
RE: Concerns Regarding Workplace Environment and Managerial Conduct

From Shane EDWARDS <Shane.Edwards@swissotel.com>

Date Thu 1/16/2025 8:47 AM

To David DELACRUZ <David.DelaCruz@swissotel.com>

Cc Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>

Dear David,

As discussed I am not sure on what you feel will happen should you or other teams raise a concern, any repercussions that you feel will happen is against Accor's policy and is not tolerated by the hotel or our company. I can assure you should any such behavior occur from any employee this will be dealt with swiftly in line with those Accor policies.

I would encourage you to ask those employees to come forward if there is genuine concerns so that any allegations can be thoroughly investigated inline with Accor's grievance policies. As mentioned all employees have the right to defend any allegation following a thorough investigation.

With regards to rosters and mentioned in our discussions it is important that we add more structure into your schedule so that as a business we operate efficiently and effectively while allowing you to meet your obligations of your role. Moving forward in the short term I will be providing you with your schedule including your start and finish times. This will provide you with more clarity and I can then communicate to the team and those leaders that you have interaction with so that you are present at those required moments. I will draft this in 7 shifts in which you need to ensure you have access, should these shifts need to change please send through you request for review, also if there are appointments that you need to attend then please let me know. To make sure I do not miss any of those appointments I will send through a request so I have access to your Outlook appointment calendar in which all appointments will be added. This will also assist me to ensure you have adequate support should you require others to attend those meetings. To ensure I draft your roster in line with your contract and the labor law I need to re confirm your past working days in January, I will cc you in with Shimizu san for a copy of your attendance record.

Please let me know if you have any additional questions and allow me time to write your roster in 7 shifts for the coming weeks. (I will also provide you with separate copy as in the past you mentioned you have trouble accessing 7 shifts) Once this is done I will then communicate to the team on your behalf.

Kind regards,

シェーン・エドワーズ
Shane Edwards

総支配人
General Manager

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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Wednesday, January 15, 2025 6:26 PM
To: Shane EDWARDS <Shane.Edwards@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>
Subject: Re: Concerns Regarding Workplace Environment and Managerial Conduct

Dear Shane,

Thank you for taking the time to discuss the situation earlier. I wanted to follow up to clarify my perspective and share my usual schedule for your reference.

First, I understand why you feel knowing the specifics of the alleged comments is necessary. However, as I mentioned, the information was shared with me in confidence, and I am committed to protecting my colleague's anonymity to avoid potential repercussions for them. That said, I recognize the seriousness of this matter and want to find a constructive solution. As I mentioned, an option I am considering is involving a neutral third party, such as a mediator or legal professional, to whom my colleagues would be willing to provide their account. This would allow the validity of the statement to be confirmed while maintaining their confidentiality, which I think is pertinent to the situation.

Regarding my schedule:

- On weekends with events, I typically work from noon to 8:30 PM and take a day off on Tuesday or Wednesday, depending on meetings.
- This week, there's no event on Saturday, but there is one on Sunday, along with a meeting for a potential big event. I would prefer to take Friday off as a rest day.
- Next week, we have the Drag Queen Show on Saturday.
- For next month, there are events on every Saturday, as well as special events on the 14th and 28th.

Once again, thanks for your time today!

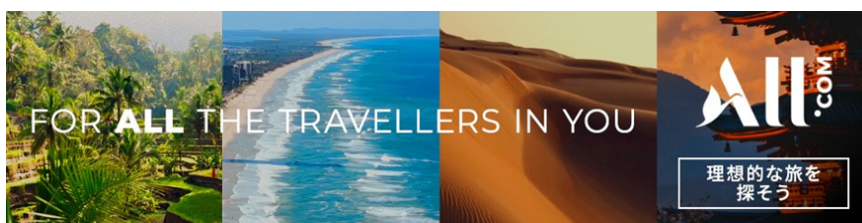
Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

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From: Shane EDWARDS <Shane.Edwards@swissotel.com>

Sent: Wednesday, January 15, 2025 4:33 PM

To: David DELACRUZ <David.DelaCruz@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>

Subject: RE: Concerns Regarding Workplace Environment and Managerial Conduct

Dear David,

Thank you for meeting with me this afternoon.

