

# IHG<sup>®</sup>

HOTELS & RESORTS



Holiday Inn – Dubai

## 2021 Environmental, Social and Governance Databook

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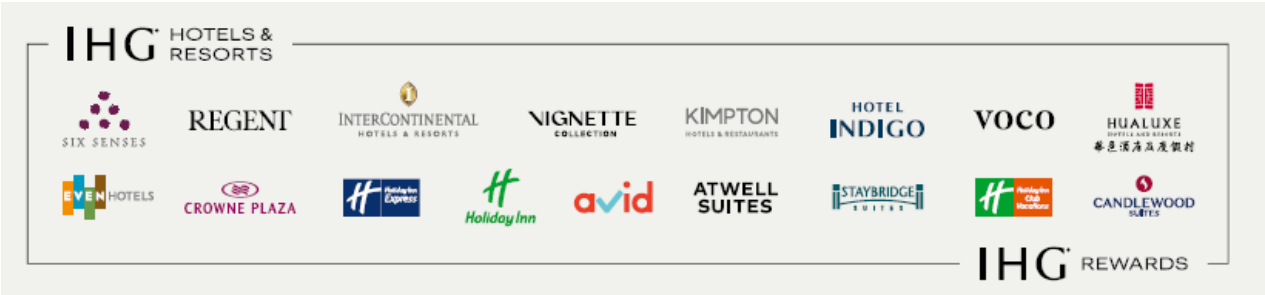
# Introduction

This databook provides a consolidated overview of IHG’s ESG performance data. Metrics included cover activities during the period 1 January to 31 December, 2021 and previous years as indicated.

Performance data included in this databook is discussed further in the [2021 Responsible Business Report](#) and [2021 Annual Report and Form 20-F](#).

Global presence (number of hotels):

	Franchised	Managed	Owned, leased and managed leased	Total
Americas	4,087	178	3	4,268
EMEA	767	354	16	1,137
Greater China	179	407	-	586
Total system size	5,033	939	19	5,991
Pipeline	1,290	506	1	1,797



# Governance

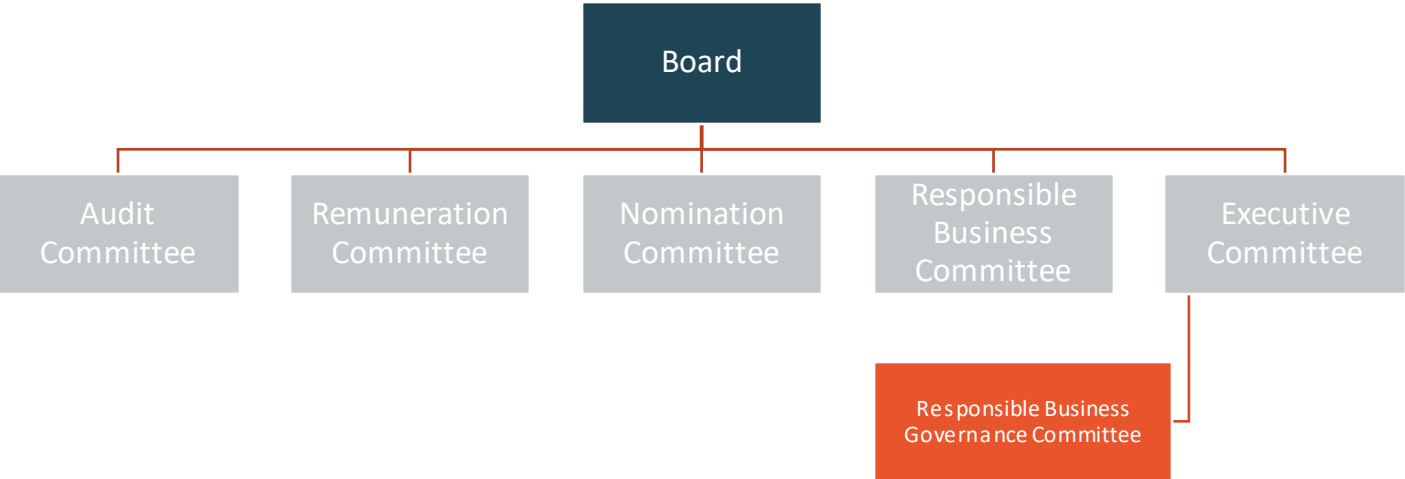
# Responsible business governance

Our commitment to responsible business is embraced throughout the business and, importantly, led from the top. Our Board is focused on ensuring we maintain the highest ethical standards of governance to support our culture, values and commitment to conducting business responsibly; and our CEO, Executive Committee and Senior Leaders make sure it is embedded, measured and upheld on a day-to-day basis.

Our Group Responsible Business Committee reviews IHG’s responsible business objectives and strategy, including its impact on environmental, social, community and human rights issues; its approach to sustainable development and responsible procurement; and how it engages with key stakeholders in relation to its approach to responsible business. Key considerations and recommendations are then shared with the Group Board.

The Committee meets three times a year and is chaired by Jill McDonald, a Non-Executive Director (NED). Other NEDs who sat on the committee were Anne Busquet, Arthur de Haast, Duriya Farooqui, Daniela Barone Soares and Sharon Rothstein. The Group’s Executive Vice President of Global Corporate Affairs, the Company Secretary and Vice President of Global Corporate Responsibility attend all meetings, and our Group Chair and CEO also attended all meetings in the year.

To support our Board and Executive Committee, we have an internal Responsible Business Governance Committee, which comprises senior leaders from across the business who oversee our day-to-day responsible business activities. This committee includes representatives from teams such as Procurement, Human Resources, Legal, Operations, Corporate Responsibility, and Cybersecurity and Information Security. This Committee meets quarterly to review the wider ESG agenda, ensure we are on track to meet our external and internal commitments, and to discuss opportunities to advance the agenda.



# Polices and reporting

Copies of all of our key reports, current and archived, can also be found at [ihgplc.com](https://ihgplc.com)

## Polices

### Code of Conduct

Bribery and anti-corruption

Gifts and entertainment

Inside information and insider dealing

Safety and security

Political activities

Handling personal data

Freedom of association

Discrimination

Human rights

Supplier Code of Conduct

Privacy policy

Diversity and inclusion

Approach to tax

Cage free egg commitment

Environment

Communities

## Reporting

2021 Annual Report and Form 20-F

2021 Responsible Business Report

2021 UK Modern Slavery Statement

2021 UK Gender Pay Gap Report

United Nations CEO Water Mandate

United Nations Global Compact

CDP Climate

CDP Water

# Position statements

## Country by country tax reporting

The contribution we make to the jurisdictions in which we operate includes a significant amount of taxes borne and collected, including taxes on our revenues and profits, as well as employment taxes. We take our responsibility to pay such taxes seriously and recognise the need to contribute a fair share of tax in the countries in which we operate.

## Gambling

There are currently no casinos at any IHG company-operated hotels. Some franchised hotels have such facilities, which IHG does not control. However, we require that hotels with a casino, or which have gambling, remain compliant with all applicable laws and regulations.

## Shipbreaking

IHG owns, leases, manages and franchises 5,991 hotels in more than 100 countries. IHG does not own, lease, manage or franchise assets or brands associated with cruise lining or shipping.

## Political activities

IHG does not make party political donations or involve itself in party political matters. See our [Code of Conduct](#) for further information on our approach.

## Nutrition and responsible consumption

At IHG, we understand how crucial it is to operate with integrity and rigorous high standards, and to grow our business in a way that positively impacts on our environment and local communities. Across the world we are serving millions of meals each and every day and strive to ensure a balance of options across our menus that are nutritionally balanced and reflect local market expectations. For all our guests, whether travelling for business or leisure, we understand the need to offer a variety of meal options taking into account dietary requirements, local and ethical sourcing and health and wellbeing.

# UN Sustainable Development Goals

GOVERNANCE

The 17 UN Sustainable Development Goals (SDGs) are a call to action by countries across the globe to promote people's health and prosperity while also protecting the planet. We are committed to ensuring our responsible business targets contribute towards the UN SDGs to tackle societal problems, along with the challenges that need to be met if the worst consequences of climate change are to be avoided. We've included some examples of how we've contributed to the goals in 2020 here and through the Responsible Business report we have identified where we support the SDGs more broadly.



