

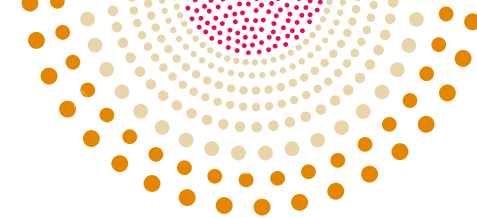
# PASSION. IMPACT. POSSIBILITY.

OUR PEOPLE SHAPE THE  
FUTURE OF HOSPITALITY

DIVERSITY & INCLUSION STRATEGY 2025-2028



FOREVER  
REIMAGINING  
THE WAY YOU  
FEEL WELCOME.



## ACKNOWLEDGMENT

Headquartered in Sydney Australia, TFE Hotels is forever reimagining how it feels to be welcome and how we can share our Australian hospitality with the world.

We acknowledge the traditional owners of the lands we conduct business upon and pay our respects to Elders past and present.

We respect the Country, including its trees, animals, spirits, waters, skies, stars and special sites where we operate.

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## A MESSAGE FROM **OUR CEO**

At TFE Hotels, our purpose is clear: to forever reimagine the way you feel welcome – whether it is the guests we welcome into our hotels every day, our business partners or our team members.

Our commitment to diversity and inclusion is deeply rooted in our vision and values. We believe that diversity in the workplace is not just a matter of representation - it's a cornerstone of innovation and success. Together, inclusion and diversity encourage collaboration, fuel creativity and foster the global minded outlook and adaptability required to meet the complex needs and challenges of the local communities where we operate.

As a hospitality company, our focus on diversity directly reflects the richness of our customer base. It enables us to better understand and anticipate the needs of our guests, deliver more personalised and culturally attuned service experiences and build relationships grounded in respect and belonging. This broader perspective also strengthens our strategic thinking and ensures our offerings remain relevant and inclusive of the guests we host.

By continuing to nurture our culture which respects and values different backgrounds, perspectives and experiences, we unlock our full potential as a team and elevate our ability to achieve our business goals and drive performance outcomes.

At our heart, we are 'people' people. So, I am incredibly proud to share our first formalised Diversity and Inclusion Strategy which brings together our achievements to date and sets the strategic map to further our culture of inclusion and belonging, to create working environments where every team member feels empowered to contribute, deliver service experiences where all guests feel welcome and grow with us personally and professionally.

**ANTONY RITCH**

Chief Executive Officer, TFE Hotels

*AT OUR HEART,  
WE ARE  
PEOPLE PEOPLE.*

A MESSAGE FROM MICHELLE BEVAN,  
OUR CHIEF PEOPLE OFFICER

# ABOUT OUR STRATEGY

**For more than a decade TFE Hotels has embraced a culture where diversity and inclusion have grown organically through repeated, genuine and respectful daily connections and where our people experience a real sense of belonging. Our sustained positive team member survey scores in the areas of inclusion and engagement are testament to what makes TFE Hotels a great workplace.**

While we view diversity and inclusion as a strength of ours, we know we can do more. In late 2023, we embarked on a journey to develop a strategic roadmap to build on our diversity and inclusion foundations and to strive for more equitable outcomes in our workforce composition. We began by conducting active listening sessions with our team members across the globe, gathering feedback on what we do well and where we can improve. Our strategy has been crafted from those learnings.

Our strategy sets out the goals, actions and measures of success we will focus on over the next 3 years, from 1 July 2025 through to 30 June 2028, to broaden the collective diversity of our workforce, reach higher levels of inclusion and grow our leadership capability.

## OUR PLANNED INITIATIVES AND ACTIVITIES ARE GUIDED BY 4 STRATEGIC PILLARS:

- INCLUSIVE CULTURE
- DIVERSE TEAMS
- ENABLING GROWTH
- INCLUSIVE SERVICE

Key to our success will be enabling effectiveness through consistent methods of consultation, collaboration and communication, and equipping our leaders with the skills and awareness to role model and champion our diversity, inclusion and equity agenda. During the strategy period we will embed regular measurement to provide meaningful reporting on our progress and to inform future strategies.

We know the actions we take during this period will make us a stronger and more resilient work community, where every team member can be their best and can grow and

adapt in response to the opportunities and challenges presented to us in an increasingly global organisation.

**MICHELLE BEVAN**  
Chief People Officer, TFE Hotels

*THE MORE WE LISTEN,  
THE STRONGER WE  
GROW - TOGETHER.*

# DEFINING DIVERSITY, EQUITY & INCLUSION

## EQUITY

**EQUITY IS ABOUT ACKNOWLEDGING THAT IN THE SAME WAY INDIVIDUALS ARE DIFFERENT, SO ARE THE STARTING POINTS IN OUR LIVES.**

Due to a range of economic, social or environmental factors, the playing field is not always even with varying levels of advantage and disadvantage.

We understand that different supports or approaches may be required or be appropriate to enable our team members to experience true equality of opportunity at work and in their career development.



## DIVERSITY

**DIVERSITY REFERS TO THE DEGREE TO WHICH A GROUP OR TEAM REFLECTS INDIVIDUAL DIFFERENCES IN PEOPLE.**

These differences may include visible or invisible differences. Visible differences may include ethnic background, age, cultural or religious dress, certain disabilities or gender presentation. Invisible differences may include religious or values belief systems, unseen disabilities and sexual orientation.

Diversity also incorporates many other differences that make each of us unique including our family background, education, work history and life experiences.

It is the combination of our differences that shape our view of the world, our perspectives and our approach to life both inside and outside of the workplace.

At TFE Hotels, we recognise that bringing together a wide variety of team members with diverse perspectives and lived experiences positively impacts our organisation and enriches the experiences of our guests and customers.

## INCLUSION

**INCLUSION IS THE SENSE OF BELONGING INDIVIDUALS FEEL WHEN THEY ARE RESPECTED AND VALUED IN THE WORKPLACE.**

It is the underpinning culture of an organisation which supports and sustains diversity and enables individuals to bring their authentic selves to work. Fostering an ongoing inclusive culture at all levels of our organisation is fundamental to the way we operate at TFE Hotels.

We appreciate that when our team members feel connected to our purpose and have the opportunity to contribute their talents, both personal and professional development follows, together with the achievement of business goals.

# OUR ACHIEVEMENTS TO DATE

OUR STRATEGY IS REFLECTIVE OF OUR JOURNEY TO DATE AND BUILDS ON THE POLICIES AND INITIATIVES WE HAVE DELIVERED IN RECENT YEARS.



*SPEAK UP  
SAFELY*

**Whistleblower platform** to enhance ability to raise concerns or issues of alleged inappropriate conduct (e.g. discrimination, harassment, bullying) anonymously and through an external third-party provider.



*FLEXIBLE  
LEAVE*

**Paid flexible leave** were accessed by our team members (encompassing life leave, birthday leave, community service leave and study leave).

Access to **paid parental leave** of up to 8 weeks.



**20**  
GLOBAL AWARDS

**60**  
REGIONAL AWARDS

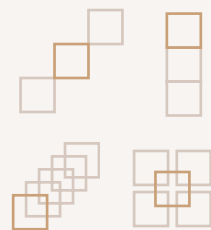
**989 nominations and 60 awards recipients** celebrated through the **Achieve More Together Awards program**, which includes a dedicated 'Culture Champion' category.



**Diversity, Equity and Inclusion Committee established.**

## POLICY INITIATIVES

Consultation, development and launch of our **Vision, Purpose and Values** in 2024.



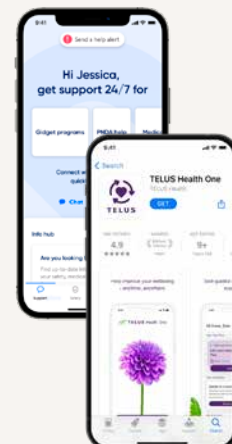
Refresh of our **Code of Conduct and Team Member Handbook** with a stronger inclusivity focus in 2025.



Introduction of **Sonder team member wellbeing access program** in 2023.



**Telus Health**  
Our global support resource.



## COMMUNICATION, CONSULTATION AND RECOGNITION INITIATIVES

**Focused inclusion questions introduced in team member surveys.**



**Listening sessions** held in 2023-2024 across our organisation to contribute to our Diversity and Inclusion Strategy development and additional individual responses from team members.

**'Next Gen Meet and Learn'** commenced – feedback and engagement sessions.



**Coffee & Connect listening sessions** with our People and Capability and local Hotel Operations teams to provide a platform for feedback.



