

2025 ESG REPORT

THE
GRAND
HOTEL

Established
in 1835

F|B|D Hotels & Resorts
It's just our way

www.fbdhotels.com

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INTRODUCTION

At FBD Hotels & Resorts, Environmental, Social and Governance principles are not treated as standalone initiatives, they are integrated into how we operate, make decisions, and deliver value across the business. From our approach to responsible sourcing and environmental management, to how we engage with our people and communities, sustainability underpins our long-term strategy.

In my role as Group Head of Development, Sustainability & Procurement, my focus is on ensuring that our investments, partnerships, and operational practices contribute to measurable and lasting impact. This includes aligning procurement strategies with sustainability objectives, driving efficiency across our portfolio and embedding responsible practices throughout our supply chain.

Environmental Initiatives

Over the past year, we have made solid progress in reducing our environmental impact. Our initiatives include energy-efficient upgrades, investment in renewable technologies and a continued focus on reducing waste and improving resource efficiency.

We invest in sustainability not only because it is the right thing to do, but because it reflects our responsibility to manage resources, effectively supporting long-term value for the business while contributing to a healthier environment for future generations.

Social Responsibility

Our commitment to social responsibility remains a key priority. We recognise the importance of supporting the communities where we live and work, and we continue to invest in initiatives that promote wellbeing, inclusion and opportunity.

Through community partnerships, team engagement and volunteer efforts, we are building a culture where our people can succeed while delivering high-quality experiences for our guests.

Our culture in action is reflected through these initiatives, demonstrating how our values are embedded in our day-to-day operations and the positive impact we aim to create.

Governance

Our governance practices ensure we operate with strong integrity and transparency. Clear policies and procedures support ethical conduct and accountability across all levels of the organisation, while sustainability is increasingly embedded in how we make decisions and evaluate our partners.

Looking Ahead

As we continue to build on this progress, our objective remains clear: to deliver a more sustainable, efficient, and responsible operating model—one that supports our people, strengthens our communities, and ensures the long-term resilience of our business.



“Over the past year, we’ve put the right structures, data, and supports in place—our focus now is on embedding sustainability into everyday behaviours and driving meaningful cultural change across the Group.”-

Liam Moran

Group Head of Development,
Sustainability & Procurement



2025 marked a milestone year for FBD Hotels & Resorts in advancing our Environmental, Social and Governance (ESG) agenda. Throughout the year, we strengthened our commitment to sustainable business practices by embedding ESG considerations more deeply into both strategic decision-making and day-to-day operations across the Group.

We made targeted investments in initiatives designed to deliver long-term environmental and social value, while successfully integrating the Group's newest acquisition, The Grand Hotel Malahide, into our ESG framework. This ensured full alignment with Group policies and standards from the outset. A key priority remained the consistent application of ESG principles across all properties, supporting a more structured, measurable, and accountable approach to performance.

External accreditation remained a key focus during the year, with certification achieved across both Ireland and Spain, through the internationally recognised Green Tourism Programme. We continued to work closely with our assigned energy advisors, DC6 Technologies, through Fáilte Ireland's Climate Action Programme. This collaboration supported the work of our energy management consultants, Hanntec, strengthening our approach to energy performance, compliance, and alignment with national climate objectives.

Capital investment in energy efficiency and resource management progressed significantly during the year. Key initiatives included the expansion of renewable energy through a solar installation at Killashee Hotel, the rollout of enhanced utility monitoring via Acutrace metering systems, and the continued implementation of energy-efficient technologies across the portfolio. These measures directly support our long-term carbon reduction objectives and align with climate action targets in both Ireland and Spain.

We also maintained a strong focus on our social responsibilities, with continued investment in our people. Employee wellbeing, diversity and inclusion, and talent development remained core priorities. Through structured programmes and ongoing engagement, we strengthened our workplace culture while maintaining strong connections with the communities in which we operate.

Transparency and effective stakeholder engagement remained integral to our ESG approach. Regular communication with employees, guests, and shareholders has supported a more informed and consistent approach to sustainability, reinforcing trust and strengthening operational resilience.

The progress delivered in 2025 provides a strong foundation for the next phase of our ESG strategy. Our focus now is on driving measurable improvements across energy, waste, and resource management, while continuing to embed ESG accountability at every level of the organisation.

ABOUT FBD HOTELS & RESORTS

2025



FBD Hotels & Resorts is a leading hospitality group operating a portfolio of seven luxury properties across Ireland and Spain. The group is recognised for delivering high-quality guest experiences that combine comfort, service excellence, and a growing commitment to sustainability.