## SDG 6: Clean water and sanitation

### Actions this year:

- We have developed water stewardship action plans for six key hotels in water-stressed areas and this year we continued progress with our final two projects
- We built upon the risk mapping completed in 2019 by using the World Resources Institute (WRI) Aqueduct Tool and the SDGs data sets to determine which hotels, water basins and regions are most at risk from physical water risks and WASH challenges



# UN Sustainable Development Goals



## SDG 10: Reduced inequalities

Actions this year:

- Corporate employees completed 10,000 hours of conscious inclusion training to promote education and awareness
- We also developed an Inclusion Index as part of our employee engagement survey to track perceptions of culture and behaviour
- Our Employee Resource Groups (ERGs) play a crucial role in supporting our diversity, equity and inclusion commitments, and in 2021 they expanded to 1,300 members globally
- In the Americas, we launched Ascend, a bespoke programme to accelerate and develop the career progression of Black and multiracial leadership talent



## SDG 11: Sustainable cities and communities

Actions this year:

- Since 2004, our IHG Academy programme has been helping people around the world gain valuable employment and life skills through work experience, internships and apprenticeships, in 2021 we took another important step to evolve our IHG Academy programme with the launch of a new virtual learning platform called the IHG Skills Academy
- In 2021, we supported 17 relief efforts around the globe, including assisting the British Red Cross in rolling out the UK's vaccination programme and working with CARE International to provide PPE in developing markets
- During our annual Giving for Good month in 2021 we collectively dedicated more than 260,000 volunteering hours to communities, causes and charities

# UN Sustainable Development Goals



## SDG 13: Climate action

Actions this year:

- We upgraded our science-based target (SBT) to align to the most ambitious target of the Paris Agreement to limit global warming to 1.5°C - our aim now is to reduce absolute Scope 1, 2 and 3 greenhouse gas emissions by 46% by 2030 (from a 2019 base year)
- To achieve our ambitious targets, we are taking action across three main areas: energy efficiency in our existing hotel estate; sourcing renewable energy; and developing zero-carbon new-build hotels



## SDG 17: Partnerships for the goals

Actions this year:

- Continued membership of organisations that drive positive change, including the Sustainable Hospitality Alliance, the World Travel and Tourism Council (WTTC), the American Hospitality and Lodging Association (AHLA) and Zero Carbon Forum
- IHG signed the WTTC's Women's Initiative Declaration and joined the working group that will inform WTTC's campaign to increase female representation across the industry
- Joined the UN's Race to Zero, the global campaign to rally leadership and support from businesses, cities and investors for a healthy, resilient, zero carbon future

# ENVIRONMENTAL DATA

# Carbon methodology

We have worked with external consultants to give us an up-to-date picture of IHG's carbon footprint and to assess our performance. To calculate our emissions, they use the GHG Protocol Corporate Accounting and Reporting Standard methodology and refer to other existing and emerging definitions, methodologies and standards, as relevant. Our consultants use utility consumption data as reported by hotels on the IHG Green Engage™ system, complete outlier checks as necessary and apply sampling and extrapolation methodology to estimate our global energy use and GHG emissions. For 2021, the sample covered 68% of our global hotels.

Global sample size was smaller in 2021 than in 2020 (79%), due to the impacts of Covid-19 on our hotels and their capacity to report utility data. Any missing datapoints for purchased electricity are filled using the average consumption per room night from the nearest 12 months. Gaps for the most recent three months are filled using average consumption from the previous 12 months, applied to the number of room nights. This ensures that all hotels have a consumption figure corresponding to their occupied room nights. As IHG's system size is continually changing, 2020 and 2019 data have been restated. GHG emissions are calculated for each hotel, fuel and year by multiplying consumption by the appropriate emission factor. Resultant GHG totals are aggregated in various ways.

In previous years, we reported emissions for the period 1 October to 30 September, to ensure as much data as possible was available for annual calculations. As of 2020, we moved to calendar year reporting, showing annual GHG emissions for the period 1 January to 31 December. We did this to align our GHG reporting to our financial reporting period, to enable analysis of both financial and non-financial indicators for the same period.

# Environmental data – GHG Emissions

Global	2021	2020	2019
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	440,719	335,359	464,215
Scope 2 Indirect emissions - purchased energy (tCO2e)	1,790,015	1,477,557	1,902,829
Scope 3 Indirect emissions - franchised hotels (tCO2e)	2,072,377	1,901,097	2,535,432
Scope 3 Indirect Emissions - FERA	790,717	686,775	896,244
Total GHG emissions (tCO2e)	5,093,828	4,400,788	5,798,720

Greater China	2021	2020	2019
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	199,771	164,400	212,150
Scope 2 Indirect emissions - purchased energy (tCO2e)	897,898	734,968	846,141
Scope 3 Indirect emissions - franchised hotels (tCO2e)	171,580	119,257	137,996
Scope 3 Indirect Emissions - FERA	237,952	191,069	223,045
Total GHG emissions (tCO2e)	1,507,201	1,209,694	1,419,332

Americas	2021	2020	2019
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	63,744	55,283	68,524
Scope 2 Indirect emissions - purchased energy (tCO2e)	136,454	115,617	145,402
Scope 3 Indirect emissions - franchised hotels (tCO2e)	1,436,716	1,386,110	1,789,717
Scope 3 Indirect Emissions - FERA	295,247	284,560	360,024
Total GHG emissions (tCO2e)	1,932,161	1,841,570	2,363,667

EMEA	2021	2020	2019
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	177,204	115,676	183,541
Scope 2 Indirect emissions - purchased energy (tCO2e)	755,663	626,972	911,286
Scope 3 Indirect emissions - franchised hotels (tCO2e)	464,081	395,730	607,719
Scope 3 Indirect Emissions - FERA	257,518	211,146	313,175
Total GHG emissions (tCO2e)	1,654,466	1,349,524	2,015,721

We report Scope 1, Scope 2 and Scope 3 emissions as defined by the GHG Protocol:

- Scope 1 emissions are direct emissions from the burning of fuels or from refrigerant losses by the emitter.
- Scope 2 emissions are indirect emissions generated by the energy purchased or acquired by the emitter.
- Scope 3 emissions are indirect emissions that occur in a company's value chain.
- All figures rounded to the nearest tonne.

# Environmental data – Carbon & Energy

Total energy consumption (whole estate (all hotels and offices))

	2021 (MWh)	2020 (MWh)	2019 (MWh)
Fuel	4,525,761	3,721,969	5,306,244
Electricity	6,621,527	5,813,318	7,310,847
Cooling	280,582	193,331	247,721
Heat	202,045	174,471	241,244
Steam	167,461	150,012	207,913
Renewables	12,735	12,124	19,616
Electricity Produced	16,616	12,411	10,655
Other produced	23,932	15,718	15,326
Total	11,850,659	10,093,354	13,359,566

Carbon intensity (Scope 1 and 2)\*

Metric denominator	2021	2020	2019
kgCO2e per occupied room*	28.5	31.8	25.8
tCO2e per £000 revenue	0.33	0.04	0.34

Methodology: We have worked with external consultants to give us an up-to-date picture of IHG's carbon footprint and assess our performance over time. Energy data was extracted from IHG's global environmental reporting platform, IHG Green Engage, for all hotels that reported both room nights and energy use. Where hotels had gaps in their energy data for Q4, IHG's external consultants estimated this using average energy use from the closest 12 months. All data gaps for previous reporting years for electricity use was estimated using the same methodology. This approach was not taken for other fuels, as it was not possible to determine whether fuel data was missed or the fuel was purchased seasonally or intermittently. IHG's external consultants also removed outlier data from the sample, which included data showing energy use per room night less than 20% of the median energy use in the specified group or data showing energy use per room night more than five times the median energy use in the specified group. Energy data was reported in kWh for each energy source. Monthly reported figures were aggregated to annual energy use by energy type for each hotel (aggregated year runs from January 1 to December 31). The most recently published emission factors were used for all regions and applied to each datapoint to give the associated GHG emissions. These were combined to produce average carbon footprints per room night by region and region-brand group. Each average was calculated from the total carbon footprint in the group sample, divided by the total room nights in the group sample. Other assumptions were: a) Energy sources classified as "Free Energy" were assumed to be locally installed renewables and were accounted at zero impact, and b) Where other renewable energy types were classified as "Electricity" by IHG, these were accounted as grid electricity, assumed to be commercially sourced.

\*Based on total carbon emissions from IHG owned, leased, managed, managed lease and franchise hotels, excluding offices.