# WHAT OUR TEAM MEMBERS HAVE TOLD US

In recent years, TFE Hotels has introduced targeted questions in our team surveys to evaluate levels of inclusion in our workforce. Three questions have been asked of our team members and our participant responses have disclosed the following favourable results.

82%

Total Favourable Score

TREND  
+2%

Our Score Compared to the High Performance Norm

It is safe to speak up in this organisation

92%

Total Favourable Score

TREND  
+8%

Our Score Compared to the High Performance Norm

This organisation is committed to the fair treatment of all team members regardless of gender, ethnicity, age or sexual orientation

90%

Total Favourable Score

TREND  
+4%

Our Score Compared to the High Performance Norm

I can be myself at this organisation without worrying about how I will be accepted

OUR TEAM MEMBER SURVEY RESULTS HAVE BEEN AN IMPORTANT REFERENCE POINT IN DEVELOPING THE GOALS, ACTIONS AND MEASURES IN OUR STRATEGY AND EMBOLDENING US TO PURSUE COURAGEOUS AND AMBITIOUS GOALS.

A portrait of Asli Kutlucan, a woman with short dark hair and glasses, wearing a white button-down shirt. She is smiling slightly and looking towards the camera. The background is a wall with several colorful, vertical, abstract art pieces in shades of purple, red, and gold.

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ASLI KUTLUCAN, CHIEF EXECUTIVE OFFICER,  
ADINA EUROPE

# ESTABLISHING OUR EUROPE DIVERSITY AND INCLUSION COMMITTEE

Our Europe Diversity, Equity and Inclusion Committee was initially formed in late 2024 to give visibility to the many great initiatives taking place in our hotel properties. Sponsored by Asli Kutlucan, the Committee recognises our commitment to an ongoing journey towards an inclusive workplace and comprises team members from all levels of our business operations.

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Our journey is characterised by:

- a senior leadership team that is accountable in leading the way by practicing diversity and inclusion on a day-to-day basis.
- committee members engaging and collaborating across teams, encouraging participation in initiatives and gathering input and feedback to create buy-in, and
- monthly forums to share progress, undertake planning and mentor leaders on relevant diversity and inclusion topics.

DIVERSITY AND INCLUSION  
**COMMITTEE**

# LEARNING & DEVELOPMENT INITIATIVES

ACADEME  
**52%**

of ACADEME participants internally promoted following completion of their program are female.

**WINNER  
OF THE  
EXCELLENCE  
AWARD**

Our People Leaders Program won the Excellence Award for Best Leadership Development Program at the Australian Institute of Training and Development Awards.



MANDATORY

**LEARNING  
PROGRAMS**

on discrimination, harassment & bullying as well as awareness on LGBTQIA+.



**19**

participants in our GoGlobal international work exchange program since its introduction in 2023.

**LEADERSHIP  
CONFERENCE 2024**

**106**

attendees at our Leadership Conference where diversity, equity and inclusion was a priority agenda item.

## LEARNING & DEVELOPMENT INITIATIVES



TFE Hotels launched our **WOMEN IN LEADERSHIP PROGRAM** in 2017.

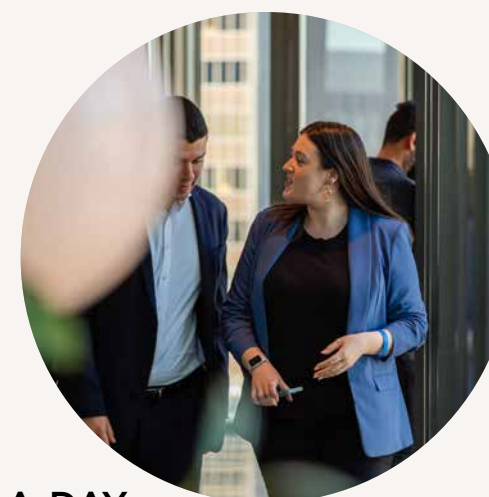
**SERVICE  
TRAINING**

Delivery of inclusive service training to support The EVE, Sydney property launch.



**WALK-A-DAY  
IN MY SHOES**

Fosters inter-functional collaboration and understanding across our teams in Europe.



**WOMEN IN  
LEADERSHIP**

**58%**

female representation in our ACADEME Future Leaders and People Leaders programs.



# EXTERNAL & COMMUNITY INITIATIVES

28

team members employed through the **ACCOMMODATION ASSOCIATION OF AUSTRALIA JOBS VICTORIA** initiative.



*"The initiative has helped us to find people with the right attitude and enthusiasm for the role – we're very proud of what we've been able to achieve together."*

**CHRISTIAN PRICE**  
HOTEL GENERAL MANAGER  
ADINA HOTEL PENTRIDGE



## THE BREAD AND BUTTER PROJECT

Vibe Sydney proudly partners with The Bread & Butter Project, a social enterprise investing 100% of their profits into training and employment pathways for refugees and asylum seekers.



## HOCKEYROOS AUSTRALIA

Adina Hotels proudly supports Hockey Australia in inspiring the next generation through free community clinics and national championship partnerships.

## EXTERNAL & COMMUNITY INITIATIVES



**OUR INDIGENOUS ENGAGEMENT PROGRAM** has been in place since 2019.

## RANDOM ACT OF KINDNESS

In today's fast-paced world, we often overlook the power of simple acts of kindness. A small, thoughtful gesture can brighten someone's day—and maybe even your own. We therefore donated clothes to the Berliner Stadtmission, a local organisation, with the aim of supporting people in difficult life situations – regardless of their origin, religion or social status.



## COMMUNITY & ENVIRONMENT

The HafenCity Charity-Run is more than just a company run – it's a celebration of community, inclusion, and charity. This year, over €120,000 in donations were raised for social projects across Hamburg.

## COLLABORATION WITH SILVERTALENT & JOBLINGE

to support recruitment of team members from diverse and disadvantaged backgrounds.

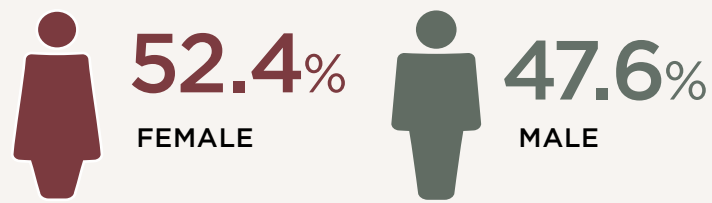


# OUR TEAM MEMBERS



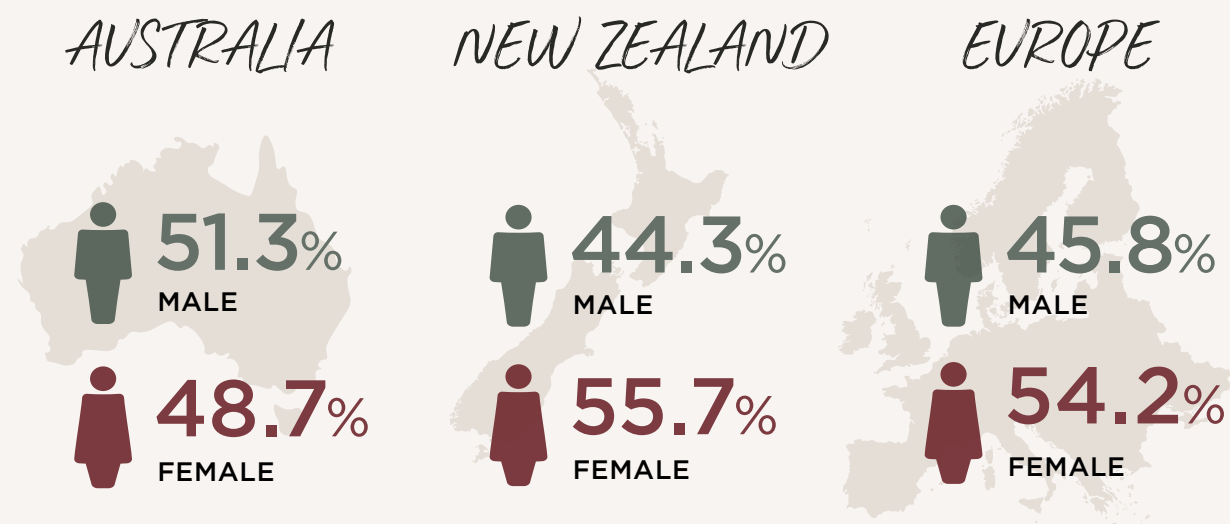
IN FORMULATING OUR STRATEGY, WE UNDERTOOK AN ANALYSIS OF OUR WORKFORCE COMPOSITION AND ATTRIBUTES TO COMPILE THE FOLLOWING TEAM MEMBER PROFILE:

## OVERALL GENDER PROFILE



As at 1 July 2025, our overall gender composition was 52.4% female and 47.6% male. During the strategy period, we will invite our team members to share whether they identify as male, female or non-binary to attain a more inclusive gender representation profile.

