

**THE
COACHING
INN GROUP**

2022 Gender Pay Gap Report

Introduction



The Coaching Inn Group has always been driven by the talented people that we work with. This is the true secret to our success and it is what will ensure we are a success in the future

The Coaching Inn Group – 2022 Gender Pay Gap report

Following the introduction of the Gender Pay Gap Reporting regulations in 2017, 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.

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 have undergone a rapid expansion during the reported year, acquiring 7 new hotels. This does impact our reporting as we gain control of legacy pay structures and implement our fair pay schemes

However, we are not complacent and there is always more that we can do as an organisation, and reviewing these figures allows us to implement new strategies to ensure we are making continual progress.

Introduction



We have a firm belief that our people should be paid fairly for the job that they do, and our pay structures are based purely on position and performance.

The Coaching Inn Group – 2021 Gender Pay Gap report

Our Workforce

It is important to understand a little about the Coaching Inn Group to help explain the data. As a hospitality business, more than 90% of the people that we employ (our team) work in our hotels, where the balance of the workforce is female (58.01%)



Lee Melton
Head of People

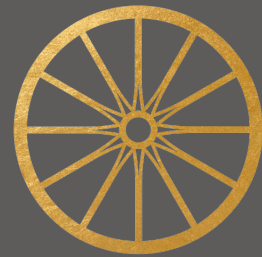
I can confirm that
our data is accurate.

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 The Coaching Inn Group Ltd.

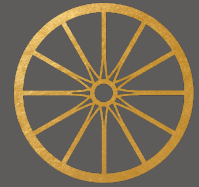
For our 2022 Gender Pay Gap Report, we have used a snapshot date of 5th April 2022.

For the previous year figures, the 2021 Gender Pay Gap Report, we used a snapshot date of 5th April 2021.



Hospitality from the Heart

Hospitality from the Heart



People over Process

Don't let rules get in the way of what matters most – people. Get that right and everything else follows

Generosity & Respect

There is nothing more joyful than giving, we all benefit when we focus on others

Look for the Good

People are fundamentally good, treat everyone with respect and tolerance. You don't know what is going on in their lives

Free to be Unique

We believe life is richer and more fun when we are free to be ourselves. When we share and express our unique gifts the world is a more beautiful place

Stretch and Grow

New experiences and new challenges help us to grow. Be prepared to have a go, even if you make mistakes



Gender Pay Gap

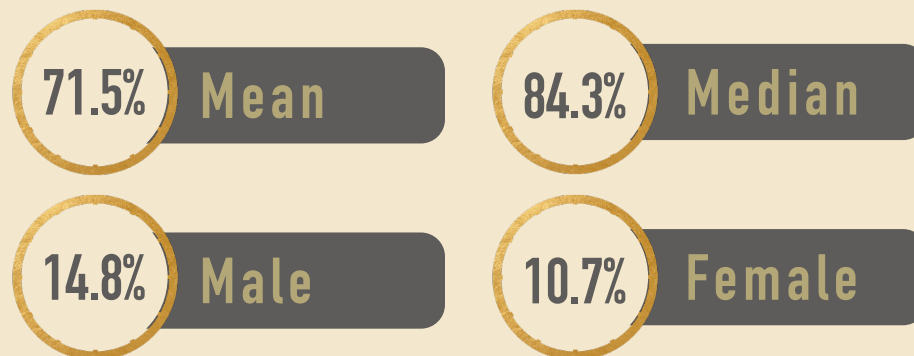


The Coaching Inn Group Ltd – Group Overall Figures

Gender Pay Gap



Gender Bonus Gap



Proportion of males and females receiving a bonus

Our median gap of 10.1% has significantly reduced on last year, dropping from 28.8%. This demonstrates the efforts we have committed to bringing our pay gap figures into line and we strive for continual improvements

Our mean gap has increased on our 2021 figures. This is primarily a result of the acquisition of 7 hotels, and around 200 new employees, all on pay structures that we inherited from the previous operators. Our goal is to integrate these hotels fully into our structures, to bring greater parity that will ultimately bring our mean pay gap back down.

Bonus payments have also been impacted by these legacy structures that we have inherited. Over the course of the year there has been a significant difference in the sum of bonuses that have been earned as we have had to honour bonus structures that have been inherited through the TUPE process.

However, the percentage of employees receiving a bonus is closer. Although the percentages show a difference in the percentage of each gender receiving a bonus, in actual figures, there have been the exact same number of employees, 58 females and 58 males, that have received a bonus

Gender Pay Gap



The Coaching Inn Group Ltd – Quartile Results

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



The majority of our teams are female within all quartiles reflecting the family friendly and flexible attractiveness of the hospitality industry and the Coaching Inn Group in particular. The percentages of the Upper Quartile have improved on last years figures, with female representation overtaking male representation in this quartile.

The differences seen in the Upper Middle, Lower Middle and Lower Quartiles show a close comparison to the gender split within the business, with 58.01% of employees being female. We would therefore expect to see similar percentages in the quartile results, which is what shows in the data above.

The closeness in percentages of the Upper Quartile show a continued focus on ensuring that our highest paid roles are driven by performance and responsibilities, with no bias towards gender, and the result is an equal division of these highest paid roles.

Our roles are equally open to both male and female applicants and our pay structures are based on position and performance.

We pride ourselves on equality of opportunity, regardless of gender, and we will continue to strive for improvements through development and recruitment of our teams and internal succession planning.