We will be speaking with Steve tomorrow afternoon and would like a documented discussion with you listing your formal complaint. This being said you can work tomorrow starting 9.00am finishing at 5pm.

Kind regards,

シェーン・エドワーズ
Shane Edwards

総支配人
General Manager

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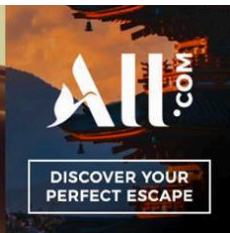
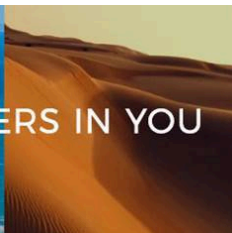
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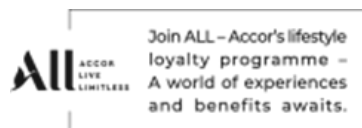
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From: David DELACRUZ <David.DelaCruz@swissotel.com>

Sent: Tuesday, January 14, 2025 11:19 AM

To: Shane EDWARDS <Shane.Edwards@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>

Subject: Re: Concerns Regarding Workplace Environment and Managerial Conduct

Dear Shane,

Thank you for your reply. I'm open to having a face-to-face discussion, as this is an important matter.

Could you let me know more about the meeting setup, including whether others will be present? I want to make sure we can have a constructive and open conversation.

Please let me know your availability, and I'll do my best to accommodate.

Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

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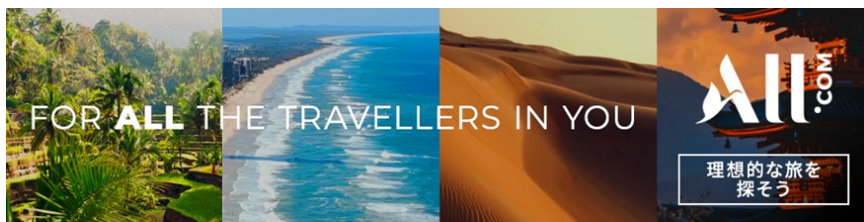
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From: Shane EDWARDS <Shane.Edwards@swissotel.com>

Sent: Tuesday, January 14, 2025 7:37 AM

To: David DELACRUZ <David.DelaCruz@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>

Subject: RE: Concerns Regarding Workplace Environment and Managerial Conduct

Hi David,

As mentioned in my previous email I am able to talk to Steve without any recourse, it will be important if we want to address these concerns we do need to have open discussions. I suggest we have a face to face discussion.

Kind regards,

シェーン・エドワーズ
Shane Edwards

総支配人
General Manager

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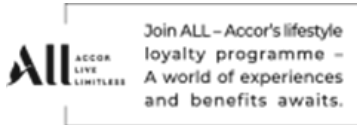
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From: David DELACRUZ <David.DelaCruz@swissotel.com>
Sent: Monday, January 13, 2025 5:30 PM
To: Shane EDWARDS <Shane.Edwards@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>
Subject: Re: Concerns Regarding Workplace Environment and Managerial Conduct

Dear Shane,

Thank you for taking the time to respond to my email. I appreciate your willingness to engage on these issues and your acknowledgment of the situation's complexity.

While I understand that changes in management styles can naturally bring challenges, my concern goes beyond time adjustments, tasks, or minor tensions. Over time, I've heard comments from colleagues attributed to Steve that were concerning. Although I initially chose to remain professional and focus on my work to avoid creating discomfort in the workplace, a specific false statement Steve claimed I made about a colleague made it much harder to do so. Such inaccurate statements have the potential to harm my reputation—and may already have—and hearing additional negative comments left me questioning what else might have been said and to whom. This uncertainty has significantly impacted my focus and motivation.