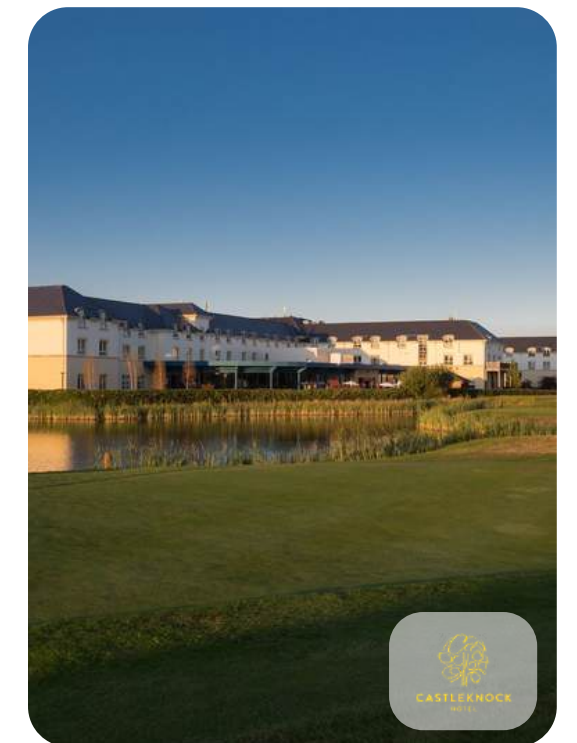
The portfolio includes Faithlegg Hotel (Co. Waterford), The Heritage (Co. Laois), Killashee Hotel (Co. Kildare), Castleknock Hotel (Co. Dublin), La Cala Resort, and Sunset Beach Club in Spain. In 2025, the group expanded its portfolio with the acquisition of The Grand Hotel, Malahide (Co. Dublin)

FBD Hotels & Resorts is focused on delivering long-term value through responsible business practices, continuous investment, and a clear commitment to environmental and social impact.



 **7 Properties**
 **2 Countries**

 **1378 Rooms**
 **2000+ Team members**



FBD Hotels & Resorts
It's just our way

OUR ESG VISION

At FBD Hotels & Resorts, our commitment to Environmental, Social, and Governance (ESG) values is embedded across every aspect of our operations, from how we care for our people and engage with communities, to how we protect the environment for future generations.

With dedicated ESG leadership, internationally recognised accreditations, and ongoing investment in sustainable practices, we continue to evolve as a responsible hospitality group. Our goal is to create positive impact – locally and globally – through thoughtful action and long-term vision.

Our approach is guided by five strategic pillars that underpin everything we do:



Investment Model

A commitment to sustainable growth through strategic investments that enhance our properties, strengthen our brand, and deliver long-term value for stakeholders.



Customer Experience

Continuously elevating the guest journey by focusing on personalised service, attention to detail, and world-class amenities.



Environment

Leading the way in sustainable hospitality by prioritising renewable energy, innovative waste management, and eco-conscious practices to minimise our environmental impact.



Technology and Innovation

Leveraging innovative technology to improve operational efficiency, enhance the guest experience, and stay ahead in a competitive landscape.



People and Culture

Creating an inclusive and inspiring workplace where our teams thrive. We invest in talent development, prioritise diversity and inclusion, and champion well-being initiatives to foster a dynamic and engaged workforce.

ENVIRONMENTAL SUSTAINABILITY

Environmental Policy Targets



KEY ACHIVEMENTS 2025

2025

Guided by our Environmental Pillar and the policies established in 2024, FBD Hotels & Resorts has continued to embed sustainability across all areas of the business. These policies set clear expectations for reducing energy consumption, waste generation and overall resource use across the Group.

During 2025, we advanced these commitments through a series of targeted initiatives, supported by enhanced monitoring and reporting frameworks. This structured approach has enabled consistent, measurable progress against our environmental objectives, while strengthening accountability at property level.

Energy and Carbon Reduction

We made further progress in reducing our carbon footprint through targeted investment, improved efficiency and enhanced monitoring, supported by approximately €1 million invested in energy-related capital projects.

Infrastructure

- Expanded electric vehicle charging infrastructure at The Heritage and Castleknock Hotel, with further rollout planned for Killashee in 2026.



Solar

- Installed solar infrastructure at Killashee Hotel as part of our renewable energy strategy.



