



IHG<sup>®</sup>

HOTELS & RESORTS

ESG Databook

2025

True Hospitality for Good

# Introduction



With hotels in thousands of communities worldwide, our brands and business touch millions of lives every day.

Our purpose – True Hospitality for Good – brings our brands to life, shapes our culture, and reflects our commitment to making a positive difference to our people, guests and communities.

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## We also report progress in these reports:



[+ Click to read Annual Report](#)



[+ Click to read Modern Slavery Statement.](#)

[+ See our assurance statements for carbon and energy, water and communities at: \[ihgplc.com/responsible-business/reporting\]\(https://ihgplc.com/responsible-business/reporting\)](#)

[+ See our Responsible Business disclosures and policies and position statements at \[ihgplc.com/en/responsible-business\]\(https://ihgplc.com/en/responsible-business\)](#)

### Scope of reporting

In this report, we provide an overview and share progress on IHG's environmental, social and procurement data for 1 January to 31 December 2025 (referred to as 'this year'). We obtain third-party verification over selected data disclosed in this report, as indicated in our 2025 verification statements. In addition to the information found in this report and on our website, we also report progress in our 2025 Annual Report.

# Introduction

Good-quality data is essential for tracking performance and enables us and our stakeholders to identify areas for improvement and make informed decisions.

Ownership types:

**Franchised hotels** are operated under an IHG brand license by a franchisee. IHG receives a fixed percentage of rooms revenue and neither owns, leases nor operates the property.

**Managed hotels** are hotels operated by IHG under a management agreement on behalf of the hotel owner. IHG generates revenue through a fixed percentage of the total hotel revenue and a proportion of hotel profit, and neither leases nor owns the property.

**Owned & leased hotels** are hotels operated by IHG where IHG is, or effectively acts as, the owner, with responsibility for assets, employees and running costs. The entire revenue and profit of these hotels are recorded in IHG's financial statements.

## Global presence\*

Number of hotels	Franchised	Managed	Owned & leased	Total
Americas	4,432	167	4	4,603
Europe, Middle East, Asia & Africa (EMEA)	1,025	440	13	1,478
Greater China	429	453	0	882
Total system size**	5,886	1,060	17	6,963

\* The figures above outline our regional presence of hotels and total system size as of 31 December 2025. These are not the same figures used to estimate our environmental data, as current-year December data is estimated based on average values from the previous December. Any differences between estimated and actual data will be incorporated in next year's restated inventory.

\*\* The total number of hotels in the IHG System includes our Exclusive Partner brand, Iberostar Beachfront Resorts; however, these hotels are not included within our Responsible Business data.

## Ownership types

Key elements of the three main ways we operate

Business model	Hotel ownership	IHG capital intensity	Employees	Brand ownership, marketing and distribution
Franchised	Third-party	Low	Third-party	IHG
Managed	Third-party	Low	IHG and third-party	IHG
Owned & leased	IHG	High	IHG	IHG

# Statement of energy and carbon data collection and reporting methodology

## Reporting period

The data reported covers 1 January 2025 to 31 December 2025 and is aligned with IHG's financial reporting cycle.

## Scope and boundary approach

IHG's environmental data reporting methodology follows the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard which guide how we define organisational and operational boundaries, calculate emissions and apply reporting principles. This supports consistent, transparent and accurate reporting across the Group, providing a reliable basis for performance tracking, verification and disclosure.

IHG applies the operational control approach to define the organisational boundary, covering all subsidiaries and facilities over which IHG has operational control.

Scope 1 and 2 emissions cover hotels and offices under IHG's operational control, specifically managed and owned & leased properties and corporate offices. Scope 3 includes indirect emissions from franchised hotels (Category 14: Franchises) and upstream energy-related activities (Category 3: Fuel and Energy-Related Activities). This scope selection aligns with Science Based Targets initiative (SBTi) criteria by focusing on the most material emissions sources and ensuring at least 67% of total Scope 3 emissions are covered.

Exclusive partnerships (e.g. Iberostar) are excluded from all reporting scopes.

## Data collection and reporting

All IHG hotels, including managed, franchised and conversion properties, and corporate offices are required to enter monthly energy data into IHG Green Engage™, the Group's environmental data management system.

Where consumption data is unavailable or lacks reliable supporting evidence, data is estimated using (i) the hotel's own valid historical data, or (ii) representative averages from comparable hotels, based on factors such as brand and region/climate characteristics.