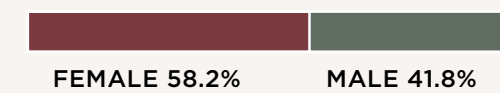
## GENDER MIX BY REGION



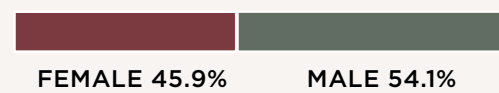
## GENDER BY FUNCTION

Globally, the majority of our team members are engaged in either our Food and Beverage or Rooms Division functions.

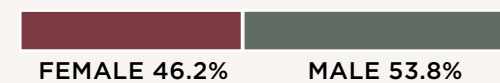
### ROOMS & DIVISION | 40.8%



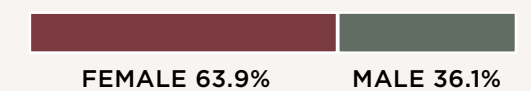
### FINANCE & LOGISTICS | 2.3%



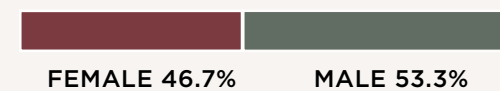
### FOOD & BEVERAGE | 34.3%



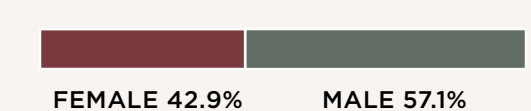
### CORPORATE SERVICES | 3.2%



### SENIOR MANAGEMENT | 0.6%



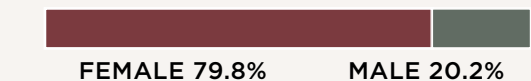
### OPERATIONAL GENERAL MANAGEMENT | 4.5%



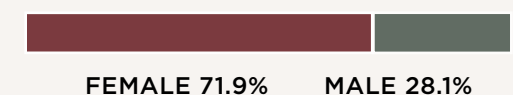
### MAINTENANCE | 4.4%



### REVENUE & RESERVATIONS | 4.7%



### SALES & MARKETING | 5.2%



# OUR LEADERSHIP TEAM



# OVERALL AGE PROFILE

As at 1 July 2025, the age profile of our global workforce was:



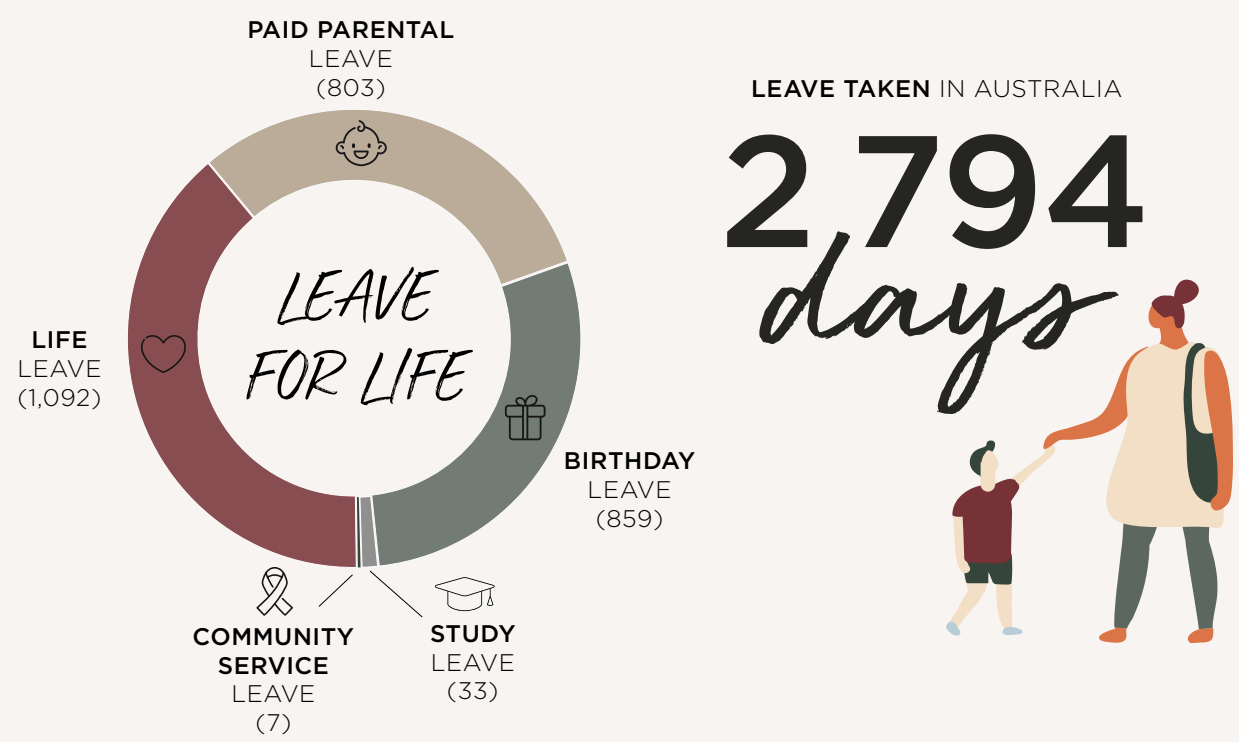
The age profile of our team members strongly reflects the younger generations increasingly dominating the global workforce mix with 38.2% of our workforce under 28 years of age (a sector the workforce population described as 'Millennial').

# ADDITIONAL WORKFORCE ATTRIBUTES

During the strategy period, we will invite our team members to share information in relation to:

- their culturally diverse backgrounds including country of birth.
- their language fluency in languages other than English, and
- whether they identify as Aboriginal or Torres Strait Islander, or part of an Indigenous community in the country in which they have lived or now work.

# THE FLEXIBLE WORK ARRANGEMENTS OUR TEAM MEMBERS ACCESSED



# OUR STRATEGIC PILLARS

OUR STRATEGY IS FOCUSED ON FOUR PILLARS WITH SET GOALS, ACTIONS AND MEASURES UNDER EACH PILLAR.



IN THE TFE HOTELS COMMUNITY, THE UNIQUENESS OF OUR TEAM MEMBERS IS ENCOURAGED AND OUR TEAM MEMBERS ARE GENUINELY HEARD AND CAN INFLUENCE THE FUTURE OF OUR BUSINESS.

We will continue to cultivate a thriving workplace culture where our individual personalities can shine through and team members feel respected, valued and connected to each other and our business purpose and goals.



OUR TEAMS REFLECT THE DIVERSE COMMUNITIES WE SERVE AND BELONG TO. HARNESSING THIS DIVERSITY DRIVES CREATIVE IDEAS AND UNIQUE PERSPECTIVES WHICH ENRICH THE WAY WE LIVE AND WORK TOGETHER.

We are committed to giving our teams meaning and purpose and developing leaders who empower our team members and take proactive steps to break down barriers.



IT IS OUR INCLUSIVE LEADERS WHO SET THE TONE IN OUR ORGANISATION BY RESPECTING AND ENCOURAGING THE UNIQUE CONTRIBUTION OF ALL TEAM MEMBERS.

Our development programs will continue to equip our leaders, and future leaders, by nurturing continuous learning environments for personal and collective growth.

We will actively look to strengthen our leadership and organisational capability frameworks to empower ourselves and our teams to embrace adaptability and agility in our personal and business spheres.



OUR TEAM MEMBERS CURATE THE TFE HOTELS' EXPERIENCE BY 'FOREVER REIMAGINING' HOW TO MAKE OUR GUESTS FEEL WELCOME.

Our people are empowered to take ownership, guided by their personal energy, warmth and optimism, to elevate guest experience moments.

Our continued investment in our people, properties and offerings, supported by customer centric technology, will enable our team members to continue to shape our future and our success.



# INCLUSIVE CULTURE

*SHINE BRIGHT.  
BE YOURSELF.*

CREATING SPACE  
FOR EVERY IDENTITY,  
EVERY TALENT,  
EVERY VOICE.

We are passionate about fostering an inclusive culture and work environments where our team members can bring their true selves to work and feel empowered to contribute their talents and perspectives.

WHAT STANDS OUT TO ME IS HOW NATURALLY DIVERSITY IS WOVEN INTO OUR CULTURE.