Sub-metering

- Rolled out Acutrace sub-metering across five properties, enhancing energy monitoring and performance tracking, with further implementation underway.



Alignment

- Integrated The Grand Hotel Malahide into ESG reporting frameworks, including policy implementation and audits across energy, waste and water.



Improvements

- Pool cover and fridge strip replacements.
- Window and insulation upgrades at Sunset Beach Club.
- Transition from petrol to electric buggies and maintenance equipment at La Cala Resort.



Biodiversity and Circular Initiatives

We continued to enhance biodiversity across our properties while supporting circular economy practice.

- Delivered tree planting initiatives at Castleknock Hotel and Killashee Hotel.
- Developed pollinator-friendly environments at Killashee.
- Supported circular initiatives, including the reuse of coffee grounds at Faithlegg in partnership with local businesses for agricultural use.



Certifications and Standards

We maintained a strong focus on recognised environmental standards across the Group.

- Achieved Green Tourism (Green Meetings) accreditation across all Irish properties.
- Secured Gold Green Tourism certification for Sunset Beach Club.
- Built on prior achievements, including Gold certifications in Ireland (2024) and GEO certification at La Cala Resort (2024).



Water Management

Water stewardship remained a key priority, with continued focus on monitoring and efficiency.

- Conducted water audits across the Group.
- Implemented ongoing monitoring of water usage and flow rates.
- Reviewed and strengthened leak detection planning.
- Introduced water capture solutions to support more efficient resource use.



OUR COMMITMENTS 2026


2025

In 2026, FBD Hotels & Resorts will continue to review and advance key elements of its sustainability programme, with a focus on delivering measurable reductions in energy consumption and waste generation. These efforts will be supported by enhanced monitoring, analysis and reporting capabilities, in collaboration with our energy management consultants, Hanntec.

The Group will further align its operations with national climate action targets in both Ireland and Spain, while continuing to strengthen sustainable procurement practices across the supply chain, ensuring alignment with established environmental and ethical standards.

Maintaining recognised certifications will remain a core priority, with ongoing re-certification and continuous improvement under Green Tourism standards supporting consistent performance and reinforcing sustainability benchmarks across all properties.

Target Actions

	Water Reduction		Energy & Waste Monitoring
	Capital Infrastructure		Accreditation & Compliance



SOCIAL RESPONSIBILITY



CSR Policy Targets

	5% Community Giving		Diversity & Inclusion
	5% Community Engagement		Sustainable Procurement

At FBD Hotels & Resorts, our commitment to social responsibility is woven into the fabric of our operations. Guided by our strategic pillar of People and Culture and anchored by our core values, we deliver on the commitments established in 2024. Our structured approach prioritises:

- Achieving our targets of 5% community giving and 5% community engagement.
- Fostering diversity and enhancing the well-being of our teams.
- Prioritising Sustainable Procurement to ensure a responsible supply chain.
- Investing in initiatives that support and inspire the next generation.

Recognising that our people are the lifeblood of our business, we harness the power of our teams to drive transformative social change. We are dedicated to creating a meaningful, measurable impact on the communities we serve, ensuring our growth fosters positive progress both locally and globally.

Community Engagement & Donations

We made further progress in strengthening our social fabric through targeted community investment and improved engagement strategies. This was underpinned by a significant allocation of resources toward community-based projects and social initiatives, ensuring our growth creates shared prosperity for the regions in which we operate.

Donations

- €50K+ contributed to charities & Communities across Ireland & Spain.
- 150kg clothing donated via Clothes4Us (Enable Ireland).
- Continued engagement with local Tidy Towns, NGOs & local biodiversity initiatives



Diversity, Equality & Gender Balance

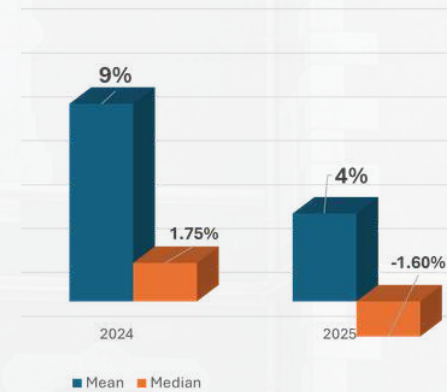
In 2025, we accelerated its commitment to equality, diversity, and gender balance, implementing targeted frameworks that ensure every team member has an equitable path to success.