Renewable electricity is recognised only where verified contractual instruments are in place (such as Renewable Energy Certificates, Power Purchase Agreements or certified green energy contracts).

To calculate GHG emissions (CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs), the most recent emissions factors are used from recognised sources including IEA, USEPA, and DESNZ\*, with all emissions reported in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e).

## Restatement methodology

Baseline and historical data are reviewed and restated annually to reflect improvements in data quality, updated emission factors, methodological enhancements and portfolio movements (including removing exited hotels and estimating data for relevant conversion properties).

Out-of-cycle restatements may be required where a material change is identified, defined as a deviation of 5% or more at Group level for key data points, or where multiple smaller changes collectively have an equivalent impact.

## Data assurance and verification

Energy and carbon data undergo independent limited assurance. The data is verified to ISO 14064-3. The verification statement, available on IHG's corporate website, confirms no material misstatements were identified for the 2025 reporting year (ihgplc.com/responsible-business/reporting).

\* IEA: International Energy Agency, USEPA: United States Environmental Protection Agency, DESNZ: Department for Energy Security and Net Zero (UK)

# Environmental data – global GHG emissions\*

## Data description

Our ongoing commitment to energy reduction and decarbonisation has delivered a 11.0% reduction in carbon emissions per available room in 2025 compared with 2019.

Last year, we reported that we were off track to meet our 2030 target and this continues to be the case in 2025 due to the continued lack of clean energy infrastructure in many of our markets, alongside the successful opening of more hotels globally. This means total carbon emissions are up 7.7% since 2019.

78% of the reported GHG emissions is derived from data reported by hotels, while the remaining 22% is estimated.

## Global GHG (tCO<sub>2</sub>e)

		2025	2024	2019	
Managed hotels, owned & leased hotels and corporate offices	Scope 1 (fuel from boilers, furnaces, generators)	412,325	430,458	408,063	
	Scope 2 (electricity, heat, steam and cooling)	Scope 2 market-based	2,207,061	2,125,689	1,885,864
		Scope 2 location-based	2,199,728	2,111,563	1,879,253
	Scope 3 FERA	598,128	581,817	503,267	
Franchised hotels	Scope 3 Franchise	2,913,383	2,855,817	2,846,396	
	Scope 3 Franchise FERA	592,662	577,542	601,482	
Global	Total GHG market-based emissions	6,723,559	6,571,323	6,245,072	

## Global GHG market-based intensity metrics (tCO<sub>2</sub>e)

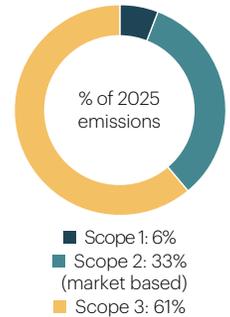
		2025	2024	2019
Managed hotels, owned & leased hotels and corporate offices**	Scope 1 + 2 per total gross revenue (\$000)*	0.2015	0.2095	0.1912
	Scope 1 + 2 per available room night	0.0258	0.0262	0.0297
Franchised hotels**	Scope 3 Franchise per available room night	0.0112	0.0112	0.0128
Global***	Total GHG emissions per available room night	0.0186	0.0187	0.0209

\* Denominator is total gross revenue (TGR) associated with our managed hotels and our owned & leased hotels only (figure provided on page 91 of our 2025 Annual Report).

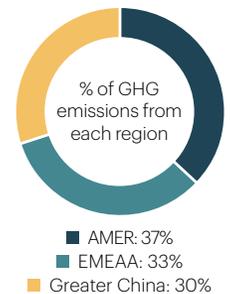
\*\* Excludes FERA emissions.

\*\*\* Includes all GHG emissions aligned to SBTi (including managed FERA and franchised FERA emissions).

## Distribution of emissions



## Regions



\* Figures are restated annually (see page 3 for our restatement methodology). 2025 updates include incorporation of historic data from all conversion properties opened after 2019, some of which had previously been excluded, a correction to the available-room denominator used in intensity metrics, and updates to fuel to energy conversions. Performance trends should be assessed using only the restated figures in this report, rather than figures from previous reports. Our underlying methodology remains unchanged.

# Environmental data – global energy\*

## Data description

Our ongoing commitment to energy reduction has delivered a 10.2% reduction in energy use per available room in 2025 compared with 2019.

