

# 2017 Gender Pay Report

## The Old Course Ltd.



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 (Honour; One Team; Make Memories; and Explore) 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 power, thus belonging to a much larger network of over 36,000 associates across 6 continents.

**Equal pay is not the same as the gender pay gap.** Equal pay deals with pay discrimination and the differences in pay when members of the opposite sex are paid differently but yet 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.

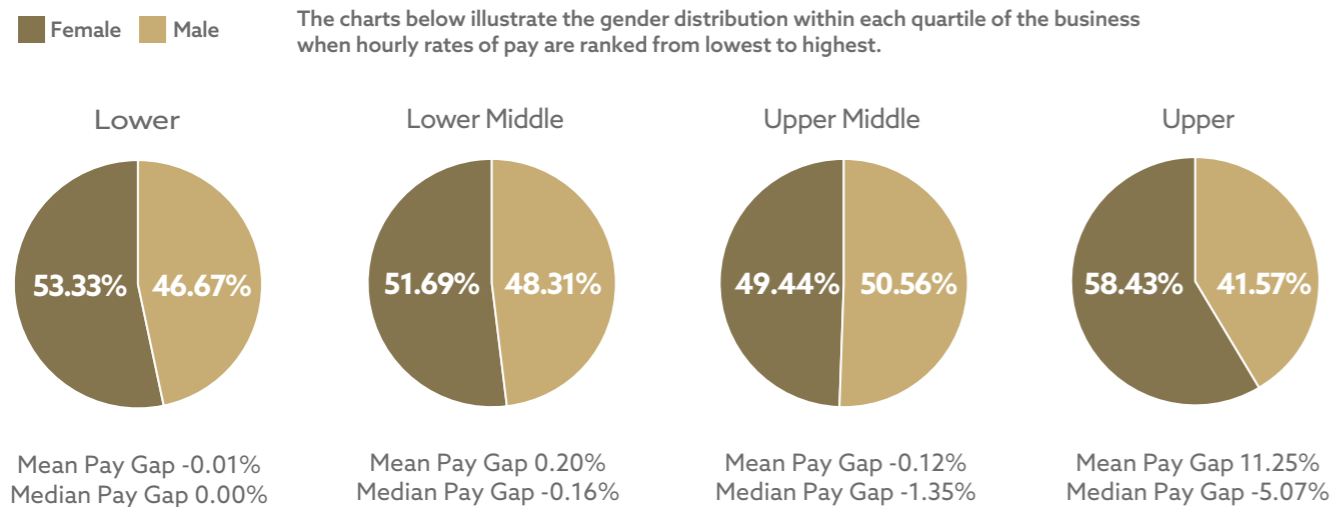
The gender pay gap shows the difference between the average (mean or median) earnings of men and women. The mean is the average and the median is the middle number when hourly rates are placed in order from lowest to highest; both calculations are expressed as a percentage of male earnings.

### 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 2017. The bonus pay gap period is the 12-month period 6 April 2016 to 5 April 2017.

	Mean	Median
Hourly Pay	1.09%	-0.99%
Bonus Pay	28.27%	48.37%

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



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



\* 6 April 2016 - 5 April 2017

### What do the results tell us?

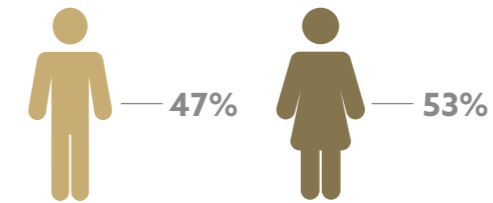
Statistics reported in 2017 suggested that the UK national mean average was 17.4% and the median average was 18.4%; our results are much lower than this.

During the period January 2017 to March 2017 the Hotel was undergoing significant refurbishment work, because of this the bonus payments over the 12-month bonus period were affected and do not necessarily illustrate a typical bonus year. Our pay gap results show that in 75% of our business there is a minimal and/or favourable pay gap to women. The main source of the pay gap is the top 25% of the business (upper quartile) as the most senior (and highest paid) roles in the business are occupied by men.

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 53% Female and 47% male. We are proud to have achieved a fairly even gender split and are committed to maintaining a gender balance going forward.



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

- Continue to use external benchmarking to price our positions 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 UK to engage both males and females in Hospitality at an early age.
- 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 the gaps in pay, regardless of how these occur.

We believe that diverse teams can deliver the best performance. So, to achieve our vision and to be a truly successful business, we are seeking applications from high quality people whose backgrounds and experience enhances our existing team, regardless of gender.

Anna Boag  
Sr. Manager-Human Resources

Stephen Carter  
General Manager, Old Course Hotel

The Old Course Hotel is a 144 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 its own championship golf course ('The Duke's'), including an extensive array of bars, restaurants, conference & banqueting facilities, as well as an award winning spa and fitness facility - Kohler Water Spa and Leisure Centre.

