



**THE
COACHING
INN GROUP**

2024 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 – 2024 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 – 2024 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 (55.8%)



Lee Melton
Chief People Officer

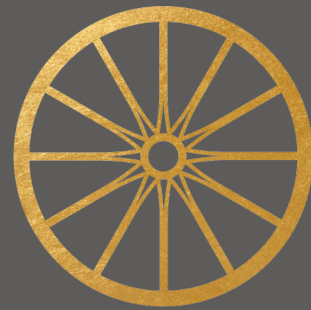
I can confirm that
our data is accurate.

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.

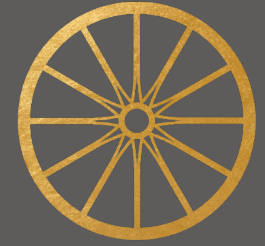
For our 2024 Gender Pay Gap Report, we have used a snapshot date of 5th April 2024.

For the previous year figures, the 2023 Gender Pay Gap Report, we used a snapshot date of 5th April 2023.



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





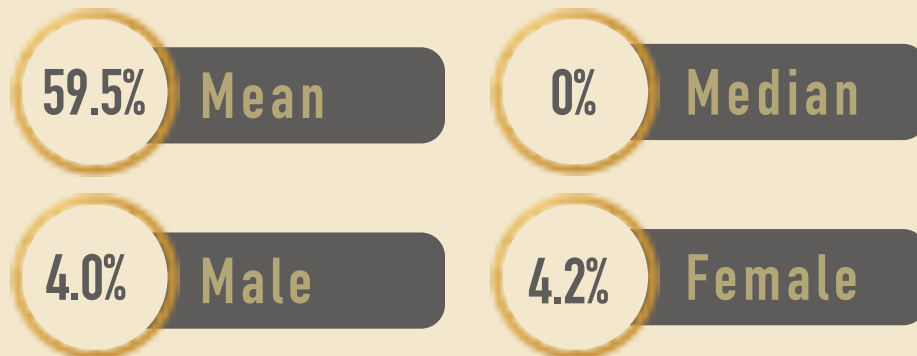
Gender Pay Gap

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 remained consistent compared to the previous year's figures, with a pay mean of 13.4% and a pay median of 9%. While there hasn't been a significant reduction, maintaining these figures reflects the sustained efforts we have committed to bringing our pay gap figures in line. We remain focused on continuous improvement and will strive to make further progress in the coming year.

Our dedication to fostering an inclusive working environment, where gender has no influence and pay is determined by skill and merit, is reflected in the stability of our pay gap figures. The slight gap that remains is primarily due to a higher proportion of females employed across the business and the majority of roles within the group being entry-level positions. This is supported by our quartile reporting, which shows a female bias across most quartiles.

We have also seen a positive trend in bonus payments, with 4.0% of males and 4.2% of females receiving bonuses this year. This represents a more balanced distribution compared to previous years. Our median bonus gap has remained at 0%, an enviable position reflecting equal bonus distribution across genders. While the mean bonus gap stands at 59.5%, this is influenced by a small number of one-off bonus payments related to business growth initiatives during the year.



Gender Pay Gap

The Coaching Inn Group Ltd – Quartile Results

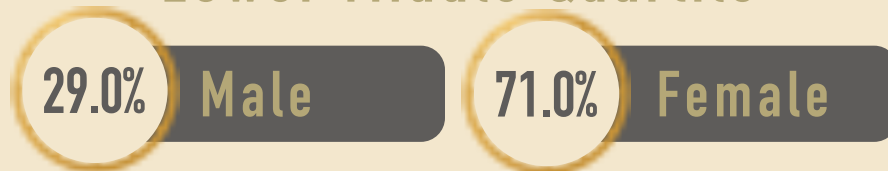
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



The majority of our teams remain female across all quartiles, reflecting the family-friendly and flexible appeal of the hospitality industry and the Coaching Inn Group in particular. This year's data shows a consistent gender distribution, with females representing 69.8% in the lower quartile, 71.0% in the lower middle quartile, and 55.2% in the upper middle quartile.

The differences observed in the upper middle, lower middle, and lower quartiles closely align with the overall gender split within the business, where females represent the majority of our workforce. This alignment demonstrates that our quartile data reflects the broader gender distribution across the company.

However, in the upper quartile, we've seen a noticeable shift towards a male bias, with males representing 67.1% compared to 32.9% of females. This change is primarily due to inherited pay structures that we continue to address. We are confident that our ongoing efforts to review and adjust these structures will lead to improved gender balance in this quartile in future reporting periods.

Our roles are equally open to both male and female applicants, and our pay structures are based solely on position and performance. We are committed to equality of opportunity, regardless of gender, and will continue to focus on improvement through the development and recruitment of our teams, as well as through robust internal succession planning.