Having studied in both Australia and New Zealand and worked across 9 countries – Germany, the United Kingdom, the United Arab Emirates, Jordan, Bahrain, Iraq, Austria, the Maldives and China – I have been lucky to experience an incredible range of cultures, perspectives, and working styles.

Each place has shaped who I am, both personally and professionally.

**What stands out to me at Adina Europe is how naturally diversity is woven into our culture.** Here, inclusion isn't just a checkbox—it's part of our daily interactions, our decision-making, and how we care for each other and our guests.

**It's a space where differences are embraced and everyone has the opportunity to grow.**

It's energising to be part of a workplace that values every voice, and I'm proud to help shape a culture where inclusion drives innovation, empathy, and success."

CONSTANCE SCHRADER

GENERAL MANAGER  
A BY ADINA  
VIENNA DANUBE

GOAL 1 - BETTER UNDERSTANDING

| WHAT WE WILL DO                                                                                                                               | HOW WE WILL DO IT                                                                                                                                                                                                                                                                        | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Broaden our understanding of the makeup of our workforce to identify opportunities to continue nurturing inclusivity in our work environments | <ul style="list-style-type: none"><li>• Develop and implement a team member diversity and inclusion survey that accommodates sensitivities in relation to the sharing of personal information</li><li>• Analyse survey data and feedback to identify improvement opportunities</li></ul> | <ul style="list-style-type: none"><li>• Team members feel safe to contribute to the survey evidenced by positive participation rates &gt;70%</li><li>• Data informed opportunities are agreed with supporting actions in place to drive improvements</li></ul> |

GOAL 2 - INCREASE AWARENESS

| WHAT WE WILL DO                                                                                                                                    | HOW WE WILL DO IT                                                                                                                                                                                                                                                                                                                                                                                     | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Foster increased awareness of diversity, inclusion and equity principles and our individual accountability to contribute to an inclusive workplace | <ul style="list-style-type: none"><li>• Embed our Vision, Purpose and Values into the way we work</li><li>• Refresh our training collateral to implement a diversity, equity and inclusion education framework</li><li>• Education framework to include respectful workplace behaviour, core diversity and inclusion principles and promote awareness of key diversity and inclusion topics</li></ul> | <ul style="list-style-type: none"><li>• Vision, Purpose and Values is well understood and incorporated into our business practices and internal communications collateral</li><li>• Respectful workplace module completed and launched by Q1, FY26 targeting minimum 95% completion rate and repeated annually</li><li>• Diversity and Inclusion module completed by Q2, FY26 with minimum 95% completion rate</li></ul> |

## NEW INSIGHTS

THE LISTENING  
SESSIONS THAT  
INFORMED OUR  
DIVERSITY AND  
INCLUSION  
STRATEGY

IN DEVELOPING OUR DIVERSITY AND INCLUSION STRATEGY WE DEVOTED CONSIDERABLE TIME IN RESEARCHING BEST PRACTICES AND THE POLICIES, STRATEGIES AND ACTIVITIES OF HIGH PERFORMING ORGANISATIONS. WE ALSO REVIEWED MORE THAN 80 INTERNAL DATA POINTS INCLUDING OUR OWN POLICIES, PROCEDURES AND PROCESSES.

We knew, however, that for any strategy to resonate with our team members, we needed to actively listen and understand the views and perspectives of our people. In late 2023, 17 listening sessions were conducted across our business with team members participating from diverse teams and geographical locations, and different levels within the organisation. An additional 18 responses were received from team members who were unable to attend a listening session who were however keen to share their feedback with us.

UNDERSTANDING OUR TEAMS

*WE ARE LISTENING*

# WHAT WE HEARD

FROM THE OVERALL FEEDBACK,  
WE DISTILLED FROM THE SESSIONS:

1.

**BELONGING,  
ACCEPTANCE  
AND RESPECT,  
AND BEING PART  
OF A TEAM ARE ALL  
STRONG CONCEPTS  
FOR OUR TEAM  
MEMBERS**

2.

**PEOPLE VALUE  
THEIR TEAMS,  
THE PEOPLE OF  
TFE HOTELS, CAREER  
OPPORTUNITIES  
AND FLEXIBILITY**

The feedback gave us confidence that as an organisation, we have strong foundations and a continued focus on retention and development is pivotal to our future growth and success.



## 3 KEY FEEDBACK THEMES

### INCLUSIVE CULTURE

- Our team understand and mirror the communities we serve
- We have experienced a positive increase in the diversity in our hotel leadership roles
- Celebrating cultural diversity is important
- Education in diversity, equity and inclusion is viewed as beneficial

### WORK LIFE BALANCE AND WELLBEING

- Our team members value flexibility that supports operations with 24/7 work patterns
- A request to explore a 4 day working week and options that support a sustainable work life balance for refreshed energised team members
- Our team members want to understand the options available to them and for consistency in implementation across our business operations

### DEVELOPMENT AND OPPORTUNITY

- A desire to see our reward and recognition programs cascade into our individual properties to a greater extent
- Our team members are seeking increased access to leadership opportunities including internal appointments, secondments and development pathways
- Our team members want to see more open dialogue within teams, cross collaboration and team-based activities



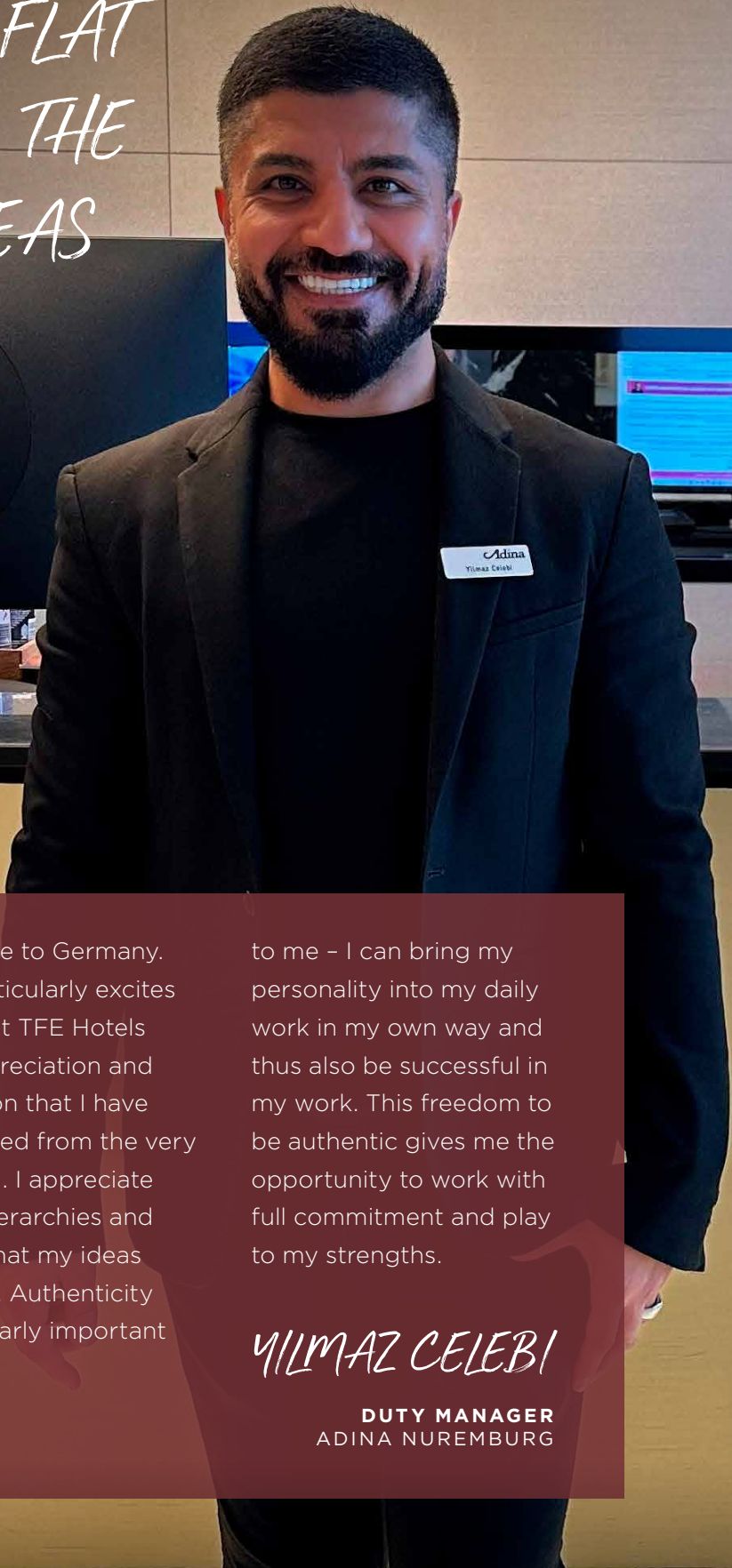
# WHAT WE DID

WE SHARED THE CORE FEEDBACK THEMES WITH OUR SENIOR LEADERSHIP AND EXECUTIVE TEAMS AND CONSULTED INTERNALLY TO ARRIVE AT THE FOUR PILLARS UNDERPINNING OUR STRATEGY.

