Our Diversity & Inclusion story
One team

Our purpose at IHG is to provide True Hospitality for everyone.

Everyone means everyone.

IHG is a global business with a global outlook. Working in hotels and offices in more than 100 countries, our colleagues represent multiple nationalities, as well as the many cultures, religions, races, sexualities, backgrounds and beliefs that make the world such an interesting place. It makes for a diverse and inclusive culture we’re proud of, and it’s why our purpose is to provide True Hospitality for everyone.

We’re a business all about people – more than 400,000 colleagues who together create a diverse and inclusive culture that’s valued by millions of guests staying in our hotels, thousands of owners investing with us, and the talent of tomorrow who choose to work with us. We just wouldn’t be able to achieve great things if we were all the same. Our special culture is crucial to who we are, how we work together and how we grow our business.

400K+ colleagues who together create a diverse and inclusive culture

38% of the Executive Committee and their direct reports globally are women

9/10 colleagues think we value diversity and offer a work environment that’s open to individual differences

100+ countries we operate in
The world continues to evolve

Why is D&I so important?

We are a business on the move, with an exciting growth ambition and new behaviours – and we can only succeed by working as one team. Our business is more globally connected and interdependent than ever before, and this requires a culture where we draw upon different ideas and experiences to succeed in new and diverse markets. It’s this type of environment that sparks innovation, and attracts and develops the talent we need as we grow.

We also know that consumers are changing too. They expect greater transparency around the environment companies create for their workforce, as do governments and industry bodies. More than ever, this is changing how brands are perceived by consumers, employees, owners and investors.

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Recognition for the steps we have taken...

- Human Rights Campaign Foundation, Best Places to Work for LGBTQ Equality
- AON Best Employer
- FTSE Woman Leaders Hampton-Alexander Review
- Top Employer, Certified Excellence in Employee Conditions, UK and China
- IHG CEO Keith Barr ranked within the top 5 Advocates for Women in Business by INvolve
- Great Place To Work, Best Workplaces, Europe
- Glassdoor, Best Places to Work, Employees Choice
- Fortune, 100 Best Companies to Work For, 9 years on the list
- The JobCrowd, Top Companies for Graduates to Work For

† Awarded to Kimpton Hotel & Restaurant Group
Our D&I framework

Strengthening our culture of inclusion

Increasing the diversity of our leadership and talent

Putting the right decision-making processes around our actions

2018–2020 Responsible Business Targets:

Increase % of diverse IHG Senior Leaders (in terms of gender & nationality/ethnicity)

Increase % of females working in General Manager and Operations roles in managed hotels
Strengthening our culture of inclusion

Harnessing the power of colleague engagement through Employee Networks

Employee Networks are voluntary, employee-led groups that promote workplace diversity. These groups shine a light on the value of inclusion, harness the energy and passion of our colleagues, strengthen workplace culture and accelerate talent development. IHG currently has eight different Employee Networks globally, with around 1,700 members enlisted.

Our Employee Networks include:

**Lean In:** Lean In’s mission is to empower women to achieve their ambitions. Lean In circles are small peer groups that meet regularly to learn and grow together. Members can also receive lasting career development opportunities via a Mentorship Program.

**Out & Open:** Out & Open provides colleagues with a platform to participate in LGBTQ focused conversations and activities, and support their local LGBTQ community. Members are colleagues identifying as LGBTQ+ or allies supporting LGBTQ+ individuals.

**BERG:** Black Employee Resource Group (BERG) is a collection of professionals who support and empower one another and advocate for the interests and development of black colleagues.

**BBX:** Baby Boomers & GenXers is a network that aims to provide members with resources to share their wealth of experience and insight, leading to opportunities for professional development.

Diversity is being invited to the party. Inclusion is being asked to dance.*

All colleagues should feel included, valued and respected – not just because it’s the right thing to do, or the best way to behave – but because people are the best version of themselves when they feel these things. When that happens, colleagues are empowered to speak up with ideas, and diverse opinions and perspectives spark the innovation IHG needs to stand out.

This is important to the guest experiences we create, and to how we empower colleagues to go above and beyond for our owners and for IHG, as we embark on ambitious growth plans.

To foster this culture, we are:

- Providing our leaders with conscious inclusion training, as part of a wide range of initiatives being made available to colleagues.
- Increasing colleague awareness via more D&I-focused events and communications, stronger policies and more colleague programmes.
- Rolling out flexible working guidelines globally by early 2020.
- Taking our Employee Networks global, with the roll-out of a new toolkit designed to facilitate colleague’s setting up their own Employee Networks within their region.


