



GRI Standards Content Index 2018



Number	Description	Response	Reference
102-1	Name of the organisation	InterContinental Hotels Group	Annual Report and Form 20-F 2018
102-2	Activities, brands, products and services	<p>We are one of the world's leading hotel companies and our purpose is to provide True Hospitality for everyone. By recognising and respecting people and creating great guest experiences, we offer hotel brands that are loved by millions of guests and preferred by owners. Through our global reach we ensure True Hospitality also extends to our people, the environment and local communities all around the world.</p> <p>With our asset-light business model, we predominantly manage and franchise hotel brands, and grow our business by ensuring we have the right offer for both guests and owners, whatever their needs. Focused on high-growth industry segments and geographies, our strategy involves strengthening our established brands and capitalising on opportunities for our brand portfolio; building and leveraging scale; developing lifetime guest relationships; and delivering revenue to our hotels through the lowest-cost direct channels. Underpinning our entire strategy, our business model and partnerships is a clear commitment to operating responsibly, brought to life through our culture and talented colleagues.</p> <p>Our brands</p> <p>Holiday Inn Hotels & Resorts®, Holiday Inn Express®, Holiday Inn Club Vacations®, Candlewood Suites®, Staybridge Suites®, avid™ hotels, Crowne Plaza® Hotels & Resorts, voco™ Hotels, HUALUXE® Hotels and Resorts, EVEN® Hotels, Hotel Indigo®, Regent Hotels & Resorts, InterContinental® Hotels & Resorts, Kimpton® Hotels & Restaurants.</p>	<p>Annual Report and Form 20-F 2018</p> <p>IHG at a glance (page 2)</p>
102-3	Location of headquarters	Broadwater Park, Denham, Buckinghamshire, UB9 5HR, United Kingdom	https://www.ihgplc.com/contact-us/regional-headquarters
102-4	Location of operations	At the end of 2018, we have hotels operating in more than 100 countries.	Annual Report and Form 20-F 2018
102-5	Ownership and legal form	<p>The Company is a public limited company incorporated and domiciled in the UK. The Company's ordinary shares are publicly traded on the London Stock Exchange and it is not under the control of any single shareholder.</p> <p>We are a member of the FTSE 100 index, with a secondary listing on the New York Stock Exchange, via an ADR programme.</p>	<p>Annual Report and Form 20-F 2018</p> <p>Parent Company Financial Statements (page 165)</p> <p>https://www.ihgplc.com/investors/introducing-ihg</p>

Number	Description	Response	Reference
102-6	Markets served	<p>We have hotels operating in more than 100 countries.</p> <p>Our operations are grouped into three business regions:</p> <ul style="list-style-type: none"> • Europe, Middle East, Asia and Africa (EMEA) • Greater China (GC) • Americas (AMER) 	Annual Report and Form 20-F 2018
102-7	Scale of the organisation	<p>As of 31st December, 2018:</p> <ul style="list-style-type: none"> • We franchised, managed or leased 5,603 hotels across the world • Our total revenue was \$4,447m 	Annual Report and Form 20-F 2018 Strategic report (page 3)
102-8	Information on employees and other workers	<p>As we franchise 82% of our hotels globally, we do not employ the majority of our colleagues. When our entire Group's estate is taken into account, more than 400,000 people work across IHG branded hotels and corporate offices. Of those employees directly employed by IHG, as at 31 December 2018:</p> <ul style="list-style-type: none"> • 7,598 people globally (including those in our corporate offices, central reservations offices and owned hotels (excluding those in a category below)), whose costs were borne by the Group; • 5,214 people who worked directly on behalf of the System Fund and whose costs were borne by the System Fund; and • 22,518 General Managers and (in the US predominantly) other hotel workers who work in managed hotels, who have contracts or letters of service with IHG and whose costs are borne by those hotels. 	Responsible Business Report 2018 Making IHG a great place to work (page 18)
102-9	Supply chain	<p>Our supply chain activities are split into two broad categories – corporate supply chains and hotel supply chains. Our corporate supply chains cover procurement for our corporate offices and mainly focus on items such as technology and professional services. Procurement of goods and services at hotel level covers all items required for operating a hotel, such as food and beverage, furniture, cleaning products, linen and electrical goods.</p> <p>As our franchised and managed hotels are owned by third parties, these hotels are typically responsible for managing their own independent supply chains. In certain cases, IHG provides a centralised procurement site for hotels. For example, for our hotels in the Americas region, we maintain IHG® Marketplace, which is a platform that enables managed and franchised hotels in the region to purchase goods and services directly from IHG preferred suppliers.</p>	Responsible Business Report 2018 Responsible procurement (page 17)

