



Our 2018 Gender Pay Gap Report

THE
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Our 2018 Gender Pay Gap Report

Introduction

Following the introduction of regulations last year, requiring all large UK companies employing 250 people or more to report on their gender pay gap, we have continued to focus on this important issue.

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, open to all, 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 (55%). This means our gender balance can be 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 2019

Our 2018 Gender Pay Gap Report

The Coaching Inn Group Ltd. - Group Overall Figures

Gender Pay Gap



Gender Bonus Gap

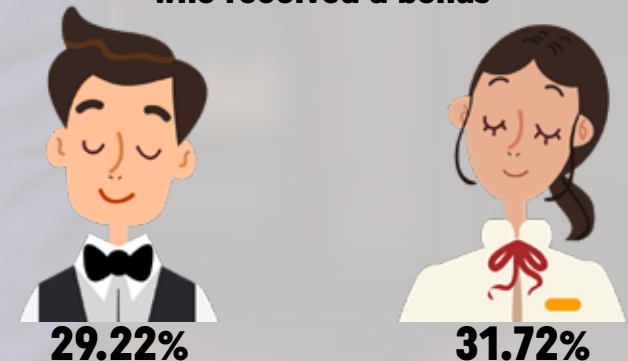


- Our gender pay gap of 13.41% mean in 2018 has reduced by 1.9% from the 2017 figures and the median figure is 5.03%. This does indicate a gap, but we are significantly below the 17.9% * UK median figure for full and part time employees.

- Those receiving a bonus as a percentage of those employed has increased from 2017 to 2018 for both females (5.63% increase) and males (2.17% increase) . 31.72% of females achieved a bonus in 2018, compared to 26.09 % of females in 2017 and 29.22 % of males in 2018 , compared to 27.05% in 2017. Significantly though , more Females earned bonus than males in 2018.

- We pride ourselves on rewards being open to all, regardless of gender, based upon the performance of our team members and our bonus incentives reflect this. Our median gender bonus gap has reduced considerably, from 60% in 2017 to 0% in 2018 . Our mean Gender bonus gap is primarily driven by a greater number of males in senior roles, which we have reduced by 4.6% in 2018 .

Proportion of men and women who received a bonus

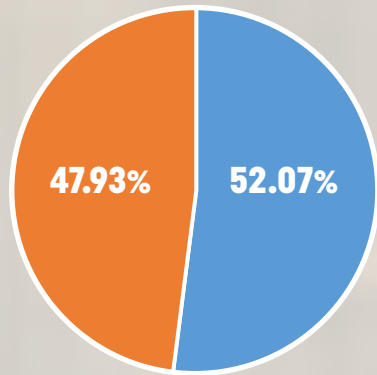


* Source: Office for National Statistics

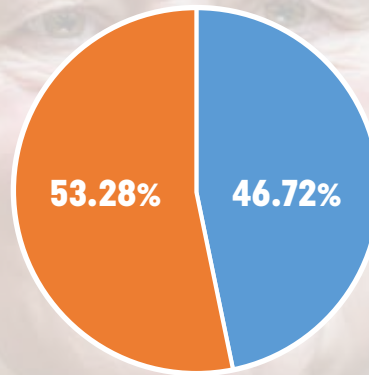
Our 2018 Gender Pay Gap Report

Quartile Results

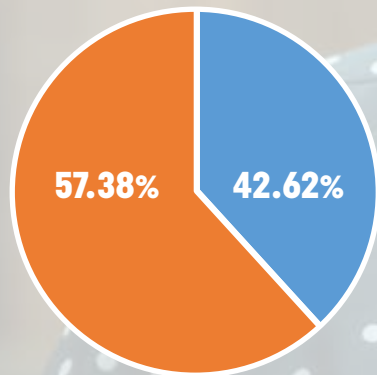
Upper Quartile



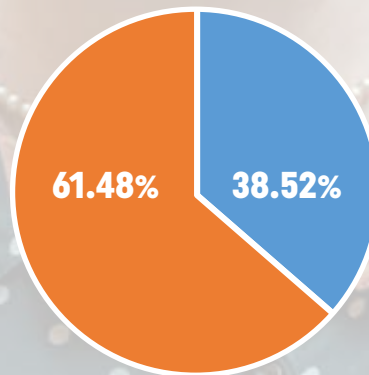
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Male Female

The majority of our teams are female within all quartiles except the Upper Quartile. Reflecting the family friendly flexible attractiveness of Hospitality and hotels in particular. However, the gap has narrowed in all quartiles within our figures when comparing 2017 and 2018.

The most significant narrowing has been within the Upper Quartile, where the number of females has increased by 8.81% to 47.93% in 2018, up from 39.12% in 2017. The higher proportion of males in senior roles within the Company create this Upper Quartile gap. All reward packages are performance related and reflect market rates. Our roles are equally open and available to all applicants, regardless of gender.

Our Award Winning Internal Leadership Development programmes are also 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 development and recruitment of our teams and internal succession planning.