I wish I could provide more details about the nature of these comments, but I am mindful of protecting my colleagues and avoiding unnecessary conflict. From my understanding of similar cases in Japan, maintaining anonymity when disclosing such information is often crucial for both fairness and resolution. Even after hearing the false statement, I tried to remain professional and shifted much of my communication through Morizono-san, who I understand is also my manager. However, the situation escalated when a minor change in the schedule—one I had clearly communicated—led to Steve approaching me in a confrontational and aggressive manner, yelling at me before even seeking clarification. The situation became worse on Saturday Jan 11th, when Steve made remarks implying that my job might be at risk if my performance didn't improve.

While I welcome constructive feedback and always strive to grow professionally, the perceived threat of termination has added immense pressure and made me realize that ignoring Steve's comments and focusing solely on my work does not guarantee a safe or supportive environment. Making it increasingly difficult to see how I can continue contributing to my best potential under the current circumstances.

I appreciate your efforts to address this matter, and I trust your judgment in finding a way forward, which I know realize is hard without Steve realizing I spoke up about his concerning behavior. Sadly, working with him now is a challenge, which makes it difficult to perform at my best and improve at my work because I cannot even concentrate or speak openly. More than the challenges at work, the constant mental stress is even affecting my life outside of work and health, so I really hope to solve this situation promptly in a way that upholds the company's values.

I'm happy to meet with you to discuss this in more detail and work toward a resolution. Thank you!

Best Regards,

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David De la Cruz

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From: Shane EDWARDS <Shane.Edwards@swissotel.com>
Sent: Monday, January 13, 2025 10:58 AM
To: David DELACRUZ <David.DelaCruz@swissotel.com>
Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>
Subject: RE: Concerns Regarding Workplace Environment and Managerial Conduct

Dear David,

Thank you for your email and making me aware of your current situation.

I assume by your email your “manager” you are currently referring to Steve in which you now report. While I will not share your email with Steve as per your request I am happy to speak with him directly understanding the sensitivity of your concerns which I can assure you that there will not be any recourse from this discussion.

While you have communicated your concerns I would like to take this opportunity to provide you with feedback on the potentially why Steve and other leaders have felt that they need to micro manage which may give the impression of concerns in working environment. As leaders we are required to provide structure and ensure we are fair and equitable across all our team so that we create a fair environment across all areas of the hotel. It is no secret that there has been frustration with some areas of your work which has meant that more attention and less freedom has been placed on you in recent times as we look deeper into your productivity and set “must have” guidelines so that the business and those leaders can meet their objectives. I have listed some real concerns that I am happy to discuss with you in more detail:

Punctual and absenteeism: There have been a number of occasions that we are not sure if and when you will be attending work or you will turn up at a scheduled start time, Your communication of absenteeism is often not communicated directly to your manager but rather through other employees who are not your report. This is not acceptable with any other employee so this should not be expected from you either which I know drives frustration with leaders including Steve and Angela who have often tried to defend this type of behavior. Unfortunately it is common that some of the team will jokingly make comment if you will be attending work or not driving frustration in the leadership team.

Meeting deadline and follow up: While we have seen some improvement recently constant follow up and frustration that essential audits are not completed on time and communication is often not followed through to ensure works are not completed on time. This has an adverse effect on both the business and leaders when questioned why these are not done in turn, potentially impacting the work environment through their frustration. While I agree this is not entirely your responsibility you play a major role in monitoring these tasks and if done on time and accurately allows the operation and leaders to concentrate on other areas of the business which is when we work well as a team.

Blurred lines between work and socializing: While we understand part of your role is to organize and coordinate F&B events in which we have had some success I know what frustrates some of the leadership team and the operational team and the question of is David working or is he not working is raised. Often this can be very confusing to the team and when the leaders are questioned I know drives frustration and in some cases resentment from others within the team. It is important that this needs to be defined with clear definition between the two which is sometimes the case with our marketing team.