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102-10	Significant changes to the organisation and its supply chain	<p>From January 2018, we adopted a new organisational structure, which redeployed our resources to better leverage our scale and accelerate our growth.</p> <p>The Group acquired a 51% interest in Regent Hotels and Resorts in July 2018.</p> <p>The Group acquired Six Senses Hotels Resorts Spas and its management business in February 2019.</p>	<p>Annual Report and Form 20-F 2018 Strategic report (page 20)</p> <p>Additional information (page 182)</p>
102-11	Precautionary principle or approach	We continue to assess our risk management system, ensuring it remains appropriate to support our growth ambitions and decision making in line with our appetite and tolerance for risk.	<p>Responsible Business Report 2018 Our approach to risk management (page 14 and 15)</p>
102-12	External initiatives	<p>At IHG, we support the UN Sustainable Development Goals and we have identified the specific goals we feel we can make the greatest contribution towards.</p> <p>In 2017, IHG collaborated with ITP members to develop and launch the ITP's 2030 Goals for Sustainable Development, helping the sector make a positive contribution to the UN's SDGs and to the COP 21 climate agreements. In 2018, IHG helped develop a new set of Principles on Forced Labour, which we have publicly committed to.</p> <p>IHG is also signatory to the United Nations Global Compact.</p>	<p>Responsible Business Report 2018</p>
102-13	Membership of associations	<p>We participate in a number of public-private forums and are engaged in several strategic partnerships spanning the areas of human rights, employability and disaster relief:</p> <ul style="list-style-type: none"> • Dow Jones Sustainability Index • FTSE4GOOD • Business for Social Responsibility (BSR) • Goodwill Industries International • UN Global Compact • International Tourism Partnership (ITP) • Business in the Community (BITC) • Global Business Travel Association (GBTA) • Global Sustainable Tourism Council (GSTC) • American Hotel & Lodging Association (AH&LA) 	<p>Responsible Business Report 2018 Partnering for progress (page 9)</p>

Number	Description	Response	Reference
102-14	Statement from senior decision-maker	Chair Statement (Patrick Cescau) Chief Executive Officer (Keith Barr)	Responsible Business Report 2018 Chair statement (page 5) Chief Executive Officer's review (page 6)
102-15	Key impacts, risks and opportunities	In developing our approach to responsible business, we consult our stakeholders to determine the issues most relevant to them. We use a materiality matrix to embed our responsible business priorities with IHG's strategic approach and our principal risks.	Responsible Business Report 2018 Our approach to responsible business (page 7)
102-16	Values, principles, standards, and norms of behaviour	In our hotels and in communities all over the world, more than 400,000 talented and passionate colleagues deliver True Hospitality for everyone, every day. As one team, we work to a set of values we believe are important to IHG and our guests. These values guide everything we do - from how we work together, to how we support and recognise our people, and make sure they learn new things and grow.	https://www.ihgplc.com/about-us/our-purpose-and-culture
102-17	Mechanisms for advice and concerns about ethics	It is extremely important that our people feel comfortable reporting ethical concerns. To facilitate this, we have a confidential reporting channel which provides colleagues with a means to share any ethical concerns they may have. Colleagues are made aware of this through regular internal communications, as well as through a dedicated website, ihgethics.com. Regular reporting on the channel is provided to our Board.	Responsible Business Report 2018 Responsible attitudes and ethics (page 16)

