

Diamond Resorts Gender Pay Gap Report 2019

Diamond Resorts is committed to the promotion of gender equality in the work place, including ensuring that equal jobs are paid at an equal wage.

The UK Equality Act 2010 (Gender Pay Gap Information) Regulations (**Regulations**) requires that we calculate and publish the average salary paid to our UK team members throughout the UK operations in April 2018. To do this we identified a population of 368 'relevant' team members, (i.e. team members receiving their full month's salary in April 2018) and divided them into four even quartiles by headcount. Using a prescribed method, we conducted an analysis on each quartile to calculate both the mean and median average hourly rate of pay. The results are given in quartiles and split by gender. This provides a comparable snapshot of the 'average' team member salary from which we draw our data.

The Regulations also require that we calculate an average of bonuses paid to team members during the 12 month period leading to April 2018. Again, using a prescribed method we identified the total number of team members who were paid a bonus during this period, divided the payments by gender, and determined the mean and median value of the payments made to both men and women. This is provided as a comparable snapshot of the 'average' bonus payment.

What do the results tell us?

Gender Pay Gap

Proportion of Males and Females in each Pay Quartile

Quartile	F	M	Grand Total	Female%	Male %
Q1	57	35	92	62%	38%
Q2	48	44	92	52%	48%
Q3	53	39	92	58%	42%
Q4	49	43	92	53%	47%
Grand Total	207	161	368	56%	44%

We have a higher female to male ratio amongst our team members, with 56% women employed versus 44% of men.

Mean Gender Pay Gap

Quartile	% F to M
Q1	5%
Q2	-1%
Q3	1%
Q4	18%

Our analysis has identified a variable gender pay gap across the four quartiles of the business, of which the largest variances fall within Quartiles 1 and 4.

It has been identified that these quartiles are comprised of roles that could be considered 'traditional' and therefore more likely to attract a population of one or other gender. Within Quartile 1 these are divided between Housekeeping (female) and Maintenance (Male) within our operations division. Within Quartile 4 this gender divide is demonstrated in departments such as IT and Finance (male) and HR and Legal (female).

In addition to a shared divide, the pay gap analysis has highlighted challenges that are particular to each quartile. Quartile 1 includes a proportion of younger workers employed in lower level positions which are compensated according to minimum wage. It has been identified that more young female workers are employed in these roles than male, resulting in a wider and lower salary range for female workers when calculating the gender paygap. In contrast, Q4 includes a number of managerial and technical roles requiring a specific level of education and/or expertise. Such positions are subject to external market forces which the business takes into account to ensure Team Members are paid appropriately.

Quartiles 2 and 3 demonstrate the similarity of mid-level positions the organisation. Typically comprising of administrative duties and first tier management, these quartiles balance administrative and skilled workers within hospitality division and also the impact of more administrative and technical roles within corporate.

Median Gender Pay Gap

Quartile	% F to M
Q1	0.00
Q2	-1%
Q3	2%
Q4	2%

The average salary paid to both men and women in the first quartile is the same. A positive bias appears in Q2 toward women, who earn 1% more than their male counterparts. In Q3 and Q4 this shifts toward a male bias of 2% within each quartile. This indicates that the highest earners are likely to be male.

Bonus Gender Pay Gap

Proportion of Males and Females receiving a bonus payment

Gender	Total	Percentage
F	154	62%
M	96	38%
Grand Total	250	

The term 'bonus' means additional payments that relate to bonuses and commissions. Within the 12 month period leading to April 2018 a total of 250 Team Members received bonus payments. Of these, 154 (62%) were women and 96 (38%) were men.

The majority of payments were attributed to Sales Operations, where commissions encourage sales activity and form a significant part of the recipient's remuneration.

Mean Bonus Gender Pay Gap

	% Gap
Mean Gender Pay Gap	71%

The Mean Bonus Gender Pay Gap indicates that men earned almost 71% more in bonuses than women.

This is in part attributed to the gender split of those roles which attract a bonus payment. A higher number of women work in positions that attract some form of bonus, but where the bonus does not form the majority of salary. In contrast, a higher population of men are hired into target driven sales related roles where bonuses against performance form a large percentage of remuneration. Where non-sales roles attract a company bonus, these payments are based on a percentage of salary. Variations in payments are created by either the monetary value of the salary paid, the percentage awarded as a bonus, or a combination of the two.

Median Bonus Gender Pay Gap

	% Gap
Median Gender Pay Gap	41%

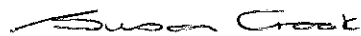
The Median Bonus Gender Pay gap reduces the average differential between men and women to 41%. However, although greatly reduced, the disparity continues to demonstrate in the gender split between sales driven and non-sales roles.

How do we plan to address the Pay Gap?

Our biggest challenge is to address the gender bias which attracts men and women into specific roles. Through the implementation of family friendly policies such as flexible working and shared parental leave, as well as the current availability of child care vouchers (closed in 2018 to new members, but still in place for those already participating), we hope to continue to encourage more women into our workforce.

We commit to the upskilling and promotion of our current employees throughout the business. Using internal initiatives such as the Diamond Mentorship Programme (DMP) we aim to identify developing talent within the organisation and partner them with Senior Leadership as Mentors. The programme is administered through our Global Training Team, ensuring gender impartiality throughout the process, with Mentors from key areas of the business identified and trained to support, develop and champion Mentees across the business for the duration of the programme. We will also use externally recognised programmes such as Government Apprenticeships to identify key development areas, and upskill internal talent in both technical and managerial areas to ensure the promotion and development of a rounded and loyal workforce.

Where roles are traditionally seen as masculine, generally technical, or feminine, generally administrative, we intend to review our recruitment practices to encourage men and women into all areas of the business. We also plan to review our succession planning practices to ensure that neither sex is subject to any 'glass ceiling'.



(Statement to be signed by Susan Crook, Statutory Director)

I hereby confirm that the data contained within this report is true and accurate.

Name: SUSAN CROOK

Position: DIRECTOR

Date: 3 April 2019