all, to unlock potential and enhance career progression, these steps will help provide the senior managers of the future.

- We pride ourselves on equality of opportunity, regardless of gender and we will continue to attempt to reduce the gap via recruitment and development of our teams and internal succession planning.