Number	Description	Response	Reference
102-18	Governance structure	<p>At IHG, we recognise the importance of maintaining the highest standards of corporate governance which supports our culture, our values and our commitment to conducting business responsibly.</p> <p>Good corporate governance underpins a successful business and recognises the importance of all stakeholders. The Board oversees the long-term strategic aims of the Group and is responsible for the leadership of the Group, ensuring our actions are in keeping with the strong ethics and values that shape our culture and deliver long-term, sustainable value for our stakeholders.</p> <p>The Board is supported by its Principal Committees, namely the;</p> <ul style="list-style-type: none"> • Audit Committee • Corporate Responsibility Committee • Nomination Committee • Remuneration Committee <p>Operational matters, routine business and information disclosure procedures are delegated by the Board to Management Committees;</p> <ul style="list-style-type: none"> • The Executive Committee • The Disclosure Committee 	<p>Annual Report and Form 20-F 2018 Governance (Page 54 & 55)</p>
102-19	Delegating authority	<p>The Corporate Responsibility Committee reviews and advises the Board on the Group's corporate responsibility objectives and strategy, including its impact on the environment, social, community and human rights issues, its approach to sustainable development, and stakeholder engagement in relation to the Group's approach to responsible business.</p> <p>The Committee's role, responsibilities and authority delegated to it by the Board are set out in its Terms of Reference (ToR), which are reviewed annually and approved by the Board.</p>	<p>Annual Report and Form 20-F 2018 Corporate Responsibility Committee Report (page 68)</p>
102-20	Executive-level responsibility for economic, environmental, and social topics	<p>Jill McDonald is Chair of the Corporate Responsibility Committee, and is responsible for corporate responsibility objectives and strategy and our approach to sustainable development.</p>	<p>Annual Report and Form 20-F 2018 Corporate Responsibility Committee Report (page 68)</p>

Number	Description	Response	Reference
102-21	Consulting stakeholders on economic, environmental, and social topics	<p>In developing our approach to responsible business, we consult our stakeholders to determine the issues most important to them and IHG and use our materiality matrix to embed our responsible business priorities with IHG's strategic approach and our principal risks.</p> <p>In 2018, we begun steps to review our strategy and identify where we can have the greatest impact. A key focus in 2019 will be further developing this work to think about the long-term steps we need to take as a responsible business.</p>	<p>Responsible Business Report 2018 Our approach to responsible business (page 7)</p>
102-22	Composition of the highest governance body and its committees	A full report into the composition of our Board and its committees can be found in the Governance pages of Annual Report and Form 20-F 2019.	<p>Annual Report and Form 20-F 2018 Governance (page 52)</p>
102-23	Chair of the highest governance body	Patrick Cescau is the IHG's Non-Executive Chair of the IHG Board.	<p>Annual Report and Form 20-F 2018 Governance (page 52)</p>
102-24	Nominating and selecting the highest governance body	<p>The Nomination Committee reviews the composition of the Board and its Principal Committees, evaluating the balance of skills, experience, independence, knowledge and diversity requirements before making appropriate recommendations to the Board as to any changes. It also ensures plans are in place for orderly succession for both Directors and other Senior Executives and is responsible for reviewing the Group's senior leadership needs.</p> <p>Elections of Directors to the Board are polled annually at our Annual General Meeting.</p>	<p>Annual Report and Form 20-F 2018 Governance (page 69) https://www.ihgplc.com/-/media/ihg/Files/agms/2018/agm_results_2018.ashx</p>
102-25	Conflicts of interest	Potential conflicts of interest are reviewed annually and powers of authorisation are exercised in accordance with the 2006 Act and the Company's Articles of Association. At least half of the Board, excluding the Chair, are Independent Non-Executive Directors.	<p>Annual Report and Form 20-F 2018 Corporate Governance (page 72)</p>
102-26	Role of highest governance body in setting purpose, values, and strategy	<p>The Committee reviews and advises the Board on the Group's corporate responsibility objectives and strategy, including its impact on the environment, social, community and human rights issues, its approach to sustainable development, and stakeholder engagement in relation to the Group's approach to responsible business.</p> <p>The Committee's role, responsibilities and authority delegated to it by the Board are set out in its Terms of Reference (ToR), which are reviewed annually and approved by the Board.</p>	<p>Annual Report and Form 20-F 2018 Corporate Responsibility Committee Report (page 68)</p>

