

Diamond Resorts Gender Pay Gap Report 2021

Diamond Resorts (Europe) Limited 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 2020. To do this we review our salaried employees during April 2020, identify the relevant employees who received full pay during this period, and then 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

Our 2020 analysis has been a particular challenge due to the impact of COVID-19 on our workforce. As with many hospitality firms, many Team Members were placed on to the newly introduced government furlough scheme due to the enforced closures of our Resort and Sales Operations. The furlough scheme enabled us to retain our impacted workforce by placing them on enforced leave, the payment for which was 80% of salary. This has resulted in a reduced population of 140 'relevant' (active/full pay) employees for our April 2020 Analysis. Of this population, the majority of active Team Members based within back office functions due to government requirements to close all hospitality venues – including Resorts and Hotels.

As a result, a population of 140 'relevant' team members have been identified, which is based on a skewed population of the UK business.

What do the results tell us?

Gender Pay Gap

The impact of furlough has meant that the analysis is based on a smaller range of team members, the majority of whom fall into 'clerical/administrative', 'professional', 'technical' or 'management' categories and are not balanced by operational areas.

Proportion of Males and Females in each Pay Quartile

As a result of this, the usual representation of the organisation is skewed. We see a clearer division between clerical/administrative and the associated managerial roles, which are predominantly held by women, within quartiles 1 and 2, and those roles that are categorised as 'professional' and technical, which are predominantly held by men, within quartiles 3 and 4.

Quartiles	Female%	Male %
Q1	52%	48%
Q2	57%	43%
Q3	32%	68%
Q4	49%	51%
Grand Total	47%	53%

In totality, the shift toward corporate and management based recording means that we identify a higher male to female ratio amongst our team members, with 47% women employed versus 53% of men.

Mean Gender Pay Gap

Our analysis has identified a variable gender pay gap across three quartiles of the business, with a bias toward male employees, of which the largest variance falls within Quartile 4.

Quartiles	% F to M
1	0%
2	5%
3	1%
4	25%
Grand Total	8%

Where salary parity is ensured across comparable roles (clerical/administrative), this is reflected within Q1. A divergence occurs where a range of positions, industries, and seniority come together in Quartiles 2, 3 and 4.

This is in part attributed to a gender divide between traditionally masculine and feminine roles, demonstrated in departments such as IT and Finance (male) and HR and Legal (female). In addition, the quartile also comprises 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.

The impact of furlough has meant that these roles are now being compared across a smaller frame of reference, with differences seemingly more evident. We anticipate that this will change in later pay gap reporting where furlough and business closures are not a predominant factor.

Median Gender Pay Gap

As is reflected above, the average salary paid to both men and women in the first quartile is the same.

	% F to M
Q1	0%
Q2	12%
Q3	5%
Q4	-16%
	-7%

Quartiles 2 and 3 demonstrate a higher average for male employees, with a change in Quartile 4 with a reversion toward a higher average toward women.

Cumulatively this leads to a negative gender pay gap within women earning 7% more overall on average.

Bonus Gender Pay Gap

The Regulations also require that we calculate an average of bonuses paid to team members during the 12 month period leading to April 2020. This analysis does not require the identification of 'relevant' Team Members as with our above analysis, but that we include all Team Members who were employed as of the snapshot date. This means that the data presented here differs slightly as it incorporates Team Members from all business areas, and is not impacted by the site closures and furloughs as a result of the pandemic.

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.

Proportion of Males and Females receiving a bonus payment

The term 'bonus' means additional payments that relate to bonuses and commissions. Within the 12 month period leading to April 2020 a total of 207 Team Members received bonus payments. Of these, 60% were women and 40% were men.

Gender	Percentage
F	60%
M	40%
Grand Total	100%

Mean Bonus Gender Pay Gap

The Mean Bonus Gender Pay Gap indicates that men earned 51% more in bonuses than women.

Mean Gender Pay Gap	51%
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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 proportion of men are hired into target driven sales related roles where bonuses against performance form a large percentage of remuneration. Where senior 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

The Median Bonus Gender Pay gap reduces the average differential between men and women to -21%.

Median
-21%

This indicates that at the midpoint for both genders, women earn almost a quarter more than men.

Diamond Resorts is committed to equal opportunity employment.

Through the implementation of family friendly policies such as flexible working and shared parental leave, we hope to continue to encourage more women into our workforce. We continue to offer child care vouchers (the scheme was closed in 2018, by the UK government, to new members) to members of staff originally participating in the scheme.

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 Leaders within the Company 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, regardless of gender.

Where roles are traditionally seen as masculine, generally technical, or feminine, generally administrative, we continue to review our recruitment practices and focus on encouraging men and women into all areas of the business.

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

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

Susan Crook
Name: SUSAN CROOK
Position: DIRECTOR
Date: 29 September 2021