# Environmental data – Water

## Total water use (M³)

	2021	2020	2019
Americas	47,914,915	39,477,905	53,371,291
EMEA	20,729,665	19,454,850	30,785,309
Greater China	26,112,830	20,677,659	25,313,048
Global	94,757,410	79,610,414	109,469,648

## Total water use by water risk (M³)

	2021	2020	2019
Non-water scarce areas	55,224,397	45,486,007	60,280,417
Water-scarce areas	39,533,013	34,124,408	49,189,231
Globalestate	94,757,410	79,610,415	109,469,648

## Total water use per room night (M³)

	2021	2020	2019
Americas	0.50	0.54	0.48
EMEA	0.68	0.81	0.58
Greater China	1.06	1.07	0.99
Global	0.63	0.68	0.58

Methodology: We have worked with external consultants to give us an up-to-date picture of IHG's water consumption and assess our performance over time. Water consumption data was extracted from IHG's global environmental reporting platform, IHG Green Engage, for all hotels that reported both room nights and water use in m³ (purchased water + generated water). Where a hotel had occupied room nights in Q4, but no reported water use, the average water use per room night from the previous four quarters was used as a proxy and multiplied by the number of room nights in Q4 for which there was no reported water use. All months with data gaps for previous reporting years were estimated for water use using the same method described above. Outlier data was removed from the sample - this was determined to be hotels with total water use more than five times the median water use for hotels in the specified group or less than 20% of the median water use for hotels in the specified group. Monthly reported figures were aggregated to annual water use for each hotel (aggregated year runs from 1 January 2021 to 31 December 2021). These volumes were combined to produce average water use per room night by hotel group and year. Each average was calculated from the total water purchased or generated in the group sample, divided by the total room nights in the group sample. The hotel group aimed for was region-brand, but for some of these groups there were no reporting hotels in the sample, so region was used in these cases.

# Environmental data – Waste

## Total waste

	2021 (MT)	2020 (MT)	2019 (MT)
General waste	400,825	312,968	467,422
Food waste	80,423	75,506	122,771
Recycling	82,515	57,939	104,594
Composting	7,281	4,228	10,562
Total waste	571,044	450,641	705,349

## Total waste per room night

	2021 (kg)	2020 (kg)	2019 (kg)
General waste	2.66	2.69	2.47
Food waste	0.53	0.65	0.65
Recycling	0.55	0.50	0.55
Composting	0.05	0.04	0.06
Total waste	3.79	3.88	3.73

Methodology: We have worked with external consultants to give us an up-to-date picture of IHG's waste production and management and assess our performance over time. Waste data has been extracted from IHG's global environmental reporting platform, IHG Green Engage, for the period 1 January 2021 to 31 December 2021. Waste data was extrapolated by the external consultancy based on occupied room nights, to represent the IHG estate of hotels in the system as at 31 December 2021. Hotels reporting waste production below 500g or above 50kg per room night were excluded from the sample and assumed to be outliers. The data sample for waste calculations was limited – 31% of hotels with occupied room nights reported waste data for 2021, the remaining 69% was estimated. The final sample (excluding outliers) covers 20% of hotels with occupied room nights.



# SOCIAL DATA

# Social data

OUR PEOPLE AND  
COMMUNITIES

## Employee engagement

	2021	2020	2019	2018
Employee engagement score	85.0	79.0 <sup>a</sup>	87.0 <sup>a</sup>	86.0 <sup>a</sup>

## Number of people participating in IHG Academy programmes

	2021	2020	2019	2018
Number of people	5,815	3,277 <sup>b</sup>	15,081	13,531

## Total funds donated to community impact projects

	2021	2020	2019	2018
Funds donated (\$)	1.5	0.9	1.3	1.2

## Colleagues supporting community impact projects

	2021	2020	2019	2018
Number of colleagues	42,857	28,278 <sup>b</sup>	160,313	139,942

## Total number of hours volunteered by colleagues

	2021	2020	2019	2018
Total hours	260,000	212,528	188,113	125,086

## Gender profile of employees

	Total	Female	Male
Board Directors	12	5	7
Executive Committee	10	3	7
Executive Committee direct reports	55	22	33
Total number of employees (whose costs were borne by the Group or System Fund)	11,161	6,482	4,679

<sup>a</sup> Due to the complexity of survey administration in hotels during the pandemic the employee engagement survey process was amended. The 2021 score reflects the results of a single survey and includes employees in corporate, reservations offices and general managers (in managed hotels). Prior results from 2017 to 2019 have been restated for comparability to exclude the results of surveys from the managed estate, other than general managers. The 2016 survey results could not be restated.

<sup>b</sup> Due to impacts of Covid-19 on our industry, our community engagement programmes were impacted as a result.

# PROCUREMENT DATA

Percentage of hotels with a cage-free egg brand standard or guide

	2021
United States	75.0%
Canada	0.0%
Europe	25.2%
US, EUROPE, CANADA	64.3%
Global	51.8%

- Notes:
- Figures reflective of hotels that are part of brands with a cage-free egg brand standard in place; excludes hotel brands where IHG brand standards are not applicable
  - Accounts for hotels with any cage-free egg offering (liquid or whole egg)

# REPORTING AGAINST GRI, SASB AND SCM

# Reporting against GRI, SASB and SCM

We recognise the importance of reporting against core ESG frameworks to continue to drive transparency and comparability of performance across all businesses. The following pages provide reporting against three key frameworks:

## 1. Global Reporting Initiative (GRI)

The GRI Standards create a common language for organisations – large or small, private or public – to report on their sustainability impacts in a consistent and credible way. This enhances global comparability and enables organisations to be transparent and accountable.

## 2. Sustainability Accounting Standards Board (SASB)

SASB standards are a small number of sector specific, environmental and social standards which investors see as likely to materially impact the operating performance and profitability of a company.

## 3. Stakeholder Capitalism Metrics (SCM)

This is a collaboration between World Economic Forum (WEF), the International Business Council (IBC) and the Big 4 accounting firms. The core and expanded set of “Stakeholder Capitalism Metrics” and disclosures can be used by companies to align their mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions towards the UN SDGs on a consistent basis.

# GRI

GRI Indicator	Description	Response	Reference
102-1	Name of the organisation	InterContinental Hotels Group PLC	<a href="#">2021 Annual Report and Form 20-F Glossary (p.262)</a>
102-2	Activities, brands, products and services	<p>IHG Hotels &amp; Resorts is a global hospitality company, with 17 hotel brands and one of the industry’s largest loyalty programmes. Our purpose is to provide True Hospitality for Good — it shapes our culture, brings our brands to life and represents a commitment to make a difference to our people, guests and communities, and protect the world around us. Listening and engaging with our stakeholders, together we work towards common goals that help ensure we create shared value for all.</p> <p>We predominantly franchise our brands and manage hotels on behalf of third-party hotel owners. Our strategy focuses on using our scale and expertise to create the exceptional guest experiences and owner returns needed to grow our brands in the industry’s most valuable markets and segments – delivered through a culture that retains and attracts the best people and embraces opportunities to positively impact the world around us.</p> <p>Our brands: Six Senses Hotels Resorts Spas, Regent Hotels &amp; Resorts, InterContinental® Hotels &amp; Resorts, Vignette™ Collection, Kimpton® Hotels &amp; Restaurants, Hotel Indigo®, EVEN Hotels®, HUALUXE® Hotels and Resorts, Crowne Plaza® Hotels &amp; Resorts, voco™, Holiday Inn® Hotels &amp; Resorts, Holiday Inn Express®, Holiday Inn Club Vacations®, avid™ hotels, Staybridge Suites®, Atwell Suites™ and Candlewood Suites®.</p>	<a href="#">2021 Annual Report and Form 20-F</a> Our presence (p.1) Our business model (p.10) Our strategy (p.16)
102-3	Location of headquarters	Broadwater Park, Denham, Buckinghamshire, UB9 5HR, United Kingdom.	<a href="#">2021 Annual Report and Form 20-F</a> Contacts (p.265)
102-4	Location of operations	At the end of 2021, we have hotels operating in more than 100 countries.	<a href="#">2021 Annual Report and Form 20-F</a> Our presence (p.1)
102-5	Ownership and legal form	<p>The Company is a public limited company incorporated and registered in England and Wales. 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>IHG continues to operate as a dual-listed company with a premium listing on the London Stock Exchange and a secondary listing on the New York Stock Exchange, via an ADR programme</p>	<a href="#">2021 Annual Report and Form 20-F</a> Chair’s overview (p.81) Accounting policies (p.218)
102-6	Markets Served	<p>We have hotels operating in more than 100 countries. Our operations are grouped into three business regions:</p> <ul style="list-style-type: none"> <li>• Europe, Middle East, Asia and Africa (EMEA)</li> <li>• Greater China (GC)</li> <li>• Americas (AMER)</li> </ul>	<a href="#">2021 Annual Report and Form 20-F</a> Our business model (p.10)