## Global energy use (MWh)

		2025	2024	2019
Managed hotels, owned & leased hotels and corporate offices	Fuel from boilers, furnaces and generators	1,910,881	1,967,349	1,845,772
	Electricity, heat, steam and cooling (from non-renewable sources)	4,578,687	4,499,587	3,703,294
	Validated renewable electricity*	127,372	38,580	5,114
Franchised hotels	Fuel from boilers, furnaces and generators	3,398,480	3,381,307	3,521,279
	Electricity, heat, steam and cooling (from non-renewable sources)	5,626,020	5,443,206	5,292,981
	Validated renewable electricity*	12,944	8,324	2,367
Global	Total energy	15,654,384	15,338,353	14,370,807

\* Renewable energy purchased or generated by hotels or corporate offices which have provided evidence of Renewable Energy Certification. Note that energy use from hotels using renewable energy which do not provide evidence will not be accounted for as renewable.

## Energy intensity (MWh)

		2025	2024	2019
Managed hotels, owned & leased hotels and corporate offices	Energy per available room night	0.0651	0.0666	0.0719
Franchised hotels	Energy per available room night	0.0347	0.0347	0.0398
Global	Total energy per available room night	0.0432	0.0435	0.0481

\* Figures are restated annually (see page 3 for our restatement methodology). 2025 updates include incorporation of historic data from all conversion properties opened after 2019, some of which had previously been excluded, a correction to the available-room denominator used in intensity metrics, and updates to fuel to energy conversions. Performance trends should be assessed using only the restated figures in this report, rather than figures from previous reports. Our underlying methodology remains unchanged.

# Environmental data – global water\*

## Data description

Water data is reporting in cubic metres (m<sup>3</sup>) and includes all hotels and corporate offices.

Hotels have also been assessed using the WRI Aqueduct Water Risk Atlas, and water withdrawal is reported for all hotels across all levels of water stress.

In 2025, our water intensity (m<sup>3</sup> of water withdrawal per available room) decreased by 1.7% compared to 2019.

In 2025, 70% of the reported water withdrawal is derived from data reported by hotels, while the remaining 30% is estimated.

## Water withdrawal (m<sup>3</sup>)\*\*

	2025	2024	2019
Managed hotels, owned & leased hotels and corporate offices	57,028,657	56,758,279	45,359,736
Franchised hotels	72,916,709	77,936,445	63,829,395
<b>Global</b>	<b>129,945,366</b>	<b>134,694,724</b>	<b>109,189,131</b>

\*\* Each year we review our water data as part of ongoing quality improvements. In 2025, we expanded our restatement methodology to include all hotel conversions. These updates have been applied to current and historical data.

## Water intensity (m<sup>3</sup>)

	2025	2024	2019
Global	0.3590	0.3823	0.3651

## Water withdrawal (m<sup>3</sup>) in water stress areas

	2025	2024	2019
High and extremely high water stress	48,619,703	49,826,626	42,935,748
Medium water stress	35,496,457	35,848,326	30,896,651
Low water stress areas	30,049,685	34,383,659	26,241,009
No data/arid areas	15,779,521	14,636,113	9,115,723
<b>Global</b>	<b>129,945,366</b>	<b>134,694,724</b>	<b>109,189,131</b>

\* Figures are restated annually (see page 3 for our restatement methodology). 2025 updates include incorporation of historic data from all conversion properties opened after 2019, some of which had previously been excluded, and a correction to the available-room denominator used in intensity metrics. Performance trends should be assessed using only the restated figures in this report, rather than figures from previous reports. Our underlying methodology remains unchanged.

## Environmental data – global waste

### Data description

Waste data is reported in metric tonnes and includes all hotels, including franchises, but excludes our corporate offices.

Hotels that did not provide data or had erroneous data received estimates based on the estimated floor area and waste coefficients for each brand or segment. These estimates reflect the waste generated and diverted from landfill for each hotel.

In 2025, 27% of the reported waste production is derived from data reported by hotels, while the remaining 73% is estimated and therefore year-on-year comparisons are not recommended. Global waste data collection is a challenge across the industry, so our goals and KPIs are focused on the actions hotels can take to reduce waste effectively.