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102-29	Identifying and managing economic, environmental, and social impacts	The CR Committee discussed the Group's approach to corporate responsibility in light of organisational changes and the Group's strategic initiatives. The committee endorses the internal engagement plans and approach to accountability for delivery of the key targets across the Executive Committee. The Committee also supported the initiation of a broader strategic review, the results of which would be considered later in 2019.	Annual Report and Form 20-F 2018 Corporate Responsibility Committee Report (page 68)
102-30	Effectiveness of risk management processes	The Board is ultimately accountable for the effectiveness of our risk management and internal control systems, and is supported by the Audit Committee, Executive Committee and delegated committees, who oversee our risk management system to ensure that risks and opportunities are appropriately identified and managed to an acceptable level in relation to IHG's appetite and tolerance for risk.	Responsible Business Report 2018 Our approach to risk management (page 14)
102-32	Highest governance body's role in sustainability reporting	As per the Terms of Reference of the Corporate Responsibility Committee, the committee may review the content of the Responsible Business Report.	https://www.ihgplc.com/-/media/ihg/annualreports/2018/committees/corporate-responsibility-committeeterms-of-reference.ashx?la=en&hash=54E6E67E125C17E14B510D2589B5B9D4
102-33	Communicating critical concerns	We have a confidential reporting channel which provides colleagues with a means to share any ethical concerns they may have. Colleagues are made aware of this through regular internal communications, as well as through a dedicated website, ihgethics.com. Regular reporting on the channel is provided to our Board.	Responsible Business Report 2018 Responsible attitudes and ethics (page 16)
102-35	Remuneration policies	Our policy for Directors' remuneration is set out in the Directors' Remuneration Policy. This was approved at the 2017 AGM. It is reviewed annually to ensure it remains aligned with strategic objectives. However, it is intended that the policy will apply for three years from the 2017 AGM.	https://www.ihgplc.com/investors/corporate-governance/directors-remuneration-policy
102-36	Process for determining remuneration	Our policy for Directors' remuneration is set out in the Directors' Remuneration Policy. This was approved at the 2017 AGM. It is reviewed annually to ensure it remains aligned with strategic objectives. However, it is intended that the policy will apply for three years from the 2017 AGM.	https://www.ihgplc.com/investors/corporate-governance/directors-remuneration-policy
102-37	Stakeholders' involvement in remuneration	The Directors' Remuneration Policy was approved at the 2017 AGM.	https://www.ihgplc.com/investors/corporate-governance/directors-remuneration-policy

Number	Description	Response	Reference
102-40	List of stakeholder groups	Regular dialogue with a wide range of stakeholders important to our business ensures we can be confident that we are identifying areas where our actions can deliver the greatest impact. These stakeholders are outlined in the IHG Responsible Business Report 2018.	Responsible Business Report 2018 Stakeholder engagement (page 8)
102-41	Collective bargaining agreements	A significant number of colleagues at our managed, owned, leased and managed lease hotels (approximately 23% in the US) are covered by collective bargaining agreements and similar agreements.	Annual Report and Form 20-F 2018 Group information (page 184)
102-42	Identifying and selecting stakeholders	The long-term sustainable success of IHG is determined by our ability to identify and foster relationships with our key stakeholders, not only at Board level but throughout the organisation.	Annual Report and Form 20-F 2018 Stakeholders (page 25)
102-43	Approach to stakeholder engagement	We regularly engage with a broad range of stakeholders through a broad range of means including the AGM, blogs, our intranet, conferences, websites, surveys, meetings and panels.	Annual Report and Form 20-F 2018 Stakeholders (page 25)
102-44	Key topics and concerns raised	In developing our approach to responsible business, we consult our stakeholders to determine the issues most important to them and IHG. We use a materiality matrix to embed our responsible business priorities with IHG's strategic approach and our principal risks. We consider the areas where we can make the greatest positive contribution and the matrix, together with stakeholder feedback, helps us identify our responsible business targets.	Responsible Business Report 2018 Our approach to responsible business (page 7)
102-45	Entities included in the consolidated financial statements	The entities included in the consolidated financial statements are included in our Annual Report and Form 20-F 2018.	Annual Report and Form 20-F 2018 Notes to the Group Financial Statements (page 158)
102-46	Defining report content and topic Boundaries	Our materiality matrix enables us to embed our responsible business priorities with IHG's strategic approach and our principal risks. We consider the areas where we can make the greatest positive contribution and the matrix, together with stakeholder feedback, helps us identify our responsible business targets.	Responsible Business Report 2018 Our approach to responsible business (page 7)