GRI Indicator	Description	Response	Reference
102-7	Scale of the organisation	As of 31st December 2021 there were 5,991 IHG-branded hotels open globally & a further 1,797 in our development pipeline.	<a href="#">2021 Annual Report and Form 20-F Performance</a> (p.61-62)
102-8	Information on employees and other workers	With our hotel estate being predominately franchised, the majority of people who work at IHG-branded hotels are not employed by IHG. In franchised hotels, IHG does not control the day-to-day operations of the hotels, including the employment policies, practices, terms and conditions. However, both IHG and its third-party owners are committed to delivering a consistent brand experience and conducting business responsibly.	<a href="#">2021 Responsible Business Report</a> Creating a great place to work (p.15) Our people (p.18)
		As of 31 December 2021 IHG directly employed 11,161 people worldwide, including individuals employed in our corporate offices, central reservations offices and owned and managed hotels.	<a href="#">2021 Annual Report and Form 20-F</a> Care for our people, communities and planet (p.26)
102-9	Supply chain	Growing our business in a sustainable way plays a key role both in our supplier selection process and how we conduct business with our existing suppliers.	<a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.13)
		Our corporate supply chain covers categories including technology, marketing services, HR services and other professional services, such as management consultancy. Procurement of goods and services for hotels includes items required for opening, renovating and operating a hotel, such as energy, operating supplies and equipment, uniforms, food and beverage, furniture, electrical equipment, lighting, wall and floor coverings and services. Procurement predominantly occurs at the local hotel level as our hotels are largely owned by independent third-party owners, who are responsible for managing their own supply chains.	
		IHG provides procurement programmes in the US, Canada, Mexico, Greater China and has been expanding this support in many countries within EMEAA. Our Procurement teams, empowered by our digital solutions and policies (such as the Supplier Code of Conduct), play a key role in communicating with suppliers and business stakeholders as part of our sourcing process. This includes ensuring that responsible business criteria are included in our supplier selection frameworks.	
102-11	Precautionary principle or approach	<p>We are an ambitious company, with a clear strategy to use our scale and expertise to create the exceptional guest experiences and owner returns needed to grow our brands in the industry's most valuable markets and segments. How we achieve that growth is equally important to us, which we aim to deliver through a culture that retains and attracts the best people and embraces opportunities to positively impact the world around us.</p> <p>"Caring for our people, communities and planet" is one of four strategic priorities for IHG, and our actions as a responsible business are shaped by a culture of strong governance, clear policies and a series of ambitious commitments set out in our Journey to Tomorrow 2030 responsible business plan.</p>	<a href="#">2021 Responsible Business Report</a> Our business strategy (p.8)

# General Disclosures

GRI Indicator	Description	Response	Reference
102-12	External initiatives	<ul style="list-style-type: none"> <li>• UN Sustainable Development Goals</li> <li>• UN Global Compact</li> <li>• UN Global Compact CEO Water Mandate</li> <li>• UNFCCC Race to Zero</li> <li>• 2030 Science-Based targets</li> <li>• Taskforce for Climate-Related Financial Disclosures</li> <li>• BITC Race at Work Charter</li> <li>• CEO Action for Diversity &amp; Inclusion</li> <li>• The Valuable 500</li> <li>• Women in Hospitality and Leisure (WiHTL)</li> <li>• Business for Societal Impact (B4SI)</li> <li>• Ellen MacArthur Foundation CE100</li> <li>• US Department of Energy Better Buildings Low Carbon pilot programme</li> <li>• Transparency International UK - Business Integrity Forum</li> <li>• Zero Carbon Forum</li> <li>• Alliance for Water Stewardship (AWS)</li> <li>• Water-Resilience Coalition</li> </ul>	<p><a href="#">2021 Responsible Business Report</a> Our approach to Responsible Business (p.7) Governance (p.10) Risk Management (p.11) Our people (p.19) Carbon &amp; Energy (p.27-28) Waste (p.32) Water (p.34) Supporting our communities (p.26)</p> <p><a href="#">Diversity, Equity &amp; Inclusion at IHG</a> Showing our support (p. 16)</p>
102-13	Membership of associations	<ul style="list-style-type: none"> <li>• Business for Social Responsibility (BSR)</li> <li>• Sustainable Hospitality Alliance</li> <li>• Business in the Community (BITC)</li> <li>• Global Business Travel Association (GBTA)</li> <li>• Global Sustainable Tourism Council (GSTC)</li> <li>• American Hotel &amp; Lodging Association (AHLA)</li> <li>• World Travel and Tourism Council (WTTC)</li> <li>• UK Hospitality</li> </ul>	<p><a href="#">2021 Responsible Business Report</a> Carbon &amp; Energy (p.28) Waste (p.32)</p> <p><a href="#">BSR Website</a> <a href="#">GBTA Website</a> <a href="#">GSTC Website</a> UK Hospitality Website</p>
102-14	Statement from senior decision-maker	Chair (Patrick Cescau) Chief Executive Officer (Keith Barr)	<p><a href="#">2021 Responsible Business Report</a> Chair's Statement (p.3) CEO's Statement (p.4)</p>
102-15	Key impacts, risks and opportunities	<p>In 2020, we undertook a detailed materiality assessment to identify and prioritise the key responsible business issues relating to our core business activities. Our materiality process adhered to best practice external standards and frameworks, including GRI Standards, DJSI, SASB and the WEF IBC Metrics. The scope of the assessment covered all areas of our business model, while taking into account our asset-light structure and principal risks.</p> <p>As we see increasing changes across many areas of the ESG landscape, we will look at updating this assessment to make sure our insights and actions are tailored to the most up to date insights we can get.</p>	<p><a href="#">2021 Responsible Business Report</a> Materiality matrix (p.39)</p>

# General Disclosures

GRI Indicator	Description	Response	Reference
102-16	Values, principles, standards, and norms of behaviour	<p>IHG's Code of Conduct (Code) is the underlying framework for how we do business. Our key principles and policies are included in the Code and employees, wherever they are globally, working in IHG corporate offices, reservation centres, or in managed, owned, leased, and managed lease hotels, use it to make the right decisions, in compliance with the law and IHG's ethical standards. Included in the Code is an overview of our values, reporting concerns framework and group policies, including those on human rights, respect in the workplace, diversity, equity, inclusion and equal opportunities, accurate reporting, information security, antibribery and corruption, and the environment.</p> <p>The Code is reviewed and approved by the Board on an annual basis, and supported by a mandatory e-learning module as well as mandatory e-learning on Anti-Bribery, Antitrust and Handling Information Responsibly. It is available in 10 languages on our website and also on the Company Intranet.</p>	<a href="#">2021 Responsible Business Report Governance (p.9-10)</a>
102-17	Mechanisms for advice and concerns about ethics	It is important that our employees and any person with a relationship to IHG, including our suppliers and their workers, feel comfortable reporting ethical concerns. To facilitate this, we have a confidential reporting channel through which colleagues can share any ethical concerns or breaches of the IHG Code of Conduct, including those in relation to human rights and modern slavery.	<a href="#">2021 Responsible Business Report Governance (p.10)</a>
102-18	Governance structure	<p>The Board is responsible for promoting the long-term sustainable success of the Group and establishes its purpose, values and strategy.</p> <p>The Board is supported by its Principal Committees, namely the Audit Committee, Responsible Business Committee, Nomination Committee and Remuneration Committee, to assist it in carrying out its functions, overseeing the delivery of strategic objectives and driving sustainable value for shareholders and considering the impacts on, and interests of, other stakeholders.</p> <p>The Responsible Business Committee of the Board reviews IHG's responsible business objectives and strategy, including its impact on environmental, social, community and human rights issues; its approach to sustainable development and responsible procurement; and how it engages with key stakeholders in relation to its approach to responsible business. Key considerations and recommendations are then shared with the Group Board.</p>	<p><a href="#">2021 Annual Report and Form 20-F Governance (p.88)</a></p> <p><a href="#">2021 Responsible Business Report Governance (p.9)</a></p>
102-19	Delegating authority	<p>Our commitment to responsible business starts at the top. Our Board is focused on ensuring we maintain the highest ethical standards of governance to support our culture, values and commitment to conducting business responsibly; and our CEO, Executive Committee and senior leaders make sure it is embedded, measured and upheld on a day-to-day basis.</p> <p>To support our Board and Executive Committee, we have an internal Responsible Business Governance Committee. This committee meets quarterly and includes senior leaders from across the business, including representatives from teams such as Procurement, Human Resources, Legal, Operations, Corporate Responsibility, and Cybersecurity and Information Security.</p> <p>This committee oversees our day-to-day responsible business activities and in 2021, it continued driving the implementation of the Group's 2030 Journey to Tomorrow commitments, and our strategic priorities in the short to medium-term.</p>	<a href="#">2021 Responsible Business Report Governance (p.9)</a>