### Waste production (metric tonnes)\*

	2025	2024	2019
General waste (not recycled)	237,215	233,002	208,278
Recycled	98,754	94,466	80,254
Food waste	91,654	88,262	73,726
Total waste production**	427,623	415,730	362,258

\* Figures are restated annually (see page 3 for our restatement methodology). 2025 updates include incorporation of historic data from all conversion properties opened after 2019, some of which had previously been excluded. Performance trends should be assessed using only the restated figures in this report, rather than figures from previous reports. Our underlying methodology remains unchanged.

\*\* Based on our franchised estate, our managed estate, and our owned & leased hotels, but excludes corporate offices.

## Environmental data – Americas GHG emissions

### Americas GHG emissions (tCO<sub>2</sub>e)

		2025	2024	2019	
Managed, owned & leased and corporate offices	Scope 1 (Fuel from boilers, furnaces, generators)	49,854	47,150	53,530	
	Scope 2 (Electricity, heat, steam and cooling)	Scope 2 market-based	130,505	130,823	145,308
		Scope 2 location-based	133,657	131,054	145,918
	Scope 3 FERA	41,909	40,646	41,514	
Franchised hotels	Scope 3 Franchise	1,677,499	1,660,958	1,791,541	
	Scope 3 Franchise FERA	346,568	343,349	376,670	
Total Americas	Total Americas market-based GHG emissions	2,246,335	2,222,926	2,408,563	

### Americas GHG market-based intensity metrics (tCO<sub>2</sub>e)

		2025	2024	2019
Total Americas	Total Americas GHG emissions per available room night	0.0119	0.0120	0.0144

## Environmental data – EMEAA GHG emissions

### EMEAA GHG emissions (tCO<sub>2</sub>e)

		2025	2024	2019	
Managed, owned & leased and corporate offices	Scope 1 (Fuel from boilers, furnaces, generators)	<b>158,138</b>	170,328	156,218	
	Scope 2 (Electricity, heat, steam and cooling)	Scope 2 market-based	<b>1,113,078</b>	1,089,464	965,259
		Scope 2 location-based	<b>1,100,904</b>	1,075,107	958,038
	Scope 3 FERA	<b>322,028</b>	318,358	269,372	
Franchised hotels	Scope 3 Franchise	<b>695,468</b>	707,092	645,488	
	Scope 3 Franchise FERA	<b>136,764</b>	135,826	143,345	
<b>Total EMEAA</b>	<b>Total EMEAA market-based GHG emissions</b>	<b>2,425,476</b>	<b>2,421,068</b>	<b>2,179,682</b>	

### EMEAA GHG market-based intensity metrics (tCO<sub>2</sub>e)

		2025	2024	2019
<b>Total EMEAA</b>	<b>Total EMEAA GHG emissions per available room night</b>	<b>0.0243</b>	<b>0.0248</b>	<b>0.0262</b>

## Environmental data – Greater China GHG emissions

### Greater China GHG emissions (tCO<sub>2</sub>e)

		2025	2024	2019	
Managed hotels and corporate offices*	Scope 1 (Fuel from boilers, furnaces, generators)	204,333	212,980	198,315	
	Scope 2 (Electricity, heat, steam and cooling)	Scope 2 market-based	963,478	905,402	775,297
		Scope 2 location-based	965,167	905,402	775,297
	Scope 3 FERA	234,191	222,813	192,381	
Franchised hotels	Scope 3 Franchise	540,416	487,767	409,367	
	Scope 3 Franchise FERA	109,330	98,367	81,467	
Total Greater China	Total Greater China market-based GHG emissions	2,051,748	1,927,329	1,656,827	

### Greater China GHG market-based intensity metrics (tCO<sub>2</sub>e)

		2025	2024	2019
Total Greater China	Total Greater China GHG emissions per available room night	0.0277	0.028	0.0337

\* There are no owned & leased hotels in Greater China.

# Social data – communities and people

## Data description

As part of our Journey to Tomorrow communities commitments, we have pledged to improve the lives of 30 million people by 2030. Lives improved is defined as a direct beneficiary under the B4SI framework, a recognised standard for measuring corporate community impact. The cumulative lives improved figure reported is the sum of the annual totals since 2021. Data has been assured by B4SI, which can be found at [ihgplc.com/responsible-business/reporting](https://ihgplc.com/responsible-business/reporting).

The employee engagement survey (Colleague HeartBeat) table shows the overall engagement score of IHG employees at corporate offices or colleagues employed at owned & leased hotels and managed hotels. The survey enables us to measure employee engagement, which helps us to monitor risks relating to talent and understand the issues that are relevant to our people as we build an inclusive culture.