Number	Description	Response	Reference
102-47	List of material topics	A list of material topics can be found in our materiality matrix.	<i>Responsible Business Report 2018</i> Our approach to responsible business (page 7)
102-48	Restatements of information	We are continuing to improve the quantity and quality of the environment data reported by hotels using the IHG Green Engage system; enabling us to improve the accuracy of our data. Each year our estate changes and the number of hotels reporting data increases, enabling our sampling to become more representative. Consequently, we have restated the data for the year 2017.	<i>Responsible Business Report 2018</i> Our performance (page 35-36)
102-49	Changes in reporting	There have been no significant changes from previous reporting periods in the list of material topics and topic Boundaries.	<i>Responsible Business Report 2018</i>
102-50	Reporting period	Unless otherwise noted, our reporting period is for the calendar year 2018.	<i>Responsible Business Report 2018</i>
102-51	Date of most recent report	On February 28, 2019, we published our most recent Responsible Business Report.	<i>Responsible Business Report 2018</i>
102-52	Reporting cycle	We provide economic, environmental and social performance data on an annual basis.	<i>Responsible Business Report 2018</i>
102-53	Contact point for questions regarding the report	For more information, please contact us at crteam@ihg.com	
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.	
102-55	GRI content index	Prepared in line with GRI Content index.	
102-56	External assurance	Our environmental performance data is independently verified through Lloyd's Register Quality Assurance (LRQA), in accordance with ISO14064 – 3:2006.	<i>Responsible Business Report 2018</i> IHG Green Engage system (page 27)

Number	Description	Response	Reference
201-1	Direct economic value generated and distributed	Our total revenue was \$4,447m.	Annual Report and Form 20-F 2018 Strategic report (page 3)
201-2	Financial implications and other risks and opportunities due to climate change	IHG is aware of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and of the need for companies to align efforts to cut greenhouse gas emissions with climate science (science based targets). We will be taking this into consideration as part of our wider strategy refresh work in 2019.	Annual Report and Form 20-F 2018 Our culture, key stakeholders and doing business responsibly (page 24)
203-2	Indirect Economic Impacts	<p>Around the world, we work to have a positive impact on communities by creating jobs, stimulating local economic development, and helping create more sustainable communities through hospitality skills training.</p> <p>Through our IHG Academy programme, we are working in our local communities and with academic partners to offer work experience in hotels or corporate offices. Our aim is to help develop a pool of skilled, motivated and engaged people capable of providing the great kinds of experiences you'd expect in an IHG branded hotel. In 2018, 13,531 people benefited from the programme in 70 countries worldwide.</p>	Responsible Business Report 2018 Providing access to skills and education in hospitality (page 29)
205-2	Communication and training about anti-corruption policies and procedures	Our Anti-Bribery Policy sets out IHG's zero tolerance approach to bribery and corruption. It is applicable to all IHG employees, directors and our managed hotels and is accompanied by a mandatory anti-bribery e-learning module. Our Gifts and Entertainment Policy is also part of our approach to anti-bribery and corruption.	Responsible Business Report 2018 Responsible attitudes and ethics (page 15)
303-1	Interactions with water as a shared resource	<p>Water stress impacts over 40% of the global population and is anticipated to rise further, according to the UN. More than 1.7 billion of the world's population currently live in river basins, where water use exceeds its recharge, and the problem will get worse as the population grows.</p> <p>As part of our commitment to water stewardship, we completed the hospitality industry's most comprehensive water risk assessment in 2016. Encompassing our entire global estate of open and pipeline hotels, this means we can identify risks related to both water quantity and quality, and put in place tailored water stewardship action plans to apply best practice techniques for each of our hotels, particularly those in water-stressed areas.</p>	Responsible Business Report 2018 Water (page 24)
303-5	Water consumption	Our total water consumption across the global estate in 2018 was 112,729,007M ³ 48% of our total water consumption was drawn from water stressed areas.	Responsible Business Report 2018 Our performance (page 35)