The themes from the listening session have then shaped the goals, actions and measures under each of these pillars. We look forward to collaborating with team members during the strategy period, sharing progress and obtaining valuable feedback on how we should respond to new information, insights and ideas.



I APPRECIATE THE FLAT HIERARCHIES AND THE FACT THAT MY IDEAS ARE HEARD.



I'm Yilmaz, a native of Turkey. I studied tourism in Istanbul and have always wanted to work in other countries. I had gained extensive experience in the hotel industry in Istanbul, especially in the field of guest relations, and wanted to bring this

experience to Germany. What particularly excites me here at TFE Hotels is the appreciation and recognition that I have experienced from the very beginning. I appreciate the flat hierarchies and the fact that my ideas are heard. Authenticity is particularly important

to me - I can bring my personality into my daily work in my own way and thus also be successful in my work. This freedom to be authentic gives me the opportunity to work with full commitment and play to my strengths.

YILMAZ CELEBI

DUTY MANAGER  
ADINA NUREMBURG

GOAL 3 - CONSULT OUR TEAM

| WHAT WE WILL DO                                                                                                    | HOW WE WILL DO IT                                                                                                                                                                                         | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consult with our team members on the diversity and inclusion activities and initiatives that are important to them | <ul style="list-style-type: none"><li>Establish and hold regular consultation and feedback mechanisms where team members can genuinely contribute to our diversity, equity and inclusion agenda</li></ul> | <ul style="list-style-type: none"><li>Genuine open consultation with a cross section of team members including those who are culturally diverse, neurodivergent, Aboriginal and Torres Strait Islander or identify as LGBTQIA+</li><li>Our team member survey inclusion scores maintained at or improved on benchmarked high performing company norm groups</li></ul> |

GOAL 4 - BELONGING & CONNECTION

| WHAT WE WILL DO                                                                                  | HOW WE WILL DO IT                                                                                                                                                                                                                                                                                                          | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recognise and celebrate our diversity to enhance team members' sense of belonging and connection | <ul style="list-style-type: none"><li>Execute an annual calendar of inclusion and engagement activities that reflect what our team members value and are aligned with our workforce makeup and locations</li><li>Encourage and support our team members to give time to local community partners and initiatives</li></ul> | <ul style="list-style-type: none"><li>Our team member profile is communicated across all levels of the business</li><li>Our inclusion activities are varied and consider different elements of inclusion such as intersectionality and identity</li><li>Team member participation and involvement reflects our diverse workforce</li></ul> |

# SUPPORT EVERY VOICE AND FEEL TRUSTED

## GOAL 5 - INCLUSION CHAMPIONS

### WHAT WE WILL DO

Develop, introduce and promote awareness of 'Inclusion Champions' who are a safe alternative resource for team members to approach if they have a concern in the workplace and who actively promote a 'speak up' culture

### HOW WE WILL DO IT

- Identify a cohort of self-aware and trusted team members to be trained in responding to concerns, facilitating access to support if needed and mental health first aid

### WHAT SUCCESS WILL LOOK LIKE

- Inclusion Champions are known and accessed by team members who may wish to discuss a concern with a trusted person as an alternative to their manager or People and Capability Lead
- Team members access a cross section of mechanisms to share concerns or issues

## GOAL 6 - POLICIES MATTER

### WHAT WE WILL DO

Acknowledge that policies matter and take proactive steps to ensure more inclusive language

### HOW WE WILL DO IT

- Undertake a review of our People policy framework with a diversity and inclusion lens
- Educate our leaders on our toolkit to support team members who may require adjustments or supports in the workplace

### WHAT SUCCESS WILL LOOK LIKE

- Key milestone dates to review all our People policies are achieved
- Education session for leaders completed by Q1, FY27 and repeated at least annually

## VOICES FROM OUR TEAM

TFE IS A DIVERSE  
GROUP OF INCREDIBLE  
PEOPLE BUT TO US,  
WE ARE ALL 'FAMILY'.

OUR STRATEGIC PILLARS

INCLUSIVE CULTURE



As a cisgendered, homosexual male, it has been challenging at times, growing up in a minority group. At TFE however, I have never been anyone or anything other than "Ben". I feel included, I feel appreciated, and I feel I have the opportunity to make a difference every day because of what I can bring to the table.

TFE has allowed and supported me to build my career in five Australian states and two European countries.

In 2023, TFE supported an incredible installation we created at Adina Surry Hills for World Pride, which was opened by our CEO, Antony Ritch, and Member of Parliament, Alex Greenwich.

I am currently the General Manager at A by Adina in Canberra which is a contemporary new brand which I am so excited to bring to life as I complete my Master of Counselling whilst working full time.

TFE is a diverse group of incredible people but to us, we are all 'family'.

*BEN SAXTON*

GENERAL MANAGER  
A BY ADINA, CANBERRA

# DIVERSE TEAMS

*STRONGER,  
TOGETHER.*

WE ARE PROUD  
OF OUR DIVERSE  
WORKPLACE THAT  
REFLECTS THE  
COMMUNITIES...

in which we operate and the guests and customers we serve. We know that we can achieve more together when we lean into this diversity and create environments for collaboration and unique perspectives to be shared to drive innovation and creativity.

We recognise that our leaders must also reflect the diversity of our teams and have the capability, skills and tools to empower our team members to make a genuine difference.

GOAL 1 - ENRICH OUR ORGANISATION

WHAT WE WILL DO

Continue to enrich our organisation with even more diverse teams

HOW WE WILL DO IT

- Identify under-represented talent groups in our organisation and agree improvement goals (e.g. generational representation)
- Review our recruitment processes and practices with a lens that acknowledges that traditional recruitment methodologies may present barriers that impede potential talent from putting themselves forward and being considered for roles
- Design and implement recruitment practices in consultation with business stakeholders to include diverse thinking and approaches
- Collaborate with relevant external talent providers aligned to our inclusive recruitment objectives
- Invest in upskilling our internal recruiters and hiring leaders in best practice inclusive recruitment techniques (e.g. overcoming unconscious bias at each stage of the recruitment process)
- Review our onboarding process for new team members to provide a more inclusive experience

WHAT SUCCESS WILL LOOK LIKE

- Inclusive recruitment objectives are clearly communicated and understood within the organisation underpinned by existing merit-based principles
- Our employer brand is reframed to appeal to a broader cross section of talent markets and groups while still reflecting our workplace diversity
- Outcomes are measured against agreed representation goals using both quantitative and qualitative methods
- We demonstrate our agility and ability to pivot and adapt our recruitment strategies to ensure we continue to attract the broadest range of candidates
- Our onboarding experience is mapped and moulded to strike the appropriate balance between online and face to face learning activities
- We will maintain or improve our team engagement scores compared with the 2024 outcomes

GLOBAL KNOWLEDGE,  
- LEAD WITH HEART  
AND NOTICE THE  
SMALL THINGS.



I have had the opportunity to work in several countries, each with their own unique culture and approach to work.

In Switzerland, I completed an internship that introduced me to European hospitality standards. In Hong Kong, I had my first full time role in a large-scale hotel, where I learned to thrive under pressure in a fast-paced, high-demand environment.

In Japan, I spent a year in a hotel learning the values of 'Omotenashi' — **Japanese hospitality rooted in sincerity and attention to detail.**

In Malaysia, I stepped into the digital marketing world, which gave me insight into a more dynamic and tech-driven culture. I've also worked in Korea and now in Austria. Having worked in such diverse environments and with people from various cultural backgrounds,

**I have developed a strong ability to understand different personalities and perspectives.** This helps me approach each team member in a way that suits their individual style, whether it's offering guidance, listening, or simply being present when needed. I believe this emotional awareness plays a big role in strengthening our team dynamic and creating an inclusive, supportive workplace.

