

*Initiatives that have
helped create a sense
of belonging at
The Heritage*

THE
HERITAGE



DIVERSITY, EQUITY & INCLUSION (DEI) TRAINING

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

EMPLOYEE RESOURCE GROUPS

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

OPEN-DOOR POLICY & ANONYMOUS FEEDBACK CHANNELS

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

INCLUSIVE LEADERSHIP DEVELOPMENT

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

CULTURAL CELEBRATIONS & RECOGNITION EVENTS

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

MENTAL HEALTH AND WELLBEING PROGRAMMES

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

MENTORSHIP AND CAREER DEVELOPMENT PROGRAMMES

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

*How do you
celebrate diversity
and promote
understanding?*

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EMPLOYEE ENGAGEMENT & INCLUSION SURVEYS

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

FOCUS GROUPS & LISTENING SESSIONS

- Conduct regular, facilitated conversations with diverse employee groups.

EXIT INTERVIEWS AND STAY INTERVIEWS

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

MENTAL HEALTH AND WELLBEING PROGRAMMES

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

MENTORSHIP AND CAREER DEVELOPMENT PROGRAMMES

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

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

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INDUCTION AND ONBOARDING

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

HOD TRAINING AND WORKSHOPS

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

How do you
measure the success
of your DEIB
efforts?

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EMPLOYEE ENGAGEMENT & INCLUSION SURVEYS

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

RETENTION & PROMOTION RATES BY DEMOGRAPHICS

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

FOCUS GROUPS & LISTENING SESSIONS

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

EXIT INTERVIEWS AND STAY INTERVIEWS

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

PARTICIPATION IN ERGS AND DEIB PROGRAMMES

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



Investors in
Diversity

BRONZE