GRI Indicator	Description	Response	Reference
102-20	Executive-level responsibility for economic, environmental, and social topics	Jill McDonald is Chair of the Responsible Business Committee, which reviews and advises the Board on the Group's Responsible Business objectives and strategy, including its impact on the environment and climate change; social, community and human rights issues; its approach to sustainable development and responsible procurement; and stakeholder engagement in relation to the Group's approach to responsible business. The Committee is also responsible for assessing the Board's engagement with the workforce and the Group's diversity, equity and inclusion agenda.	<a href="#">2021 Annual Report and Form 20-F Responsible Business Committee (p.100)</a>
102-21	Consulting stakeholders on economic, environmental, and social topics	We collaborate and engage with a wide range of stakeholders to ensure we can work towards common goals and create shared value.	<a href="#">2021 Responsible Business Report Stakeholder engagement (p.37-38)</a>
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 Governance pages of Annual Report and Form 20-F 2021.	<a href="#">2021 Annual Report and Form 20-F Governance (p.80-88)</a>
102-23	Chair of the highest governance body	Patrick Cescau is the Non-Executive Chair of the IHG Board.	<a href="#">2021 Annual Report and Form 20-F Governance (p.82)</a>
102-24	Nominating and selecting the highest governance body	<p>The Nomination Committee of the Board 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>The Committee's role, responsibilities and authority delegated to it by the Board, including processes in relation to appointments, are set out in its Terms of Reference (ToR), which are reviewed annually and approved by the Board.</p>	<a href="#">2021 Annual Report and Form 20-F Nomination Committee (p.102)</a> <a href="#">Nomination Committee Terms of Reference</a>
102-25	Conflicts of interest	Potential conflicts of interest are reviewed annually, and powers of authorisation are exercised in accordance with the Companies Act and the Company's Articles of Association.	<a href="#">2021 Annual Report and Form 20-F Statement of compliance (p.124)</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	Our commitment to responsible business starts at the top. Our Board is focused on ensuring we maintain the highest ethical standards of governance to support our culture, values and commitment to conducting business responsibly; and our CEO, Executive Committee and senior leaders make sure it is embedded, measured and upheld on a day-to-day basis.	<a href="#">2021 Responsible Business Report Governance (p.9)</a>

# General Disclosures

GRI Indicator	Description	Response	Reference
102-28	Evaluating the highest governance body's performance	The Board undertakes either an internal or external annual Board effectiveness evaluation. Following a full external evaluation in 2019 and an internal evaluation in 2020, in 2021 the Board once again undertook an internal evaluation.	<a href="#">2021 Annual Report and Form 20-F</a> Board effectiveness evaluation (p.94) Statement of compliance (p.125)
102-29	Identifying and managing economic, environmental, and social impacts	The Responsible Business Committee reviews and advises the Board on the Group's responsible business objectives and strategy, including its impact on the environment and climate change; social, community and human rights issues; its approach to sustainable development and responsible procurement; and stakeholder engagement in relation to the Group's approach to responsible business. The Committee is also responsible for assessing the Board's engagement with the workforce and the Group's diversity, equity & inclusion agenda.	<a href="#">2021 Annual Report and Form 20-F</a> Responsible Business Committee (p.100)
102-30	Effectiveness of risk management processes	The Board is ultimately accountable for establishing a framework of prudent and effective controls, which enable risk to be assessed and managed, and is supported by the Audit Committee, Executive Committee and delegated committees. Our governance framework and Committee agendas establish procedures for Board members to receive information on risk from the Executive Committee and Senior Leaders and a range of other internal and external sources.	<a href="#">2021 Annual Report and Form 20-F</a> Our risk management (p.40)
102-31	Review of economic, environmental, and social topics	The Responsible Business Committee reviews and advises the Board on the Group's responsible business objectives and strategy, including its impact on the environment and climate change; social, community and human rights issues; its approach to sustainable development and responsible procurement; and stakeholder engagement in relation to the Group's approach to responsible business. The Committee is also responsible for assessing the Board's engagement with the workforce and the Group's diversity, equity & inclusion agenda.	<a href="#">2021 Annual Report and Form 20-F</a> Responsible Business Committee (p.100)
102-32	Highest governance body's role in sustainability reporting	As per the Terms of Reference of the Responsible Business Committee, the committee reviews the content of the Responsible Business Report, the elements of the annual Strategic Report relating to responsible business and the annual Modern Slavery Statement.	<a href="#">Responsible Business Committee Terms of Reference</a>
102-33	Communicating critical concerns	The Senior Independent Non-Executive Director of the Board is available to discuss concerns with shareholders, in addition to the normal channels of shareholder communication.  The Board is also responsible for reviewing the means for the workforce to raise concerns in confidence and the reports arising from its operation (commonly known as whistleblowing) and a Non-Executive Director is nominated to represent the 'Voice of the Employee' in Board discussions.	<a href="#">2021 Annual Report and Form 20-F</a> Governance Structure (p.88)
102-35	Remuneration policies	Our policy for Directors' remuneration is set out in the Directors' Remuneration Policy. This was approved at the 2020 AGM. It is intended that the policy will apply for three years from the 2020 AGM; if any amendments need to be made to the policy within that timeframe, it will first be presented to be voted upon by shareholders.	<a href="#">Directors' Remuneration Policy</a>

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GRI Indicator	Description	Response	Reference
102-36	Process for determining remuneration	The process for determining Directors' remuneration can be found in our Directors' Remuneration Report.	<a href="#">2021 Annual Report and Form 20-F Directors' Remuneration Report (p.104)</a>
102-37	Stakeholders' involvement in remuneration	At the 2020 AGM, we received shareholder approval for our updated Directors' Remuneration Policy, which can be found in 2019 Annual Report.	<a href="#">2021 Annual Report and Form 20-F Directors' Remuneration Report (p.104)</a>
102-38	Annual total compensation ratio	Details of our CEO payratio can be found in our 2021 Annual Report.	<a href="#">2021 Annual Report and Form 20-F Directors' Remuneration Report (p.104)</a>
102-40	List of stakeholder groups	We collaborate and engage with a wide range of stakeholders to ensure we can work towards common goals and create shared value. A full list of our stakeholders can be found in our 2021 Responsible Business Report.	<a href="#">2021 Responsible Business Report Stakeholder engagement (p.37-38)</a>
102-41	Collective bargaining agreements	A significant number of colleagues at our managed, owned, leased and managed lease hotels (approximately 3,800 in the US, Canada, Mexico, Grand Cayman and Dutch Antilles) are covered by collective bargaining agreements and similar agreements.	<a href="#">2021 Annual Report and Form 20-F Group information (p.241)</a>
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.	<a href="#">2021 Annual Report and Form 20-F</a>
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.	<a href="#">2021 Responsible Business Report Stakeholder engagement (p.37-38)</a> <a href="#">2021 Annual Report and Form 20-F Our strategy (p.16-31)</a> <a href="#">Board activities (p.92)</a>
102-44	Key topics and concerns raised	<p>To inform the development of our Journey to Tomorrow plan, we undertook a detailed materiality assessment to identify and prioritise the key responsible business issues relating to our core business activities. Our materiality process adhered to best practice external standards and frameworks, including GRI Standards, DJSI, SASB and the Stakeholder Capitalism Metrics.</p> <p>The scope of the assessment covered all areas of our business model, while taking into account our asset-light structure and principal risks. A total of 15 material environmental, social and governance (ESG) issues were identified as being both relevant to IHG and important to our stakeholders – having the potential to create both risks and opportunities for our business. A mapping of these issues can be found in our 2021 Responsible Business Report.</p> <p>The assessment was conducted in 2020 and, as we see increasing changes across many areas of the ESG landscape, we will look at updating this assessment to make sure our insights and actions are tailored to the most up to date insights we can get.</p>	<a href="#">2021 Responsible Business Report Materiality (p.39)</a>
102-45	Entities included in the consolidated financial statements	The entities included in the consolidated financial statements are included in our 2021 Annual Report.	<a href="#">2021 Annual Report and Form 20-F Notes to the Group Financial Statements (p.211)</a>

GRI Indicator	Description	Response	Reference
102-46	Defining report content and topic Boundaries	We define our reporting content and topic boundaries, in the Introduction section of our 2021 Responsible Business Report.	<a href="#">2021 Responsible Business Report</a> Introduction (p.1) About IHG Hotels & Resorts (p.2) Reporting framework (p.6)
102-47	List of material topics	A list of material topics can be found in our materiality matrix.	<a href="#">2021 Responsible Business Report</a> Materiality (p.39)
102-48	Restatements of information	In both our 2021 Annual Report and 2021 Responsible Business Report, we have signalled where information is restated.	<a href="#">2021 Annual Report and Form 20-F</a> <a href="#">2021 Responsible Business Report</a>
102-50	Reporting period	Unless otherwise noted, our reporting period is for the calendar year 2021 (1 January to 31 December 2021).	<a href="#">2021 Responsible Business Report</a> Introduction (p.1)
102-51	Date of most recent report	On 3 <sup>rd</sup> March, 2022, we published our 2021 Responsible Business Report.	
102-52	Reporting cycle	We provide economic, environmental and social performance data on an annual basis.	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.40-42)
102-53	Contact point for questions regarding the report	For more information, please contact us at: <a href="mailto:crteam@ihg.com">crteam@ihg.com</a>	<a href="#">2021 Responsible Business Report</a>
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	The information in our Responsible Business Report is validated through an internal assurance process, which is supported by external validation of our environmental data.	<a href="#">Apex Assurance Statement</a>