YEOSOL (IRENE) YOON

DUTY MANAGER  
A BY ADINA, VIENNA

# TFE HOTELS INDIGENOUS ENGAGEMENT STRATEGY

The TFE Hotels Indigenous Engagement Program was first introduced in 2019 with a vision to make a real difference in the lives and work experiences of Indigenous Australians in the Northern Territory through employment and local community and business partnerships. Since 2021, the Program has focused on 5 areas as part of our commitment to deliver measurable and sustainable differences to the outcomes of First Nations people.

## FOCUS AREAS AND COMITTMENTS

### RELATIONSHIPS

Identifying and building relationships with Aboriginal and Torres Strait Islander communities and organisation to support positive outcomes for our team, hotels and wider community.

### EMPLOYMENT AND DEVELOPMENT

Increasing recruitment and creating an environment where sustainable employment and career development opportunities for Indigenous people is a reality.

### PROCUREMENT

Identifying and expanding Indigenous procurement opportunities for Indigenous communities.

### RESPECT AND CULTURE

Developing an understanding and appreciation of Indigenous culture by building a workplace that is welcoming and inclusive of Indigenous people.

### REPORTING AND GOVERNANCE

Ensuring the Program contributes to sustainable and meaningful outcomes for the Indigenous communities with whom we collaborate.

## WHAT WE HAVE ACHIEVED

**In the Employment and Development space, over the last 3 years we have experienced consistent Aboriginal and Torres Strait Islander employment participation rates of 25% or higher in our Darwin properties. We have achieved this through:**

- working with local partners to enhance and broaden our employment profile within local Indigenous communities
- offering varied career opportunities in the form of traineeships, work experience placements and other pathways
- providing supportive and culturally sensitive work environments that respect and value Indigenous team members

- facilitating the achievement of career goals and learning and development opportunities for our Indigenous team members, and
- increasing the participation rate of Indigenous team members in leadership positions

While it has been wonderful to see our Indigenous team members excel in a chosen career in hospitality with us, we are equally delighted when team members who have completed the program with us move on to pursue other passions and career paths.



WHAT’S NEXT:

During the strategy period, we will review our Indigenous Engagement Program to establish the goals and measures for 2026 onwards.

We are particularly excited about the potential to activate the program in Brisbane, Queensland and Perth, Western Australia. In doing so, expand the

representation of Indigenous Australians in our workforce and establish mutually beneficial relationships with aligned community partners.

GOAL 2 - DEVELOP OUR INDIGENOUS ENGAGEMENT PROGRAM

| WHAT WE WILL DO                                        | HOW WE WILL DO IT                                                                                                                                                                                                                                                                                                                          | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Develop our Indigenous Engagement Plan for 2026 - 2029 | <ul style="list-style-type: none"><li>Establish an internal working group to identify opportunities and enhance engagement with relevant external partners</li><li>Deliver cultural awareness training (with a focus on First Nations people) to equip our leaders to provide meaningful, supported and employment opportunities</li></ul> | <ul style="list-style-type: none"><li>Participation rates in our Indigenous development and employment activities to be at 25% or higher where our IES is in place</li><li>Our Indigenous employment initiatives and activities are expanded to other states and yearly participating rates achieved</li></ul> |

STRIVE TO MAKE  
A DIFFERENCE  
AND CREATE  
OPPORTUNITIES  
FOR ALL.



I am currently  
TFE Hotels’  
Indigenous Liaison

Officer and strive to make  
a difference within the  
community by providing  
other First Nations People  
the same opportunities  
I have been given.

When I was young, I spent  
long hours in the kitchen  
to support myself and had  
no work life balance, but  
that all changed when  
I started with TFE Hotels.  
With the help of Karen  
Sheldon Training  
(now Saltbush  
Social Enterprises),

I stumbled upon  
TFE Hotels’ Real Jobs  
Program (RJP) which  
at the time provided  
work-based training  
and employment for  
First Nations People.

I applied and started in  
the hotel conferencing  
and events department  
as one of the very first  
participants in the  
program. I worked hard  
to progress my career  
at Adina Vibe Darwin  
Waterfront and soon found  
myself mentoring new

RJP candidates and other  
First Nations team  
members at the hotel.

In my role, I enjoy  
educating local Indigenous  
communities on the career  
pathways, programs and  
opportunities available  
here at TFE Hotels.

I want people to know  
that my story can be their  
beginning, and that I’ll be  
here to guide and help  
them succeed.

HENRI PETERS, KUKU YALANJI MAN

INDIGENOUS LIAISON OFFICER  
TFE HOTELS

GOAL 3 - DELIVER ON GENDER EQUALITY

WHAT WE WILL DO

Deliver on our Women and  
Gender Equality Agency  
responsibilities including  
new targets across 3 years  
commencing in 2026 (AUS)

HOW WE WILL DO IT

- Formalise our equal  
remuneration pay policy  
to ensure no gender bias  
occurs at any point in  
the remuneration review  
process and annual  
audits take place to  
review gender pay parity  
outcomes and corrective  
actions are taken where  
appropriate
- Review and analyse  
remuneration levels and  
outcomes across genders  
at least once annually

WHAT SUCCESS WILL LOOK LIKE

- Remuneration policy developed,  
approved and adhered to
- Adjustments made to remuneration  
levels and outcomes where required  
to proactively address any potential  
gender pay inequity
- Measurable improvement across  
a minimum of 2 formally agreed  
targets across relevant reporting  
periods

GOAL 4 - ENHANCE DIVERSITY

WHAT WE WILL DO

Enhance the diversity in  
our leadership cohort

HOW WE WILL DO IT

- Adopt a data informed  
approach to identify areas  
of opportunity and the  
setting of appropriate  
strategies and targets for  
levels of our organisation  
that may experience an  
underrepresentation  
of talent
- Review our leadership  
development pathways  
and talent management  
processes to ensure  
they are accessible and  
culturally appropriate  
to enable higher levels  
of diversity in our  
leadership cohort

WHAT SUCCESS WILL LOOK LIKE

- Our leadership and talent pipeline  
reflects our diversity objectives
- Similarly, development roles  
secondments, and access to  
leadership development programs  
reflects our workforce composition  
and diversity goals
- Parity of promotion rates across  
gender is achieved
- Board and senior leadership roles  
have appropriate levels of female  
representation underscored by  
capability and merit

# FLEXIBLE WORK MODELS FOR OUR TEAMS

## GOAL 5 - UNDERSTAND FLEXIBILITY

### WHAT WE WILL DO

Understand how flexible work practices can be increasingly accommodated into our ways of working

### HOW WE WILL DO IT

- Assess the effectiveness of our existing flexibility framework including the role of part time and job share arrangements
- Research flexible or alternative work patterns being used in hospitality and comparable industries and evaluate their suitability for our business operations
- Experiment and trial alternative rostering approaches that balance operational effectiveness with workplace flexibility

### WHAT SUCCESS WILL LOOK LIKE

- Alternative flexible staffing models address the specific needs of our work locations
- Trials are documented and measured quantitatively and qualitatively
- Team member survey responses on workplace flexibility and worklife balance align to high performing organisational norms

## VOICES FROM OUR TEAM

IM SO GLAD I WORK FOR  
A COMPANY THAT IS  
FAMILY-ORIENTATED  
AND UNDERSTANDS  
THE IMPORTANCE  
OF FAMILY.



I'm so glad I work for a company that is family-orientated and understands the importance of family. When it came to opening my first ever hotel, I freely admit it was a step outside of my comfort zone. The one thing that

initially stopped me applying for roles like this, was the thought that there's a huge amount of work, and I wanted to ensure it was the right fit with my four beautiful kids. TFE Hotels was incredibly supportive and let me know that being a working mum shouldn't

hold me back. I'm glad I listened, because I have my dream job and successfully opened the 124-room Travelodge Hotel Hurstville.

ANN FLOWER

GENERAL MANAGER  
TRAVELODGE HOTEL  
SYDNEY AIRPORT

# ENABLING GROWTH

EMPOWER  
OUR PEOPLE.

## OUR LEADERS ARE INSTRUMENTAL IN CULTIVATING AND STRENGTHENING OUR INCLUSIVE CULTURE

They lead by example and proudly embrace the internal community, strategic importance and commercial contribution inclusion generates.

We know the actions we take now through investment in our leadership and organisational capability frameworks will make us an even stronger sustainable community, partnering as one local and global team to find more opportunities to do our best work.

WHEN WE EMBRACE DIVERSITY IN ITS TRUEST SENSE, WE CREATE SPACES WHERE EVERYONE FEELS SEEN, VALUED, AND INSPIRED TO GROW TOGETHER.



