



**THE
COACHING
INN GROUP**

2023 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 – 2023 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 8 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 – 2023 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 (57.65%)



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 2023 Gender Pay Gap Report, we have used a snapshot date of 5th April 2023.

For the previous year figures, the 2022 Gender Pay Gap Report, we used a snapshot date of 5th April 2022.



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

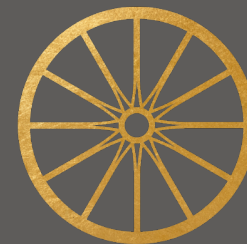
Free to be Unique

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





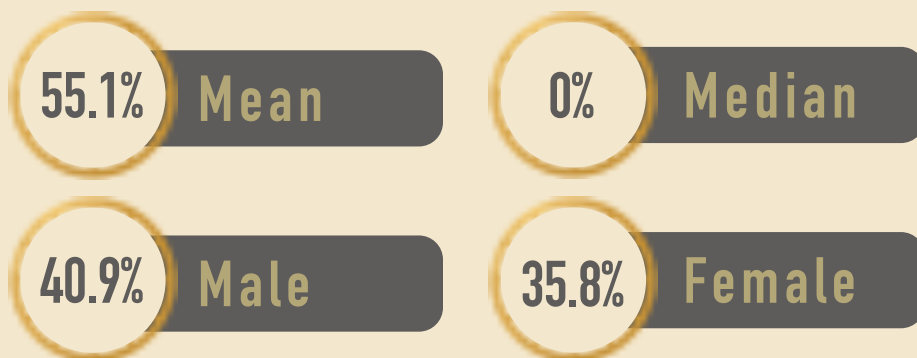
Gender Pay Gap

The Coaching Inn Group Ltd – Group Overall Figures

Gender Pay Gap



Gender Bonus Gap



Proportion of males and females receiving a bonus

Both our mean and median pay gaps have reduced significantly on the previous years figures. A reduction of 8% in our mean pay gap and 6% in our median pay gap. This demonstrates the efforts we have committed to bringing our pay gap figures into line and we strive for continual improvements

The continued efforts to pioneer an inclusive working environment, where gender pays no influence and pay is reflected by skill and merit, can be evidenced by our continued improvement in a pay gap figures. There is still a slight gap in the pay figures, primarily down to a higher proportion of females employed, and the vast majority of roles within the group being entry level roles. This is supported by our quartile reporting figures, showing a female bias across the majority of quartiles.

We have seen a dramatic increase in the number of males and females achieving bonus payments, with an increase of 30% in both group. We are delighted to report that our median bonus gap has reduced 85% to an enviable position that matches both male and female figures. We also see a nearly 20% reduction in the mean figures, which only show a gap still due to a number of one off bonus payments in the year that were paid as part of our growth.



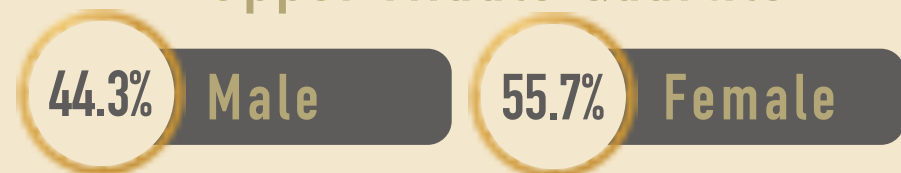
Gender Pay Gap

The Coaching Inn Group Ltd – Quartile Results

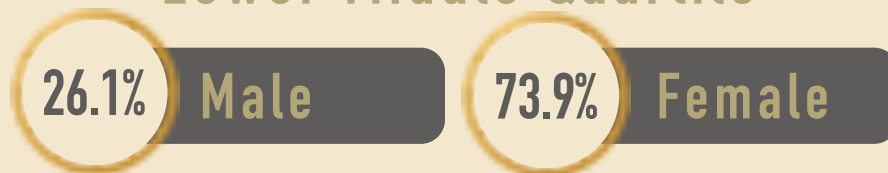
Upper Quartile



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 differences seen in the Upper Middle, Lower Middle and Lower Quartiles show a close comparison to the gender split within the business, with 57.6% 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 Upper Quartile result has drifted slightly towards a male bias, and this is due to the inheriting of pay structures that take to address and resolve. Our

continued efforts here should show an improved result in a more stable environment in subsequent years.

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.