GRI Indicator	Description	Response	Reference
201-1	Direct economic value generated and distributed	Direct economic value generation and distribution can be found in the financial statements of our 2021 Annual Report and data on total funds donated to community impact projects in our 2021 Responsible Business Report.	<a href="#">2021 Annual Report and Form 20-F</a> Performance: Group (p.55-60)  <a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.42)
201-2	Financial implications and other risks and opportunities due to climate change	<p>The success of IHG over the long term depends on the environmental and social sustainability of our operations, the resilience of our supply chain and our ability to manage the potential impact of climate change on our business model and performance.</p> <p>We have upgraded to a 1.5°C science-based target which puts us on a trajectory to achieve net-zero emissions by 2050, and have also joined the UNFCC Race to Zero. While we have an asset-light business model, with the majority of IHG hotels owned by a third party, our commitments cover the operations of all our hotels globally, whether owned, leased, managed or franchised.</p> <p>In 2020, we made a formal commitment to support the recommendations of the TCFD. Our 2021 Annual Report details where we have made climate related financial disclosures consistent with recommendations. Disclosures are fully compliant with the TCFD's recommendations for 2021.</p>	<a href="#">2021 Annual Report and Form 20-F</a> Delivering on the recommendations of TCFD (p.32-35)
203-1	Infrastructure investments & services supported	<p>Our strategic partnerships with NGOs and community organisations are hugely important to us, helping IHG to provide assistance in times of need, tackle food poverty, and offer people access to valuable skills and job opportunities that can help stimulate social and economic growth.</p> <p>Working locally with our hotels, we also encourage and support their own partnerships and causes and collectively, the actions we are taking form part of our 10-year ambition to use our global scale to improve the lives of 30 million people.</p>	<a href="#">2021 Responsible Business Report</a> Supporting our communities (p.22-26)
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>Since 2004, our IHG Academy programme has been helping people around the world gain valuable employment and life skills through work experience, internships and apprenticeships alongside some of the world's best hoteliers. In the past eight years alone, more than 80,000 people have been trained and mentored.</p> <p>In 2021 we took another important step to evolve our IHG Academy programme with the launch of a new virtual learning platform called the IHG Skills Academy. This new best-in-class virtual learning platform allows us to team up with hospitality schools, NGOs and other partners to provide free online education, expertise and opportunities to more people seeking the valuable skills they need to become employment-ready.</p>	<a href="#">2021 Responsible Business Report</a> Supporting our communities (p.24-25)



GRI Indicator	Description	Response	Reference
204	Procurement Practices	<p>We want to ensure our suppliers act with the same integrity and respect as we do, so our new corporate suppliers are required to confirm their acceptance to the Supplier Code (or demonstrate they have equivalent policies in place) at the onboarding stage, in addition to being a contractual requirement.</p> <p>In 2021, we also furthered our intent to cultivate inclusion within our supply chain. This work included IHG joining leading supplier diversity councils to help broaden our network of diverse suppliers and local partners. We have also identified a new spend analysis tool for hotel and corporate spend that will allow us to create a more informed global picture and identify opportunities to work intentionally with more small and diverse businesses.</p> <p>Our IHG Sustainable Supplier Questionnaire helps us assess the environmental credentials of suppliers and in 2021 we made the questionnaire mandatory for all new suppliers. This analysis of environmental criteria is fully embedded into sourcing processes, which empowers procurement teams to make informed decisions on sourcing responsibly.</p>	<p><a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.13-14)</p>
205	Management approach disclosure (anti-corruption)	<p>Bribery and any form of financial crime, including improper payments, money laundering, and tax evasion or the facilitation of tax evasion, are not permitted at IHG under any circumstances. This also applies to any agents, consultants and other service providers who do work on IHG's behalf.</p> <p>IHG is a member of Transparency International UK's Business Integrity Forum and participates in its annual Corporate Anti-Corruption Benchmark. Each year, the results inform our efforts to continuously improve the effectiveness of the anti-bribery and corruption programme.</p> <p>Additionally, to continue to enhance our Anti-bribery programme and in line with best practice, we undertook a group-wide bribery and corruption risk assessment in 2021, with the assistance of specialist external counsel. The objective is to ensure that IHG's principal bribery risks continue to be addressed and areas of improvement are identified.</p>	<p><a href="#">2021 Responsible Business Report</a> Governance (p.10)</p>
205-2	Communication & training on anti-corruption policies & procedures	<p>Our Anti-Bribery Policy sets out IHG's zero tolerance approach to bribery and corruption. It is applicable to all Directors, Executive Committee members, employees and our managed hotels and is accompanied by a mandatory anti-bribery e-learning module. Our Gifts and Entertainment Policy and guidance further supports our approach in this area.</p>	<p><a href="#">2021 Responsible Business Report</a> Governance (p.10)</p>
207-1	Approach to tax	<p>IHG pursues an approach to tax that is consistent with its business strategy and its overall business conduct principles.</p> <p>The approach seeks to ensure full compliance with all tax filing, payment and reporting obligations on the basis of communicative and transparent relationships with tax authorities. Policies and procedures related to tax risk management are subject to regular review and update and are approved by the IHG Audit Committee.</p>	<p><a href="#">2021 Annual Report and Form 20-F</a> Performance (p.57)</p> <p><a href="#">Approach to Tax</a></p>

GRI Indicator	Description	Response	Reference
302	Energy Management approach	<p>As part of our Journey to Tomorrow responsible business plan, we have set out to reduce our energy use and carbon emissions in line with climate science. To achieve our ambitious targets, we are taking action across three main areas: energy efficiency in our existing hotel estate; sourcing renewable energy; and developing zero-carbon new-build hotels.</p> <p>Action plans, training and investment plans are being developed to provide clearly defined pathways to accomplish this, recognising that an agile approach will be required as the industry recovery from the pandemic plays out at different speeds around the world and our owners manage the different pressures this brings.</p>	<a href="#">2021 Responsible Business Report</a> Carbon & energy (p.27-28)
302-1	Energy consumption within the organisation	In 2021, our total energy consumption across our entire estate of owned, leased, managed, managed-leased hotels and offices was 11,850,660 kWh.	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.40)
302-4	Reduction of energy consumption	<p>Our online environmental management platform, the IHG Green Engage system, helps our hotels measure, report and manage their use of energy, water and waste. It also provides more than 200 Green Solutions to help owners make greener choices.</p> <p>In addition, we have launched a new automated utility data-entry solution in partnership with Schneider Electric, which will enable us to provide more insights to hotels and identify efficiencies at scale across the estate; and developed a Hotel Energy Reduction Opportunities (HERO) Toolkit in collaboration with Arup (to be launched in 2022), which reviews a hotel's existing infrastructure and energy initiatives already implemented and then recommends measures to drive further efficiencies.</p>	<a href="#">2021 Responsible Business Report</a> Carbon & energy (p.28)
303-1	Interactions with water as a shared resource	<p>Water is essential for everyday operations and for future growth in our industry. To ensure we are only using our fair share, we work to incorporate water efficiency measures in our hotel operations and new properties. Working with our local market stakeholders, we have undertaken water stewardship programmes to identify and mitigate significant risks to supply.</p> <p>Each of our hotels has a water reduction target, and as part of the IHG Green Engage system, they have access to green solutions, which can help to improve water efficiencies, such as low-flow fixtures and fittings. Owners also receive accurate and timely data on usage via an automated data-entry tool developed through our work with Schneider Electric.</p>	<a href="#">2021 Responsible Business Report</a> Water (p.33-34)
303-3	Water withdrawal	Our total water consumption across the global estate in 2021 was 94,757,410 m <sup>3</sup> . 42% of our total water consumption was drawn from water stressed areas.	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.41)
304	Biodiversity Management approach	<p>It's essential that we operate and grow responsibly to keep the disturbance of animals, plants and their natural habitats to a minimum. The actions we take to deliver our Journey to Tomorrow plan will help protect the biodiversity of our planet – whether from water conservation, increasing our purchase of goods and services with a positive environmental impact or decarbonising our hotels.</p> <p>Through IHG Green Engage, we provide recommendations to help preserve and protect local flora and fauna and the wider regional ecosystems affected by our operations. This includes advice on the management of green spaces and long-term strategies for protecting local habitats.</p> <p>This year, we conducted a biodiversity gap analysis against the requirements for biodiversity reporting in various frameworks, and have begun to establish a baseline of our biodiversity risk across all hotels and regions utilizing the Integrated Biodiversity Assessment Tool (IBAT).</p>	<a href="#">2021 Responsible Business Report</a> Biodiversity (p.35)