Number	Description	Response	Reference
305-1	Direct (Scope 1) GHG emissions	448,691 TCO ₂	Responsible Business Report 2018 Our performance (page 35)
305-2	Energy indirect (Scope 2) GHG emissions	1,979,417 TCO ₂	Responsible Business Report 2018 Our performance (page 35)
305-3	Other indirect (Scope 3) GHG emissions	2,635,737 TCO ₂	Responsible Business Report 2018 Our performance (page 35)
305-5	Reduction of GHG emissions	In 2018, we reduced our carbon footprint by 2.2% per occupied room. This is on a 2017 baseline.	Responsible Business Report 2018 Our performance (page 33)
308-1	New suppliers that were screened using environmental criteria	To further reduce our environmental footprint, we are working to understand the carbon emissions in our supply chain. In 2018, we commissioned stage one of our agenda, which identified that food and beverage, outside services, consultancy, equipment and cleaning products are the highest carbon emitting categories in our operational supply chain. To further build on this, in 2019 we will work closely with key emitters to contribute to a shared positive impact.	Responsible Business Report 2018 Carbon and energy (page 23)
405-1	Diversity of governance bodies and employees	Of the 12,812 employees costs who were borne by the Group or the System Fund, 7,345 were female and 5,467 were male. Of our 11 Directors, 4 are female and 7 are male.	Annual Report and Form 20-F 2018 Our culture, key stakeholders and doing business responsibly (page 23)
412-1	Operations that have been subject to human rights reviews or impact assessments	Our Modern Slavery Statement sets out our approach to tackling human rights. We have a standalone human rights e-learning module, which contains more detailed information on our overall approach to human rights and how to spot signs of, and help combat, modern slavery and human trafficking. To-date, close to 45,000 colleagues have completed the training.	IHG Modern Slavery Statement

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413-1	Operations with local community engagement, impact assessments, and development programs	<p>Through our IHG Academy programme, in 2018, 13,531 people benefited from the IHG Academy in 2,203 programmes across 729 IHG branded hotels in 70 countries.</p> <p>We have a target to contribute \$3m to community impact projects around the world from 2018-2020 and in 2018 we contributed \$1.2m to community impact projects of which we donated \$400,000 during Giving for Good month.</p> <p>In 2018, we responded to 12 natural disasters in 10 locations, across six countries that impacted 685 hotel based colleagues through our dedicated assistance fund that we can activate immediately and provide small financial grants to help them in the aftermath of a disaster.</p>	<p>Responsible Business Report 2018</p> <p>Supporting communities when disasters strike (page 30)</p> <p>Our performance (page 33)</p>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>It is everyone's responsibility at IHG to safeguard information, to follow legal requirements and comply with IHG's information security and personal data policies, standards and procedures.</p>	<p>Responsible Business Report 2018</p> <p>Our culture, key stakeholders and doing business responsibly (page 22)</p>

IHG[®] Hotels & Resorts

KIMPTON[®]
HOTELS & RESTAURANTS

Regent

HOTEL
INDIGO[®]


CROWNE PLAZA[®]


HUALUXE
華邑酒店及度假村[®]


Holiday Inn


Holiday Inn
Club
Vacations


INTERCONTINENTAL[®]

VOCO[™]


STAYBRIDGE
SUITES


CANDLEWOOD
SUITES

avid


EVEN HOTELS


Holiday Inn
Express

IHG[®]
Rewards
Club