I am sorry if any of the above may not have been communicated to you directly I am happy to address these with you in case there is some misunderstanding, I am sure if we can put some firm structure in place and basics such as communication, working to a schedule, attending work on time which are the basics of any employee's roles this will go a long way in resolving the tension that you may be

experiencing in your work environment. We do not condone any inappropriate behavior such as threats in the work place and should this be the case I will take this up with the manager concerned.

David, when you are meeting the requirements of what is a fluid role and we are able to meet hotel targets that you have contributed then I know the work environment is a much better place and is very enjoyable. It will be important that moving forward all parties firstly meet the obligations and expectations of the hotel and specific roles we are all employed for, Once these have been achieved that this allows us more time for creative freedom and thinking outside of the box mentality in which you work well in.

As mentioned I will speak with Steve directly however would also like a separate conversation with you so that you can express any further grievances and we can address the points raised. We have an exciting year ahead in our F&B space which you are a major contributor so it is important we address all concerned for future operations.

Kind regards,

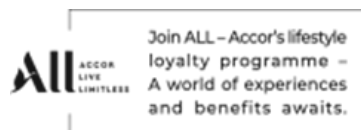
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Shane Edwards

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From: David DELACRUZ <David.DelaCruz@swissotel.com>

Sent: Saturday, January 11, 2025 1:23 PM

To: Shane EDWARDS <Shane.Edwards@swissotel.com>

Cc: Jadesofia MASIGAN <Jadesofia.Masigan@swissotel.com>; David <david7delacruz@gmail.com>

Subject: Concerns Regarding Workplace Environment and Managerial Conduct

Dear Shane,

I hope this email finds you well. I am reaching out to share my concerns about the recent changes in the work environment, which I believe have negatively impacted my ability to perform my job effectively and have created a challenging work environment.

I believe that the quality of the work environment should improve over time as we grow and adapt, but unfortunately, I feel that this has not been the case recently. While I am highly flexible and always strive to adjust my schedule and workload to meet what is required—as demonstrated by my willingness to take on new responsibilities when asked or change my schedule suddenly if needed—the current situation is not. For example, despite properly communicating a schedule change with another manager in the same department, I was reprimanded unfairly upon arrival.

Furthermore, I've recently learned that my manager has spoken negatively about me to some colleagues, which has caused unnecessary tension and discomfort in the workplace.

Additionally, during a recent conversation, my manager stated, "if you do not, you need to find another job," which I found particularly concerning and threatening. I do not believe such comments are appropriate in a professional setting, as they undermine morale and create unnecessary anxiety. Which just makes it increasingly difficult to communicate even simple changes in my schedule, or any request to perform my job better. This added stress has negatively affected my work performance, as I find myself constantly worrying about potential conflicts. The mental strain has even started to impact my physical health, which is deeply concerning for me.

While I want to address these issues, I kindly request that this matter be handled delicately. I would prefer if nothing is directly mentioned to my manager at this time, as I am concerned it may make my job even more difficult. Instead, I hope we can work together to find a proactive solution that ensures a more supportive and productive work environment.

Thank you for your attention to this matter. I look forward to your guidance.

Best Regards,

デビッド・デ・ラ・クルス
David De la Cruz

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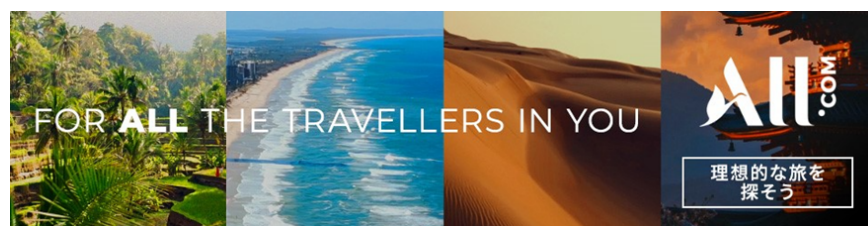
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