GRI Indicator	Description	Response	Reference
305	Emissions Management approach	We have upgraded our science-based target (SBT) to align to the most ambitious target of the Paris Agreement to limit global warming to 1.5°C. Our aim now is to reduce absolute scope 1, 2 and 3 greenhouse gas emissions by 46% by 2030 (from a 2019 base year). This target has been approved by the Science Based Targets initiative (SBTi) and has been underpinned by our support this year for the Business Ambition for a 1.5 Pledge and the UNFCCC Race to Zero campaign.	<a href="#">2021 Responsible Business Report</a> Carbon & energy (p.27)
305-1	Direct (Scope 1) GHG emissions	440,719 tCO <sub>2</sub> e	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.40)
305-2	Energy indirect (Scope 2) GHG emissions	1,790,015 tCO <sub>2</sub> e	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.40)
305-3	Other indirect (Scope 3) GHG emissions	2,072,377 tCO <sub>2</sub> e	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.40)
305-4	GHG emissions intensity	Scope 1 and 2 intensity, location based tCO <sub>2</sub> e per £000 revenue = 0.33	<a href="#">2021 Annual Report and Form 20-F</a> Directors' Report (p.229)
305-5	Reduction of GHG emissions	Total Scope 1, 2 and 3 GHG emissions from the whole estate fell by 12.2% from base year 2019 (towards a 2030 reduction target of 46%). Covid-19 has continued to impact occupancy levels across our estate and required intermittent hotel closures in many locations, which, in addition to the energy efficiency efforts from our hotels, has significantly lowered our carbon footprint for the year.  As the industry recovers, we will continue to focus on achieving our carbon reduction goals by driving energy efficiency in our hotels and increasingly looking at renewable energy solutions.	<a href="#">2021 Responsible Business Report</a> Carbon & energy (p.29)  <a href="#">2021 Annual Report and Form 20-F</a> Directors' Report (p.237)
306-2	Management of significant waste-related impacts	Millions of guests visit our hotels each year, all requiring toiletries, amenities, food, beverage and linens. We see a real opportunity to help our guests have a more sustainable stay while also exploring benefits of the circular economy for our hotel owners.  While the onset of the global pandemic has brought many challenges, it's also provided us with an opportunity to reassess our approach and make significant changes that we're now embedding into our longer-term strategy. Technology, collaboration with specialist organisations, and increased awareness among our hotel teams and guests are helping us drive change at every stage of the stay experience. We are actively seeking ways to reduce the amount we use and produce, and where possible, turn it into a resource that can benefit others.	<a href="#">2021 Responsible Business Report</a> Waste (p. 30)
306-3	Waste generated	In 2021, our total waste was 571,044 metric tonnes. A breakdown of the composition can be found in our 2021 Responsible Business Report.	<a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.41)

GRI Indicator	Description	Response	Reference
308	Supplier Environmental Assessment Management approach	Our IHG Sustainable Supplier Questionnaire helps us assess the environmental credentials of suppliers and in 2021 we made the questionnaire mandatory for all new suppliers. This analysis of environmental criteria is fully embedded into sourcing processes, which empowers procurement teams to make informed decisions on sourcing responsibly. In 2021, we increased the number of green suppliers to further support our ambition in this area.	<a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.14)
308-1	New suppliers that were screened using environmental criteria	In 2021, more than 615 suppliers completed the questionnaire and 33% of business was awarded to IHG Green suppliers through the tendering process.	<a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.14)

GRI Indicator	Description	Response	Reference
401	Employment Management approach	<p>We take pride in striving to create an environment where people feel a sense of belonging, can perform at their best and have room to grow so they can enjoy long and successful careers with IHG.</p> <p>We foster a culture of open and honest engagement and feedback, and engage with employees through a range of forums, including our engagement survey, management-led performance updates and a designated Non-Executive Director who oversees workforce engagement.</p> <p>To achieve our strategic priorities, we know we need to attract, develop and retain a diverse and talented workforce. This commitment is emphasised throughout our global hiring guidelines and initiatives, such as our conscious inclusion training, and is backed up by our DE&amp;I Policy, which ensures we consider diverse attributes, perspectives, cultures and experiences.</p>	<p><a href="#">2021 Responsible Business Report</a> Creating a great place to work (p.15)</p>
404	Training & Education Management approach	<p>We have continued to embed quarterly check-ins with corporate employees to plan personal development and discuss career aspirations. To support this, we have refreshed and simplified our toolkits and have upskilled our HR partners by running bespoke talent and performance masterclasses.</p> <p>Additionally, we have transformed our GM development offering to ensure we're providing opportunities for existing GMs for continual professional growth, while equipping the next generation of GMs with the skills they need as they step up.</p>	<p><a href="#">2021 Responsible Business Report</a> Creating a great place to work (p.16)</p>
404-3	Percentage of employees receiving regular performance and career development reviews	<p>We have continued to embed quarterly check-ins with corporate employees to plan personal development and discuss career aspirations.</p>	<p><a href="#">2021 Responsible Business Report</a> Creating a great place to work (p.16)</p>
405	Diversity & equal opportunity Management approach	<p>Our colleagues represent multiple nationalities, as well as the many cultures, religions, races, sexualities, abilities, backgrounds and beliefs, which make the world such an interesting place. Our passion for diversity, equity &amp; inclusion is the cornerstone of our culture, and we want our colleagues to 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 they are being treated in this way.</p> <p>When this happens, colleagues are empowered to voice ideas, with diverse opinions and perspectives sparking the innovation IHG needs to stand out. Our DE&amp;I framework spans three core areas: strengthening a culture of inclusion; increasing the diversity of our leadership talent; and putting the right decision making around our actions.</p>	<p><a href="#">2021 Responsible Business Report</a> Our people (p.19)</p>
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>Of the 12,832 employees' costs who were borne by the Group or the System Fund, 7,084 were female and 5,748 were male.</li> <li>Of our 13 Directors, 5 are female and 8 are male.</li> <li>Of our 10 Executive Committee members, 3 are female and 7 are male.</li> </ul>	<p><a href="#">2021 Responsible Business Report</a> How we performed in 2021 (p.42)</p>
405-2	Ratio of basic salary and remuneration of women to men	<p>As a global company, IHG knows the importance and benefit of having a gender balanced workforce. A culture that celebrates difference and diverse thinking is crucial to the future success of our business, and how we work together to deliver our purpose of providing True Hospitality for Good. Our UK Gender Pay Gap Report outlines the gender pay gap for our UK corporate employees and details around the initiatives that we believe will continue to make a real impact within our organisation.</p>	<p><a href="#">2020-2021 UK Gender Pay Gap Report</a></p>

GRI Indicator	Description	Response	Reference
406	Non-discrimination Management approach	<p>IHG does not tolerate harassment of any colleague by any person, for any reason.</p> <p>Harassment includes sexual harassment and derogatory remarks, slurs, threats or jokes relating to race, colour, ethnic or national origin, gender, sexual orientation, gender identity or expression, age, religion, marital status, or disability. Any manager or colleague who engages in such objectionable conduct will be subject to disciplinary action, up to and including termination of employment.</p> <p>All managers are responsible for creating an atmosphere free of discrimination and harassment and all colleagues are responsible for respecting the rights of their co-workers and ensuring that we treat each other with courtesy and professionalism.</p>	<a href="#">Code of Conduct</a>
407	Freedom of Association and Collective Bargaining Management approach	We respect our employees' rights to voluntary freedom of association, under the law. Employees have the right to organise or join associations, and bargain collectively, if they so choose.	<a href="#">Human Rights policy</a>
408	Child labor Management approach	We comply with child labour laws across our operations in accordance with applicable national legislation and ILO labour standards as set out in ILO Conventions No. 138 and 182.	<a href="#">Human Rights policy</a>
409	Forced or Compulsory Labor	<p>We are committed to supporting the Sustainable Hospitality Alliance's Principles of Forced Labour:</p> <ol style="list-style-type: none"> <li>1. Every worker should have freedom of movement. The ability of workers to move freely should not be restricted by their employer through abuse, threats and practices such as unlawful retention of passports and valuable possessions.</li> <li>2. No worker should pay for a job. Fees and costs associated with recruitment and obtaining employment should not be paid by workers.</li> <li>3. No worker should be indebted or coerced to work. Workers should work voluntarily, be informed of their employment terms and conditions in advance without misrepresentation and paid regularly as agreed and in accordance with any applicable laws and regulations.</li> </ol>	<a href="#">Modern Slavery Statement</a>
412	Human rights Management approach	Our Human Rights policy sets out our commitment to respecting human rights in accordance with the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the ILO's Declaration on Fundamental Principles and Rights at Work. Our approach is also informed by the Guidelines for Multinational Enterprises of the Organisation for Economic Cooperation and Development ('OECD'), the UN Global Compact and the UN Guiding Principles on Business and Human Rights ('UN Guiding Principles').	<a href="#">Human Rights policy</a>