At TFE, we believe that diversity is not just a value - it's a strength. Each of us brings a unique blend of experiences, perspectives, and identities to the table, and it's in celebrating these differences that we create a truly inclusive and dynamic workplace. By creating an environment where individuals are encouraged to show up as

their authentic selves, we cultivate a culture of belonging - one where people feel genuinely welcomed, respected, and safe. Over the past nine years, I've been fortunate to experience this firsthand. The space and support I've been given to be unapologetically myself has not only empowered me

to reach significant milestones in my career but has also enabled me to thrive both personally and professionally. This commitment to inclusion has been instrumental in my journey and continues to fuel my passion and performance in my role today at TFE Hotels.

JASON STOBBS  
DIRECTOR OF REVENUE  
NEW ZEALAND, TFE HOTELS

GOAL 1 - CREATE A SUPPORTIVE AND DEDICATED ENVIRONMENT

| WHAT WE WILL DO                                                                                                                                                  | HOW WE WILL DO IT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create a supportive and dedicated environment where our team members are inspired to contribute to the next stage of our diversity, equity and inclusion journey | <ul style="list-style-type: none"><li>Establish a global Diversity and Inclusion Advisory Group with broad representation and recognising the principle of intersectionality</li><li>Set diversity, equity and inclusion objectives aligned to our strategic pillars and tailored to specific opportunities within our organisation</li><li>Leverage the Diversity and Inclusion Advisory Group as a forum for consultation to increasing knowledge and awareness and a catalyst for change</li></ul> | <ul style="list-style-type: none"><li>A Diversity and Inclusion Advisory Group with a cross section of team members who appropriately represent our workforce makeup and the communities we serve</li><li>Diversity, equity and inclusion objectives are shared and measured, with outcomes communicated within the organisation</li><li>Representatives feel personally enriched by the activities of the Advisory Group</li></ul> |

GOAL 2 - INTEGRATE OUR DEI STRATEGY INTO OUR PROGRAMS

| WHAT WE WILL DO                                                                                   | HOW WE WILL DO IT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | WHAT SUCCESS WILL LOOK LIKE                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Integrate our diversity, equity and inclusion objectives into our leadership development programs | <ul style="list-style-type: none"><li>Enhance the diversity, equity and inclusion lens contained in our programs including ACADEME (Front Line Leaders and People Leaders Programs), Women in Leadership and General Manager programs</li><li>Identify and action opportunities to build the capability of our leaders to create more inclusive environments for team members who may benefit from adjustments in the workplace (for example, neurodivergent team members and team members with disabilities)</li></ul> | <ul style="list-style-type: none"><li>Positive feedback from leadership program participants</li><li>Emerging leaders model inclusivity in their daily practices</li><li>Team member survey results for inclusion, engagement and leadership align with high performing organisation norms</li></ul> |

ACADEME

# OUR WOMEN IN LEADERSHIP PROGRAM A SUCCESS

**TFE HOTELS' WOMEN IN LEADERSHIP PROGRAM WAS INTRODUCED TO ACKNOWLEDGE OUR HIGH POTENTIAL FEMALE LEADERS AND TO PROVIDE LEARNING ENVIRONMENTS AND EXPERIENCES BEYOND THE HOSPITALITY SECTOR.**

A central tenet of the program is creating space for female leaders to reflect on their leadership style and develop strategies and skills to enhance their personal impact and confidence as inclusive leaders in our organisation.

A component of the Program in recent years has been the Executive Ready course, a 7-month leadership and career accelerator designed to stretch existing leaders and rapidly propel them towards senior leadership performance, behaviours and mindsets.

Via a comprehensive development program encompassing a 360 degree feedback tool, virtual workshops, webinars and peer coaching sessions, our female leaders are challenged to see themselves, their roles and professional opportunities with fresh eyes and confidence to achieve their career and personal life goals.

EMPOWERING OUR  
*POTENTIAL LEADERS*

GOAL 3 - PERSONAL & PROFESSIONAL GROWTH

WHAT WE WILL DO

Facilitate the personal and professional growth of our team members as they extend their careers with TFE Hotels

HOW WE WILL DO IT

- Build and refine core learning programs for all team members aligned with our Purpose, Vision and Values
- Optimise Valuing Individual Performance (VIP) discussions to actively foster regular development discussions and input into TFE Hotels' talent development framework
- Showcase career pathway options for team members via our communication channels in a way which promotes inclusion and diversity of participants
- Profile the learning journeys of our leaders
- Continue to identify a range of experimental development opportunities for our team members including "rapid stretch and grow" assignments, local and international secondments and our GoGlobal program

WHAT SUCCESS WILL LOOK LIKE

- Maintain or improve year-on-year internal promotions and lateral moves
- Increased retention of team member talent
- Team member journeys and success stories shared at all levels of the organisation
- Increased team member interest in communicated development opportunities
- Diversity of participants in development programs is measured and aligns to our goals

GOAL 4 - SUPPORT WELLBEING

WHAT WE WILL DO

Support the wellbeing of our team members in their personal and professional lives

HOW WE WILL DO IT

- Increase the awareness and importance of physical mental health and wellbeing via our safety and wellbeing campaigns
- Promote availability and access to specialist support tools and programs available to our team members via our Team Member Assistance Program and Sonder platform
- Continue to offer recognised training in mental health first aid to our leaders
- Foster an upstander and speak up culture where team members feel supported to share concerns or issues

WHAT SUCCESS WILL LOOK LIKE

- Participation rates in safety and wellbeing campaigns
- Quantitative measures of active take up of safety and wellbeing tools and resources
- A geographically appropriate cohort of leaders in trained mental first aid
- Proactive and team member informed response to complaints and concerns
- Our education programs actively promote the role of upstanders and the communication avenues available to team members

VOICES FROM OUR TEAM

AUTHENTIC LEADERSHIP WAS NOT JUST ENCOURAGED BUT EXPECTED.



The program fostered an environment where authentic leadership was not just encouraged but expected.

It was highly practical and the tailored coaching equipped me with frameworks to personalise my leadership development. It also

reinforced the importance of leading with empathy and accountability, both internally with team members and externally with clients.

CATHRYN EVANS

ASSOCIATE DIRECTOR OF SALES  
AUSTRALIAN CAPITAL TERRITORY

MY LEADERS AND COLLEAGUES HAVE GREATLY SHAPED MY PERSONAL AND PROFESSIONAL GROWTH.

## FROM BRISBANE TO GENEVA — GROWING THROUGH COURAGE, CULTURE AND OPPORTUNITY

TFE Hotels has played a big role in my personal development and growth. Through access to continuous learning opportunities, like training programs such as the Future Leaders Program, workshops, and mentorship, I've been able to build both technical and soft skills. I've also had the chance to take on challenging projects that pushed me out of my comfort zone, helping me become more confident, adaptable and resilient.

The support from my leaders and colleagues has made a huge difference in how I approach growth, both professionally and personally.

In January 2025, I relocated from Brisbane to Geneva. What motivated me to transfer internally across the globe was a strong desire to challenge myself in a new environment and to gain a broader, more global perspective on our business. I wanted to experience different cultures, work styles, and markets firsthand.

So far, one of the biggest learnings has been the importance of cultural sensitivity and adaptability. What works in one region might not translate the same way elsewhere, so listening, observing, and being open to new ways

of doing things has been key. I've also learned how valuable diverse teams are in driving innovation and collaboration.

Adapting to the cultural and linguistic differences has also been important. Navigating work expectations, communication styles, and even something as simple as customer service etiquette is a steep learning curve. This exposure has been incredibly rewarding and living and working in such a beautiful, central location in Europe is a nice bonus.

*VALENTINA NORUZ*

**FRONT OFFICE SUPERVISOR**  
ADINA GENEVA



# INCLUSIVE SERVICE

HOSPITALITY,  
REIMAGINED.

OUR TEAM MEMBERS  
CURATE THE TFE HOTELS'  
EXPERIENCE BY  
'FOREVER REIMAGINING'  
HOW TO MAKE OUR  
GUESTS FEEL WELCOME.

Our people are empowered to take ownership, guided by their personal energy, warmth and optimism, to elevate guest experience moments. Our continued investment in our people, properties and offerings, supported by customer centric technology, will enable our team members to continue to shape our future and our success.

---

A NEW EXPERIENCE

# INCLUSIVE SERVICE TRAINING AT THE EVE, SYDNEY

IN FEBRUARY 2025, TFE HOTELS OPENED THE EVE, A BOUTIQUE LUXURY HOTEL SITUATED IN THE CULTURALLY DISTINCT AND CREATIVE NEIGHBOURHOODS OF REDFERN AND SURRY HILLS IN SYDNEY, AUSTRALIA.

