

2026 Gender Pay Report

The Old Course Limited

To support our efforts to be the HOME of Great Service in Scotland, we need the very best talent, regardless of gender. As well as capturing the essence of how we want our customers to feel, our ‘HOME’ people philosophy (Heart; One Team; Make Memories; and Empower) also represents our commitment to our associates to ensure everyone feels welcome and respected, regardless of their gender. The Old Course Hotel is proud to be part of Kohler Co., a global manufacturer in kitchen, bathroom, hospitality and wellness, thus belonging to a much larger network of almost 30,000 associates across 6 continents.

The gender pay gap is not the same as equal pay. Equal pay deals with the differences in pay when members of the opposite sex are paid differently but they carry out the same work, similar work or work of equal value. We are committed to supporting equality through fair pay and we strive to ensure that men and women are paid equally for doing equal work.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. The mean is the average and the median is the middle number when hourly rates are placed in order from lowest to highest; both calculations are expressed as a percentage of male earnings.

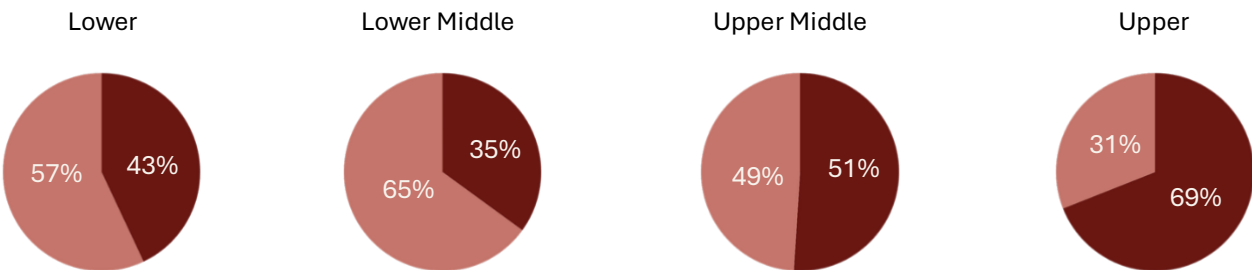
Pay and bonus pay gap

The table below shows our overall mean and median gender pay gap based on the hourly rates of pay during the pay period that includes 5 April 2025. The bonus pay gap period is the 12-month period 6 April 2024 to 5 April 2025.

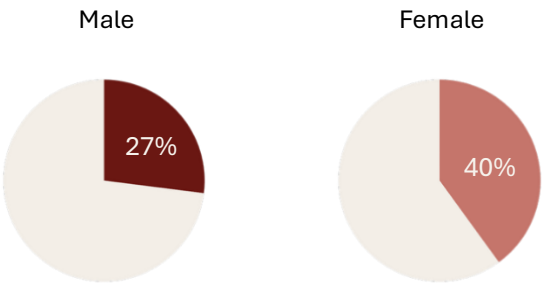
	MEAN	MEDIAN
HOURLY PAY	9.70%	6.35%
BONUS PAY	17.83%	-24.45%

Gender representation and pay gap within each quartile of the workforce.

Female Male



Proportion of males and females awarded a bonus in the bonus pay period*



*6 April 2024–5 April 2025

Old Course Hotel

The Old Course Hotel is a 175 bedroom, AA Five Red Star Resort, based in St Andrews, Scotland. The Resort employs c. 400 associates based in St Andrews. The hotel also has an extensive array of bars, restaurants, conference and banqueting facilities, as well as an award-winning spa and fitness facility – Kohler Waters Spa and Fitness.

What do the results tell us?

Our pay gap results show that in 75% of our business there is a minimal or negative Gender Pay Gap. The main source of the pay gap is the top 25% of the business (upper quartile) as slightly more of our senior (and highest paid) roles in the business are currently occupied by men, however, our bonus gap changed from 32% to 40% in 2025. Women have maintained the highest number of bonuses paid from previous cycle end results and the bonus pay gap can be attributed to women occupying roles with the opportunity to achieve a higher bonus.

We are committed to supporting equality through fair pay and are confident that men and women are paid equally for doing the same job. All of our associates are provided with the same opportunities through our company benefits programme, including our bonus programme.

Gender representation at The Old Course Ltd

The gender representation within the business is **51% female** and **49% male**. We are proud to have achieved, and more importantly maintained, an almost even gender split and are committed to upholding a gender balance going forward.

Kohler Co. has a long-standing commitment to pay equality and diversity, and our employment decisions are based on principle of equal opportunity. The company is making progress on its diversity and inclusion objectives, which are to:

- Attract and retain the best talent which is increasingly diverse.
- Build a strong talent pipeline to support the goal to promote from within.
- Conduct regular reviews of compensation and benefits.
- Achieve a gender balance across Kohler Co. at all levels, including the most senior.
- Create a culture of inclusion to optimise team performance and drive results globally.
- Conduct regular appraisals which support development plans to encourage career progression.

At The Old Course Ltd we are aligned and committed to achieving these objectives.

As part of our commitment to both enhancing and supporting our diverse workforce we will:

- Continue to use external benchmarking against the market to ensure that we are offering equal pay for every role within the business.
- Continue to ensure our HR policies encourage and support flexible working within the organisation.
- Continue to provide Hiring Managers appropriate training and coaching opportunities to ensure they recognise how individual behaviours and actions impact our overall ability to create an open, fair and inclusive workplace culture.
- Work with industry and non-industry specific charitable organisations such as Apprenticeship in Hospitality Scotland and Career Ready.
- Continue to promote diversity and inclusion as part of our New Associate Orientation Programme (“Respectful Workplace”), as well as through our Annual Respectful Workplace Refresher Training and Global Kohler Co. Ethics Programme.
- Continue to provide women in the business opportunity to progress their careers through the offering of a variety of Leadership Development Programmes.
- Continue to follow a fair and objective formal succession planning process for high potential leaders, based on the specific abilities, skills, and leadership capability required to achieve desired business goals.

We welcome the UK Government Gender Pay Gap reporting initiative and support any action to highlight gaps in pay.

We believe that diverse teams can deliver the best performance. So, to achieve our vision and to be a truly successful business, we are committed to closing the gender pay gap.

Phyllis Wilkie
General Manager, Old Course Hotel

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Director – HR, Old Couese Limited

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