Equality

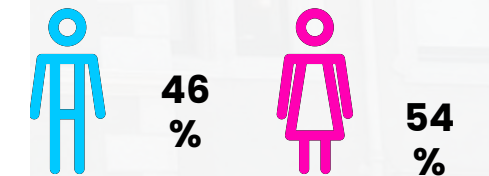
- Bronze Investors in Diversity achieved.
- Gender split across workforce: 54% Female / 46% Male
- Gender pay gap: 4% (9% in 2024)
- Ongoing focus on equitable pay, progression, and inclusive leadership.



FBD Hotels and Resorts Gender Pay Report



FBD Workforce



People, Culture & Accreditation

In 2025, we continued to showcase our people and culture through measured, benchmarked performance, culminating in our official accreditation.

People

- Great Place to Work certified 2025.
- GPTW pilot year in Sunset Beach and La Cala.
- QEP (IHF) certification for excellence in people practices.



Talent & Organisational Development

We have made further investments in our people, focusing on the creation of new opportunities and clearly defined career development pathways.

Development

- Grow & Climb programmes driving career progression.
- Coaching Champions Programme enhancing leadership capability.
- Strong internal progression and succession planning focus.
- Employee Assistance Programmes.
- Financial Clinics supporting national pension auto enrolment.
- Quarterly rewards points incentives for internal development.



Food Provenance & Local Partnerships

Building on our commitment to regional sourcing, we have further solidified our partnerships with local suppliers and producers to ensure the highest standards of food and drink provenance.

Provenance

- Expanded regional supply network to create new pathways for new producers to work with our hotels.
- We maintained an active engagement with national bodies, such as Bord Bia, to identify and leverage strategic growth opportunities within our supply chain.
- Participation in local culinary showcase events such as Taste of Waterford, Fingal & Kildare.
- Continued focus on sustainable, locally sourced ingredients.



Governance & Alignment

We have further strengthened our governance and structure to align our corporate leadership with our social responsibilities.

Alignment

- Full alignment of The Grand Hotel Malahide to Group ESG & HR policies.
- Group-wide consistency in employee experience and standards.
- Annual salary reviews aligned with Irish & Spanish regulations.



COMMUNITY SPOTLIGHT

2025

At FBD Hotels & Resorts, our approach is grounded in building strong, lasting relationships with the communities in which we operate. We recognise that meaningful community engagement is central to delivering positive social impact and supporting responsible, sustainable growth across the Group.

We actively engage with local communities through a range of initiatives, including charitable partnerships, local sourcing, employee volunteering and community-led programmes across our properties. These activities are tailored to each location, ensuring that our approach reflects local needs and priorities while fostering long-term, collaborative relationships.

Ongoing dialogue with community partners, combined with insights from employee engagement and on-the-ground experience, helps to shape our social impact priorities.



OUR COMMITMENTS 2026

2025

In 2026, FBD Hotels & Resorts will continue to strengthen the Social pillar of its ESG strategy, with a clear focus on our people, organisational culture and community engagement.

A key priority will be alignment with the EU Pay Transparency Directive, supporting greater consistency, fairness and transparency in remuneration practices, alongside ongoing review of pay structures, gender pay gap reporting and equitable career progression.

We will continue to advance our diversity, equity, inclusion and belonging agenda through measurable targets, enhanced training and employee engagement initiatives, informed by ongoing feedback and insights.

Investment in our people will remain central, with continued development of leadership and talent programmes, alongside a strong focus on wellbeing, engagement and retention.

We will also further strengthen our community engagement through local partnerships, charitable initiatives and programmes that deliver meaningful social impact across the regions in which we operate.

Target Actions



ENVIRONMENTAL GOVERNANCE



Governance Policy

	Code of Ethics		Data Privacy & Cybersecurity Policy
	Climate Change Adaption Policy		Corporate Governance Framework

FBD HOTELS & RESORTS ESG GOVERNANCE STRUCTURE

2025

At FBD Hotels & Resorts, strong governance forms the foundation of sustainable growth and responsible business practices, Our framework is governed by a robust and clearly defined framework comprising the Board of Directors, senior management team, and specialised committees. This structure is designed to ensure that all decisions are taken in the best interests of stakeholders, while maintaining full compliance with all regulatory and legal obligations.

PLL Board of Directors:

The Board of Directors set the Group’s strategic direction, ensuring that governance, risk management, and ESG considerations are fully integrated into decision-making and aligned with the Group’s long-term objectives.

CEO:

The CEO is responsible for delivering the strategic direction of FBD Hotels & Resorts, providing guidance on key decisions, and ensuring that operations remain aligned with the Group’s corporate values and sustainability objectives.