IHG Diversity & Inclusion story I 2019
Colleagues with disabilities

IHG works with several charities and NGO’s globally to employ and create a supportive environment for colleagues with disabilities.

In the UK, Change 100 is a programme run by registered charity Leonard Cheshire Disability, which creates three-month paid work experience opportunities with top employers for talented students and graduates with disabilities. For the past three years, IHG has worked with Change 100 to bring on board 20 interns across the organisation.

At the Holiday Inn Singapore Orchard City Centre, approximately 12% of staff are colleagues with disabilities. The hotel, which has been recognised for its work in this area by the UN, invests in providing training for managers to adjust to the different ways of communicating with persons with disabilities. This includes encouraging managers to give more regular feedback, supervision and encouragement to colleagues with disabilities – to ensure they always feel a part of the IHG family.

Within India, Nepal and Bangladesh, we have close to 100 colleagues with disabilities working for IHG. To cultivate a supportive environment for them, we have partnered with NGO Sarthak Education Trust to deliver training sessions for hotel colleagues and developed a toolkit and series of videos for guidance for working with colleagues with disabilities.

Increasing the diversity of our leadership

We need to be clear in how we value and promote diversity and inclusion if we are to attract, build and retain the talent we need to succeed. Employees expect it.

To help increase the diversity of our leadership and talent, we’re focused on rolling-out programmes that provide support to areas of the business that need it the most:

- Our Rise mentoring initiative, which aims to increase the number of females in senior leadership positions in hotels, is rolling out to the following markets in 2019:
  - The Americas
  - South East Asia
  - Greater China
  - Europe
  - The Middle East

- We’re developing rising stars with our Future Leaders programme, which provides graduate-level talent with the opportunity to work across a range of departments and geographies.

38% of our Executive Committee and their direct reports are women
Putting the right decision-making processes around our actions

There is an increasing expectation for companies to show how they are improving, recognising and supporting diversity within their workforce. As a global business, we are creating consistent policies and practices, setting our own goals and openly reporting on the progress we are making.

We have taken a series of important steps that will help guide our actions:

- In 2018, we launched our Diversity & Inclusion Board, which, led by CEO Keith Barr and Senior Leaders from across IHG, will shape our priorities and help us go even further in this space. Alongside our own plans, the board worked with Accenture as an independent external partner, to gain a different perspective on our business and help us identify areas to improve.

- In 2019, we put local D&I councils in place, who work with our talent teams to roll-out initiatives in market. The councils will represent the voice of regions and specific markets, making sure we listen to colleagues and engage on local priorities and action areas. Across all three of our focus areas, we are committed to building on what is already a very special culture at IHG, investing in our greatest asset, our people. Our global plans will further enhance what we have today and help deliver IHG’s ambitious growth plans over the coming years.
Introducing our
Global Diversity & Inclusion Board

In 2018, we launched our Diversity & Inclusion Board, led by CEO Keith Barr and Senior Leaders from across IHG. This group is shaping our priorities and will help us go even further in this space working with regional D&I Councils.

It’s a very powerful thing when an individual or a company creates an environment that is truly understanding of others, and unafraid of difference. That’s what we hope to do across IHG.

– Keith Barr

Keith Barr
CEO
Chair, Global D&I Board

Yasmin Diamond
EVP, Global Corporate Affairs

Ranjay Radhakrishnan
Chief Human Resources Officer

Craig Eister
SVP, Global Revenue Management Systems

Colleen Keating
Chief Operations Officer, Americas

Errol Williams
VP, Global Holiday Inn Brand

Janice Gan
VP, BRR, EMEAA East

Jun Tu
CFO, Greater China

Karin Sheppard
SVP, Managing Director, Europe

Louise Byrne
VR, HR, Global Talent & Diversity
One size fits no one

Diversity & Inclusion must be approached differently in different places. To make sure we’re doing this most effectively, we’ll be setting up local Diversity & Inclusion Councils in every region to help identify local priorities and drive action.

This year, we will...

Educate colleagues on conscious inclusion

Starting with corporate, we’ll be providing the knowledge and skills to build a more inclusive environment where diversity thrives. We’ll take this further to hotels in 2020.

Introduce new global standards for recruiting

From balanced shortlists and diverse panels to educating hiring managers, we will be evolving our practices to help enhance diversity within the recruitment process.

Support colleagues to be at their best

Evolving our guidelines and practices on flexible working so we can all bring our best selves to work.

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Our 2019 Diversity & Inclusion

Global commitments
Please share your ideas and questions via diversity@ihg.com