

Diversity and Inclusion

FBD Hotels & Resorts fosters a diverse and inclusive workplace by creating an environment where employees from all backgrounds feel valued, respected, and empowered to contribute. This begins with our inclusive hiring practices that prioritize equal opportunity and actively seek candidates from various ethnicities, genders, ages, abilities, and cultural backgrounds. Our hotels implement training programs to educate staff about unconscious bias, cultural sensitivity, and inclusive communication, promoting mutual respect and teamwork. These training programs included the following:....

Leadership plays a key role by modelling inclusive behaviours and establishing policies that support diversity, such as flexible work arrangements for different needs, religious accommodations, and support for LGBTQ+ employees. Employee resource groups and mentorship programs can further support underrepresented groups and encourage career development.

Our hotels also benefit from having a multilingual systems and surveys, multicultural staff, which helps in serving diverse guests more effectively and enhances guest satisfaction. Celebrating cultural events and traditions among staff not only builds team cohesion but also promotes a sense of belonging.

Regular feedback mechanisms, such as anonymous surveys or diversity councils, help management identify issues and continuously improve inclusivity efforts. Anti-discrimination policies are strictly enforced, and any form of harassment is addressed swiftly.

Ultimately, a diverse and inclusive workplace leads to a more innovative, engaged, and productive team. In the hospitality industry, where service quality is paramount, creating such an environment not only enriches the employee experience but also strengthens the hotel's reputation and connection with a global clientele.

Examples of initiatives or programs that have helped create a sense of belonging and psychological safety for employees from underrepresented backgrounds

1. Diversity, Equity & Inclusion (DEI) Training

- Regular workshops on unconscious bias, cultural competence, and inclusive communication.
- Mandatory for all employees and management to ensure awareness and shared values.

2. Employee Resource Groups

- Voluntary, employee-led groups such as Women in Hospitality, LGBTQ+ Allies, or Multicultural Networks.
- Provide a safe space for underrepresented employees and foster community and support.

3. Open-Door Policy & Anonymous Feedback Channels

- Encourages employees to voice concerns or suggestions without fear of retaliation.
- Anonymous surveys or suggestion boxes to gauge workplace climate and gather honest feedback.

4. Inclusive Leadership Development

- Training for managers on how to create psychologically safe teams.
- Focuses on empathy, active listening, and equitable team dynamics.

5. Cultural Celebrations and Recognition Events

- Monthly or quarterly events that celebrate different cultures, holidays, and heritage months.
- Encourages learning and respect among employees while showcasing individual identities.

6. Mental Health and Wellbeing Programs

- Access to Employee Assistance Programs (EAPs), onsite counselors, or wellness workshops.
- Promotes emotional safety and destigmatizes mental health issues.

7. Mentorship and Career Development Programs

- Paired mentoring and coaching that focus on supporting diverse talent.
- Builds confidence and a sense of belonging by investing in individual growth.

These initiatives help create a more inclusive culture where employees feel seen, heard, and valued.

In what ways do you encourage open dialogue and collaboration among employees to celebrate diversity and promote understanding?

Our Hotels promote dialogue and collaboration using multiple methods, we believe that continuous feedback is vital for the success of our business. Some examples are detailed below:

1. Employee Engagement & Inclusion Surveys

- Use targeted questions that assess whether employees feel respected, heard, and valued.
- Questions may explore psychological safety, fairness in opportunities, and sense of belonging.
- Survey results presented to the General Manager and Senior Leadership team to discuss any areas for improvement.
- Follow up survey with workshops and relevant training programs.

2. Focus Groups & Listening Sessions

- Conduct regular, facilitated conversations with diverse employee groups.

3. Exit Interviews and Stay Interviews

- Collect candid feedback from both departing and current employees about inclusion and belonging.

4. Mental Health and Wellbeing Programs

- Access to Employee Assistance Programs (EAPs), onsite counselors, or wellness workshops.
- We have an inhouse counsellor who works with our teams and is present in the hotel once a quarter to discuss any personal issues or concerns.
- Promotes emotional safety and destigmatizes mental health issues.

5. Mentorship and Career Development Programs

- Paired mentoring and coaching that focus on supporting diverse talent.
- Opens 1-1 conversations on important topics.

By combining these methods, the hotel can open up inclusive dialogue with our employees.

What training do you offer employees in the area of DEIB?

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5. Induction and Onboarding

- Our induction training includes our company values of “Be Respectful” to ensure all colleagues are respected and we treat everyone equally.
- During our induction training we also cover our Dignity at Work policy.

6. HOD Training and Workshops

- Following on from our employee surveys which includes questions are diversity and inclusion, our survey provider will conduct follow up training and workshops to ensure we continue to improve any areas that require focus.

How do you measure the success of your DEIB efforts beyond surface-level metrics, and what insights have you gained from these measurements?

Measuring the success of Diversity, Equity, Inclusion, and Belonging (DEIB) efforts goes beyond tracking demographic data or training attendance. To gain meaningful insights, successful organizations use both **quantitative** and **qualitative** measures that assess real cultural change and employee experience. Here's how our hotels do this—and what they can learn:

1. Employee Engagement & Inclusion Surveys

- Use targeted questions that assess whether employees feel respected, heard, and valued.
- Questions may explore psychological safety, fairness in opportunities, and sense of belonging.
- **Insight Gained:** Identify gaps between leadership perception and frontline experiences; discover specific teams or departments needing support.

2. Retention & Promotion Rates by Demographics

- Analyze who is staying, advancing, or leaving the organization.
- **Insight Gained:** Reveals whether all groups have equal access to development and whether there are hidden barriers to advancement.

3. Focus Groups & Listening Sessions

- Conduct regular, facilitated conversations with diverse employee groups.
- **Insight Gained:** Surface nuanced challenges (e.g., microaggressions, cultural disconnects) that surveys alone may miss.

4. Exit Interviews and Stay Interviews

- Collect candid feedback from both departing and current employees about inclusion and belonging.
- **Insight Gained:** Understand reasons behind turnover and what keeps employees engaged and loyal.

5. Participation in ERGs and DEIB Programs

- Track engagement rates and follow-up with impact assessments.
- **Insight Gained:** Gauge employee investment and how well these groups are driving real cultural shifts.

By combining these methods, the hotel can see beyond numbers to assess the lived experience of its employees —ultimately using insights to make informed, people-centered changes that sustain long-term inclusion.