Group Sustainability Committee:

At Group level, ESG governance is led by a dedicated committee comprising the Group Head of Development, Sustainability & Procurement, the Group Purchasing & ESG Manager, and members of the Executive Leadership Team. This committee is responsible for overseeing the Group’s sustainability strategy, ensuring alignment with corporate objectives, and supporting the effective delivery of ESG initiatives across the business.

Local Green Teams:

At property level, Green Teams are responsible for the implementation and monitoring of ESG initiatives. These teams drive on-the-ground actions, including energy and waste management, sustainability awareness, and compliance with Group policies, ensuring that ESG objectives are embedded into daily operations.



“Across our seven properties, Green Teams meet monthly to drive ESG performance and share best practices. Around 70 employees are involved across various departments and levels, from junior staff to General Managers, ensuring an inclusive and collaborative approach across the Group.”



Senior Leadership Team

Senior leadership team:

FBD Hotels & Resorts' Senior Leadership Team provides strategic direction and oversight across all areas of the business, ensuring alignment with the Group's ESG objectives and long-term value creation.

ESG Reporting:

As part of the Group's ESG strategy, each hotel is responsible for monitoring and reporting its performance across key environmental metrics, including energy consumption, waste generation, and water usage. This data-driven approach enables consistent measurement across the portfolio, supports informed decision-making, and ensures accountability in tracking progress against our sustainability objectives.

Health & Safety:

Our robust health and safety protocols ensure the well-being of both employees and guests. This is supported by structured training programmes, regular audits, and partnerships with recognised external specialists, including The Food Safety Company, Sea Change, and Shiels Safety, ensuring consistent compliance with industry best practice.

Cybersecurity:

The Group continues to invest in cybersecurity measures to protect guest data and sensitive business information. Regular system reviews, audits, and updates are undertaken to mitigate risk and ensure resilience against evolving threats, under the direction of the Head of IT & Innovation.

Audit & Risk Committee:

An established Audit & Risk Committee oversees the integrity of financial reporting, internal controls, and risk management processes. This ensures that risks are systematically identified, assessed, and managed effectively, supported by strengthened controls led by the Group Corporate Finance & Risk Manager.

Ethical Standards and Transparency:

FBD Hotels & Resorts is committed to upholding the highest standards of ethical conduct across all areas of its operations. The Code of Ethics and Employee Code of Conduct provide a clear framework for employees, suppliers, and stakeholders, ensuring integrity, accountability, and transparency in all activities. This includes strict adherence to anti-corruption policies, responsible sourcing practices, and compliance with all applicable local, national, and international legislation. Oversight is provided by the Group Head of Development, Sustainability & Procurement and the Group Head of People.

Group Head of People:

A dedicated People function, led by the Head of People, oversees the development and delivery of Group-wide HR strategy, employee engagement, and organisational culture. This ensures that talent is effectively supported, developed, and retained through structured programmes, aligned policies, and consistent people practices across all properties, underpinned by a strong focus on diversity, inclusion, and employee wellbeing.

Head of Development, Sustainability & Procurement

A central function led by the Head of Development, Sustainability & Procurement oversees capital investment, sustainability strategy, and procurement practices across the Group. This ensures that development projects, supplier relationships, and sustainability initiatives are aligned with ESG objectives, supported by robust governance, responsible sourcing standards, and a strategic, long-term approach to resource efficiency and operational performance.



