



**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 – 2025 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 are still a growing and acquisitive company and this does bring challenges around inherited contracts, pay scales and bonus 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 – 2025 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 (57.1%)



Lee Melton
Chief People Officer

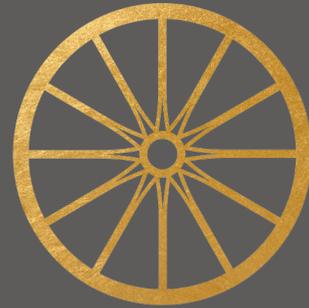
I can confirm that
our data is accurate.

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 2025 Gender Pay Gap Report, we have used a snapshot date of 5th April 2025.

For the previous year figures, the 2024 Gender Pay Gap Report, we used a snapshot date of 5th April 2024.



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 improved compared to the previous year, with a mean pay gap of 11.3% and a median pay gap of 5.8%. This reduction demonstrates the continued progress we are making in bringing our pay gap figures closer together. While a gap remains, the downward movement is encouraging and reflects the sustained focus we have placed on fair pay practices across the organisation.

Our commitment to fostering an inclusive working environment, where gender has no influence and pay is determined by role and performance, remains unchanged. As a hospitality business, the majority of our workforce continues to be female and many roles across the group are entry-level positions. This structural workforce profile continues to influence our overall pay gap position and is reflected in our quartile reporting.

We have seen a strong level of parity in bonus participation this year, with 40.9% of both males and females receiving a bonus. This represents an equitable distribution of opportunity across genders. Our median bonus gap remains at 0%, which continues to be a positive indicator of fairness in how bonuses are awarded. The mean bonus gap of 59.9% is influenced by a small number of higher-value bonus payments, which can disproportionately impact the average in a relatively small population.



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 most quartiles, reflecting both the overall gender profile of our workforce and the appeal of flexible roles within hospitality.

This year's data shows females representing:

- 69.9% in the lower quartile
- 66.9% in the lower middle quartile
- 56.5% in the upper middle quartile

These distributions broadly align with the overall gender split within the business and demonstrate that representation across pay levels is generally consistent with our workforce composition.

In the upper quartile, males represent 66.4% compared to 33.6% females. This continued male bias at the highest pay levels is primarily influenced by legacy structures and the profile of senior roles. Addressing representation at senior levels remains an area of focus, and we are committed to improving balance through succession planning, development opportunities, and fair recruitment practices.

Our roles remain 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 working to improve representation across all levels of the organisation.