GRI Indicator	Description	Response	Reference
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>An integral part of our global commitment to responsible business is respecting human rights in accordance with internationally recognised standards. Key focus areas of our human rights programme in 2021 included: the development and pilot of minimum requirements relating to migrant worker risks in our hotels, including responsible recruitment and onboarding, staff living accommodation and worker voice; and a continued risk assessment of our supply chain, along with analysis of our approach to due diligence of suppliers.</p> <p>In addition, findings from our 2019/20 Oman market level labour assessment continue to be addressed and applied to other countries in the IMEA region, and we have commenced a similar assessment for the UK market.</p>	<a href="#">2021 Annual Report and Form 20-F</a> Our strategy (p.26)
412-2	Employee training on human rights policies or procedures	<p>IHG is a member of the United Nations Global Compact (UNGC), and is committed to alignment of IHG's operations, culture and strategies with the UNGC's 10 universally accepted principles in relation to human rights, environment and anti-corruption.</p> <p>IHG's Code of Conduct (Code) is the underlying framework for how we do business. Included in the Code is an overview of our values, reporting concerns framework and group policies, including those on human rights, respect in the workplace, diversity, equity, inclusion and equal opportunities, accurate reporting, information security, antibribery and corruption, and the environment. The Code is supported by a mandatory e-learning module.</p>	<a href="#">2021 Responsible Business Report</a> Governance (p.9-10)
413	Local communities Management approach	<p>Guided by our purpose of providing True Hospitality for Good, it's important to us all at IHG that we give back to the communities that our thousands of hotels are a part of.</p> <p>Our strategic partnerships with NGOs and community organisations are hugely important to us, helping IHG to provide assistance in times of need, tackle food poverty, and offer people access to valuable skills and job opportunities that can help stimulate social and economic growth. Working locally with our hotels, we also encourage and support their own partnerships and causes and collectively, the actions we are taking form part of our 10-year ambition to use our global scale to improve the lives of 30 million people.</p>	<a href="#">2021 Responsible Business Report</a> Supporting our communities (p.22)
413-1	Operations with local community engagement, impact assessments, and development programs	Our 2021 Responsible Business report details a number of programmes as to how we engage with our local communities	<a href="#">2021 Responsible Business Report</a> Supporting our communities (p.22-26)
414	Supplier social assessment Management approach	We want to ensure our suppliers act with the same integrity and respect as we do, so our new corporate suppliers are required to confirm their acceptance to the Supplier Code (or demonstrate they have equivalent policies in place) at the onboarding stage, in addition to being a contractual requirement. Recommended guidance is also provided to company managed hotels. The standards of our Supplier Code of Conduct are applicable within suppliers own business and across their own supply chains. Under the Supplier Code, IHG suppliers are expected to support the protection of labour practices through their business activities with respect to forced labour and human trafficking, child labour, freedom of association, non-discrimination, and safety and security of the working environment	<a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.13)
414-1	New suppliers that were screened using social criteria	In total, as of 31 December 2021, 5,523 suppliers had signed the Supplier Code.	<a href="#">2021 Responsible Business Report</a> Collaborating with our suppliers (p.13)

GRI Indicator	Description	Response	Reference
415	Public policy Management approach	IHG does not make party political donations or involve itself in party political matters	<a href="#">Code of Conduct</a>
415-1	Political contributions	The Group has made no political donations under the Companies Act and proposes to maintain this policy.	<a href="#">2021 Annual Report and Form 20-F Directors' Report (p.236)</a>
416-1	Customer Health and Safety Management approach	<p>Safety and security is a key area of focus for our business. IHG employs a team of global risk specialists to co-ordinate and monitor a safety and security management system to mitigate systemic health, safety or security issues across our hotels.</p> <p>A fundamental part of the system are our Brand Safety Standards, which specify reasonable and practicable measures to mitigate foreseeable health and safety, and security risks in IHG hotels. They are separate to local regulations, but are designed to complement them. Measuring compliance to our Brand Safety Standards may include full, selected or sample inspection at the most appropriate point across the hotel lifecycle.</p> <p>Our Business Reputation and Responsibility team coordinates and monitors IHG's global safety management system, which is designed to anticipate and identify safety and security risks in an evolving landscape and provide appropriate levels of control necessary to mitigate against significant incidents, whether in hotels or corporate offices. The Board receives and reviews regular safety reports and monitors safety performance. Through this monitoring, IHG can determine where additional standards or guidance may be necessary or whether existing controls may need to be adjusted.</p>	<a href="#">2021 Responsible Business Report Safety &amp; security (p.12)</a>
418	Customer privacy Management approach	<p>We are committed to ensuring that guests, members of our loyalty programmes, colleagues, shareholders, owners and other stakeholders trust the way we manage data. As part of our privacy and information security programmes, we have standards, policies and procedures in place to manage how personal data can be used and protected. Our privacy statement on <a href="#">ihg.com</a> provides information about how we collect and manage the information of our guests.</p> <p>Our e-learning training for employees on handling information responsibly is a mandatory annual requirement, and covers topics such as password and email security, using personal data in accordance with our policies and privacy commitments, how to work with vendors and transferring data securely.</p> <p>We continue to develop our privacy and security programmes to address evolving requirements and take account of developing best practice. The Board regards cybersecurity as a critical business discipline and they, with the Audit Committee, regularly receive updates.</p>	<a href="#">2021 Annual Report and Form 20-F How IHG does business (p.38)</a>



# SASB

Topic	SASB Code	Accounting metric	Response
Energy Management	SV-HL-130a.1	Total energy consumed	11,850,660 (kWh)
		Percentage renewable	0.11%
Water Management	SV-HL-140a.1	Total water withdrawn	94,757,410 M³
		Percentage of each in regions with High or Extremely High Baseline Water Stress	58%
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	<a href="#">2021 Responsible Business Report</a> <a href="#">Environmental Policy</a>
Labour Practices	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	<a href="#">Code of Conduct</a>

We seek to provide sustainability information to our investors in line with the recommendations of the Sustainability Accounting Standards Board (SASB).

# STAKEHOLDER CAPITALISM METRICS

Pillar	Theme	Core metric	Response reference
Principles of Governance	Governing purpose	Setting purpose - The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	GRI 102-26, <a href="#">2021 Annual Report and Form 20-F</a> Our strategy (p.16)
Principles of Governance	Quality of Governing Body	Governance body composition - Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	GRI 102-22, GRI 405-1a, <a href="#">2021 Annual Report and Form 20-F</a> Governance (p.78-125)
Principles of Governance	Stakeholder engagement	Material issues impacting stakeholders - A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	GRI 102-21, GRI 102-43, GRI 102-47, <a href="#">2021 Responsible Business Report</a> Stakeholder engagement (p.37-38) Materiality matrix (p.39)
Principles of Governance	Ethical behaviour	1. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 2. Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity.	GRI 205-2, GRI 205-3 <a href="#">2021 Annual Report and Form 20-F</a> How IHG does business (p.37-38) Our risk management (p.46)  GRI 102-17 <a href="#">Code of Conduct</a>
Principles of Governance	Risk and Opportunity Oversight	Integrating risk and opportunity into business process - Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship	GRI 102-15, <a href="#">2021 Annual Report and Form 20-F</a> Our risk management (p.40-47)

Pillar	Theme	Core metric	Response reference
Planet	Climate Change	<p>Greenhouse gas (GHG) emissions - For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p> <p>TCFD implementation - Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>GRI 305:1-3  <a href="#">2021 Annual Report and Form 20-F</a>            Delivering on the recommendations of TCFD (p.32-35)            Directors' Report (p.237-238)</p>
Planet	Freshwater availability	<p>Water consumption and withdrawal in water-stressed areas - Report for operations where material: Megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool</p>	<p><a href="#">2021 Responsible Business Report</a>            How we performed in 2021 (p.41)</p>
People	Dignity and Equality	<p>Diversity and inclusion (%) - Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p>GRI 405-1b  <a href="#">2021 Annual Report and Form 20-F</a>            Our strategy (p.25-26)</p>
Prosperity	Employment and wealth generation	<p>Economic contribution - Direct economic value generated and distributed (EVG&amp;D), on an accruals basis, covering the basic components for the organisation's global operations</p>	<p>GRI 201  <a href="#">2021 Annual Report and Form 20-F</a>            Performance (p.55-60)    <a href="#">2021 Responsible Business Report</a>            How we performed in 2021 (p.42)</p>
Prosperity	Community and social vitality	<p>Total tax paid - The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<p><a href="#">2021 Annual Report and Form 20-F</a>            Performance (p.55; 57)            Notes to the Group Financial Statements (p.172-177)</p>

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IHG<sup>®</sup> REWARDS

InterContinental Hotels Group PLC  
Broadwater Park, Denham  
Buckinghamshire UB9 5HR  
United Kingdom  
Tel +44 (0) 1895 512 000  
Web [ihgplc.com](http://ihgplc.com)  
Contact [crteam@ihg.com](mailto:crteam@ihg.com)  
Make a booking at [ihg.com](http://ihg.com)