Group update H2 2025



Mazda x FBD H&R 2025



GPTW FBD 2025



Quality Employer Certified 2025

OUR COMMITMENTS 2026

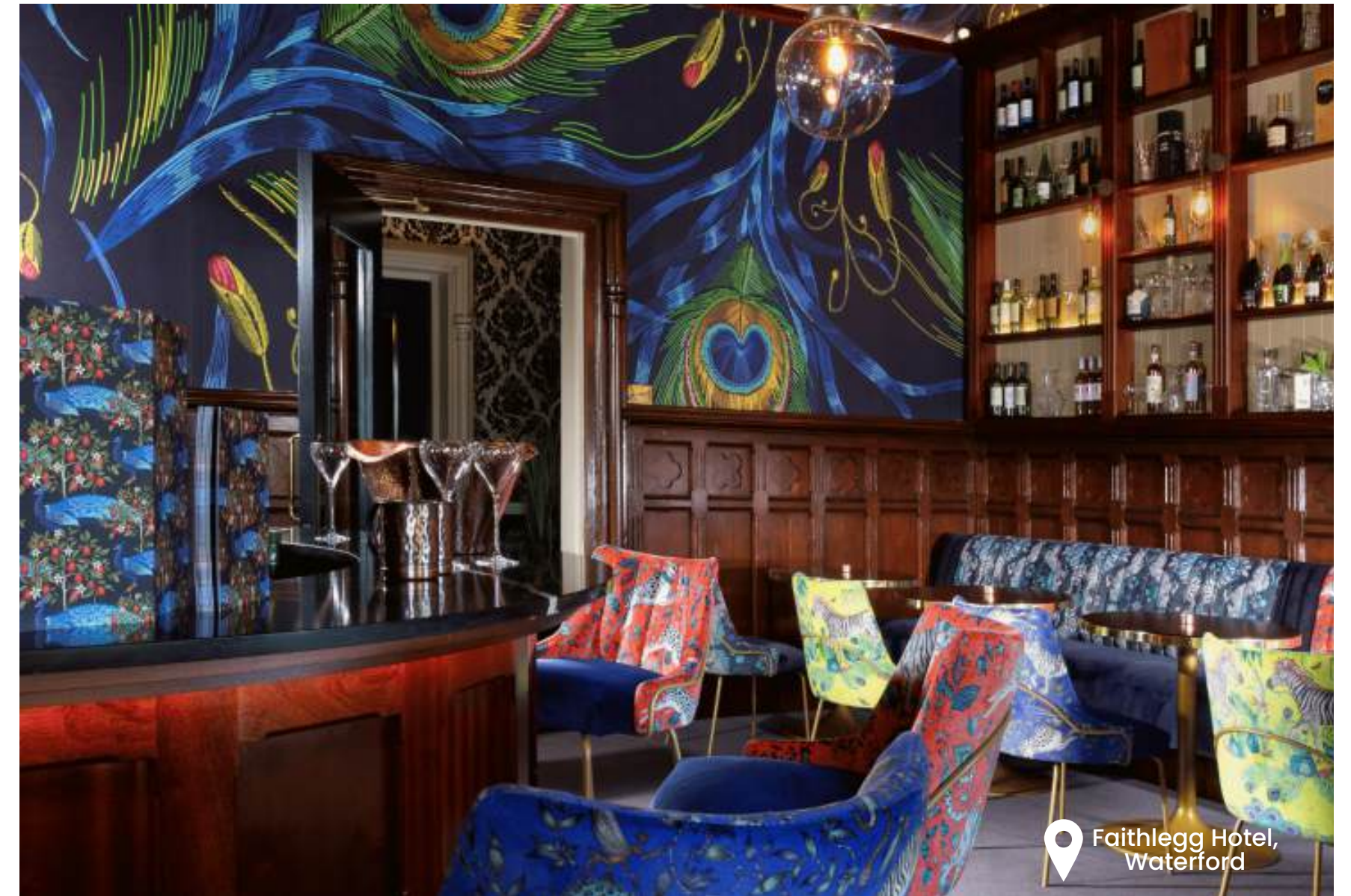
2025

In 2026 and beyond, FBD Hotels & Resorts will continue to strengthen its governance framework, with a clear focus on embedding sustainability within corporate governance structures and ensuring ESG considerations are fully integrated into strategic decision-making.

We will further enhance our risk management approach, with increased focus on emerging risks, including climate change, data protection and supply chain resilience, supported by ongoing investment in information technology, data integrity and operational systems.

The Group remains committed to enhancing Board diversity to ensure a broad range of perspectives and expertise. In parallel, we will continue to develop our ESG reporting capabilities, incorporating additional performance metrics and aligning with regulatory requirements under the Corporate Sustainability Reporting Directive (CSRD), supporting greater transparency, consistency and accountability across our operations.

Target Actions



CONCLUSION

As we conclude this year, FBD Hotels & Resorts reaffirms its commitment to responsible and sustainable business practices. The progress achieved reflects the dedication of our teams and the strength of our partnerships, while also recognising that there remains more to be done.

We will continue to build on this momentum with a clear and measured approach, ensuring that sustainability remains an integral part of how we operate and make decisions. In doing so, we aim to support the long-term resilience of the business, contribute positively to the communities in which we operate, and deliver enduring value for our stakeholders.

**"SUSTAINABILITY IS NO
LONGER ABOUT DOING LESS
HARM. IT'S ABOUT DOING
MORE GOOD." – JOCHEN**

ZEITZ
(FORMER CEO PUMA)