---

UNDERSTANDING OTHERS  
*ALL STARTS WITHIN*

A key element of The Eve's launch was the introduction of a new service experience framework to equip team members to deliver elevated and emotionally connected personal service in the luxury hotel space. An important competency in the framework focuses on 'understanding your guests'. Team members learn that in order to understand and connect with their guests authentically they must first understand their own self deeply.



INCLUSIVITY IS ABOUT WELCOMING EVERYONE WITH WARMTH REGARDLESS OF THEIR BACKGROUND, LANGUAGE, OR ATTIRE.

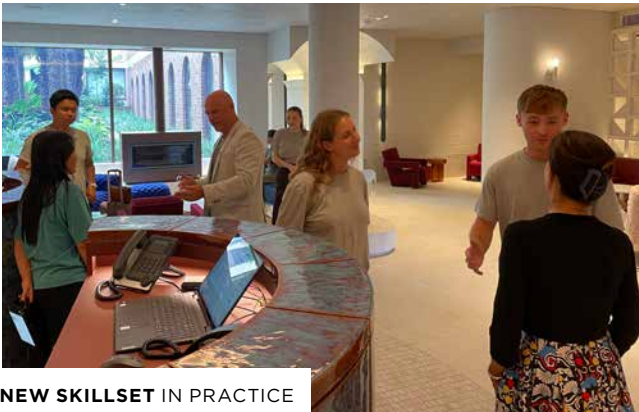
It's about creating a space where differences are celebrated and every guest feels right at home, an essential aspect of our service standards. Understanding customer types, personas, and the customer journey is key. This commitment to embracing diversity is what turns a service into an experience and strangers into friends.

As Matthew Peade, TFE Hotels' Learning and Organisational Development Director comments:

“A 5-day immersive pre-opening training program was facilitated by internal and external experts in service, brand, guest experience, emotional intelligence and personal presence, and presentation and impact.”

Emma Soutter, TFE Hotels' Regional General Manager NSW/ACT, shares that the collaborative training approach helped the team to develop skills in reading body language.

“The training enhanced collaboration across the team and through this experience they were able to learn from each other's diverse perspectives, skills and knowledge. I could see an uplift in our team members' ability to better pick up on visual cues to better adapt to each situation and guest. I could see they were more confident in non-verbal and verbal communication skills and more aware of how to use those learned skills when engaging on a personal level with guests.”



As part of pre-opening preparations, team members also immersed themselves in the nearby Surry Hills and Redfern precincts to connect with popular and hidden spots, galleries and other businesses. This opportunity provided team members with lived experiences they can in turn share as recommendations as part of the overall guest experience.

In addition to its alignment with TFE Hotels' Purpose, Vision and Values, the module- based program can be customised for our one-of-a-kind properties depending on the brand positioning, locale and hotel offering.

Similarly, the service philosophy modules are foundational for all our team members and will form a core element of how we 'forever reimagine' the guest experience in 2025 and beyond.

**GOAL 1 - BEST PRACTICE SERVICE TRAINING**

**WHAT WE WILL DO**

Invest in best practice inclusive service training for all our team members

**HOW WE WILL DO IT**

- Through 'Forever Reimagining the way our guests feel welcome' we acknowledge that over and above the shared expectations we know hold true for all guests, each guest is unique and has special needs that require us to tailor their experience with TFE Hotels
- We show our guests that they matter to us by forming relationships and tailoring their stay based on their individual needs

**WHAT SUCCESS WILL LOOK LIKE**

- All team members trained in the Service Philosophy programs which include modules such as 'Being Invitational and Inclusive' and 'Understanding guests' perspectives'
- Guest feedback and relevant metrics demonstrate we are meeting or exceeding expectations

**GOAL 2 - NEW GUESTS SERVICE STANDARDS**

**WHAT WE WILL DO**

Implement our guest service standards supported by a regular program of auditing and feedback

**HOW WE WILL DO IT**

- Document our touchpoints across the guest journey, ensuring we have considered all types of guests' needs and diverse experiences, creating standards that are appropriate and meet our diverse guest needs

**WHAT SUCCESS WILL LOOK LIKE**

- Audits completed to timetable against our standards and guest preferences
- Service delivery and standards are adjusted based on audits and feedback creating a continuous improvement cycle across our guest journey

VOICES FROM OUR TEAM

INCLUSION MEANS MEETING PEOPLE WHERE THEY ARE - AND SHAPING THE EXPERIENCE AROUND THEM.



In 2022, I was involved in an initiative to host a large group of Ukrainian refugees from the Russian - Ukrainian conflict. Many of the refugee guests required special care either because of their age, reduced mobility or

because they could not communicate in German. As a team, we ran errands or did the shopping to help them out. We also helped with bureaucratic processes such as taking out health insurance or registering with government organisations.

Our ability to help in small ways was always gratefully received and appreciated. This experience showed me that I am working in the right industry and that the work always holds new challenges but also situations that fill you with pride.

CLEMENS BAUS

HEAD OF RESERVATIONS  
ADINA APARTMENT HOTELS  
COLOGNE & DUSSELDORF



GUESTS CAN CHECK  
IN AND OUT COMPLETELY  
INDEPENDENTLY,  
AT THEIR OWN  
PACE AND TIME.



One of the most inclusive guest experiences we've delivered at MM:NT is rooted in the digital-first nature of our concept. Guests can check in and out completely

independently, at their own pace and time. For many, this removes the stress often associated with traditional processes, especially at check-out, where standing in line among other guests can

be overwhelming. One guest in particular shared how liberating it felt not to have that pressure, describing it as a more peaceful and empowering way to end their stay.

**JANEK GENSCH**  
RELIEF DUTY MANAGER  
ADINA EUROPE



### GOAL 3 - BEST PRACTICE SERVICE TRAINING

#### WHAT WE WILL DO

Recognise it's often the little things that make our guests feel welcome day in and day out and empower our team members to 'own their impact'

#### HOW WE WILL DO IT

- Ensure our marketing and brand collateral is reflective of the communities we serve
- Highlight a variety of guest personas in our training and ensure that diverse guests needs are described and highlighted
- Offer training to team members in serving guests with disabilities who may require adjustments

#### WHAT SUCCESS WILL LOOK LIKE

- Our team members recognise diversity across our guest profile and adjust their service accordingly to accommodate their needs

### GOAL 4 - EMPOWERING GUESTS AND TEAMS ALIKE

#### WHAT WE WILL DO

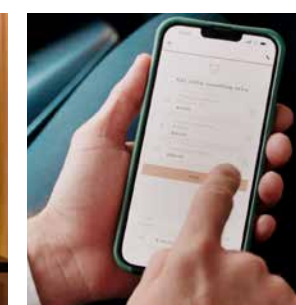
Continue to invest in technology platforms and innovative product offerings that elevate the guest experience

#### HOW WE WILL DO IT

- Implement our guest experience platform across our entire portfolio of hotels

#### WHAT SUCCESS WILL LOOK LIKE

- All our guests and team members have access to our Guest Experience Platform allowing for seamless technology enabled touchpoints across all points in the journey supporting equal access and an elevated experience for all



OUR DIFFERENCES ARE  
THE COLOURS OF OUR PALETTE  
THAT CREATE THE RICHNESS  
AND UNIQUENESS IN  
EVERY EXPERIENCE.



As a proud Pasifika woman, I've always believed that diversity should be valued not only in our workplaces, but in the way we live, connect, and care for one another

every day. Our differences — in culture, gender, background, and perspective — are the colours of our palette that create the richness and uniqueness in every experience.

Being both a female and a Pasifika leader has strengthened my emotional intelligence and deepened my ability to connect with others in a genuine and empathetic way.

MELISSA GOSSELIN

CLUSTER GENERAL MANAGER  
ADINA CITYLIFE & TRAVELODGE HOTEL  
WELLINGTON, NEW ZEALAND



DIVERSITY & INCLUSION  
ARE FOUNDATIONAL PILLARS  
OF OUR COMPANY CULTURE.

At TFE Hotels New Zealand, diversity and inclusion are central to how we work and serve. We embrace the unique backgrounds and perspectives of our team, knowing they enrich our culture and elevate the guest experience.

By fostering an inclusive environment, we empower our people to be their best and that authenticity translates into warm, thoughtful service for every guest. Together, we build a team culture that reflects the values of respect, belonging and excellence.

WARWICK KAHL  
DIRECTOR OF OPERATIONS - NEW ZEALAND  
TFE HOTELS



[TFEHOTELS.COM](https://TFEHOTELS.COM)