## Global community impact

	2025	2024	2023	2022	2021
Number of colleagues supporting community impact projects*	40,616	33,799	39,808	23,435	27,883
Number of hours volunteered by colleagues*	130,524	172,458	121,967	60,430	49,306
Funds donated to community impact projects (\$m)**	1.7	0.9	1.3	1.9	1.2
Lives Improved (m)***	6.06	2.37	0.62	0.56	0.62

\* Numbers include all IHG colleagues from IHG's franchised estate, our managed estate, our owned & leased hotels and corporate offices.

\*\* Funds donated to community impact projects are from IHG corporate offices and owned & leased hotels.

\*\*\* The methodology IHG uses for "lives improved" focuses on the number of individuals directly engaged through IHG's community impact programmes, using the Business for Societal Impact (B4SI) framework to assess IHG's community investments, measuring inputs, outputs, outcomes and long-term societal impacts.

## Employee engagement survey\*

Colleague HeartBeat survey (%)	2025	2024	2023	2022	2021
Overall engagement	87	87	87	86	85

\* Colleague HeartBeat survey is completed by IHG employees or colleagues employed at owned & leased hotels and managed hotels.

## Procurement data – cage free eggs

### Data description

We continue to expand access to cage-free eggs where feasible. In 2025, we made further progress by implementing new cage-free egg brand standards in multiple EMEAA markets and Canada. This means that today, 5,000 hotels across our global portfolio are aligned to IHG's cage-free brand standard.

Figures outlined in the table show the percentage of hotels aligning with IHG's cage-free egg commitment.

Hotels are categorised as cage-free if they fulfil at least one of the following criteria: 1) they are part of brands where we have implemented a cage-free or free-range egg standard; 2) they operate in markets with cage-free egg regulations; or 3) they do not offer eggs (liquid or whole).

2025 figures account for all of our system size, as defined on page 2.

### Cage-free eggs (liquid or whole egg)

	2025	2024
<b>Americas</b>	<b>92.5%</b>	89.8%
US	<b>99.2%</b>	99.5%
Canada	<b>73.6%</b>	7.6%
Other Americas	<b>4.5%</b>	2.7%
<b>EMEA</b>	<b>54.3%</b>	47.1%
Europe	<b>79.9%</b>	70.5%
IMEA	<b>6.1%</b>	5.5%
EAPAC	<b>8.9%</b>	4.1%
<b>Greater China</b>	<b>0%</b>	0%
<b>Global Total</b>	<b>72.6%</b>	70.3%

# External ESG ratings performance

We participate in numerous ESG questionnaires and rating indices for a range of stakeholder audiences, including the CDP, MSCI, Sustainalytics, MSCI, FTSE4Good, Institutional Shareholder Services (ISS) ESG and the Workforce Disclosure Initiative (WDI).

Our reporting integrates the recommendations of the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI).



In 2025, IHG received an ESG Risk Rating of 16.6 and was assessed by Morningstar Sustainalytics to be at low risk of experiencing material financial impacts from ESG factors.



IHG scored a B- in the Climate, and C in the Water Security and Forests questionnaire during the 2025 CDP disclosure cycle.



IHG achieved an overall ISS ESG Corporate Prime Rating of B- (as of 8 December 2025).



In 2025, IHG received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.\*



IHG is listed as a constituent of the FTSE4Good Index Series.



IHG participates in the Workforce Disclosure Initiative (WDI) to disclose its workplace practices and performance. In 2024, our Disclosure Score (based on the amount of information submitted) was 79% (against a sector average of 65%). At time of publication, we had not yet received our 2025 score.

\* The use by IHG of any MSCI ESG Research LLC or its affiliates (MSCI) data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of IHG by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.



# Sustainability Accounting Standards Board (SASB)

## Reporting against SASB and GRI

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

1. 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.
2. The GRI Standards create a common language for organisations large or small, private or public to report on their sustainability impact in a consistent and credible way. This enhances global comparability and enables organisations to be transparent and accountable.

Code	Topic	Accounting metric	Response
SV-HL-130a.1	Energy management	Total energy consumed Percentage grid electricity Percentage renewable	<b>2025 ESG Databook</b> Environmental Data – Global Energy (p. 5)
SV-HL-140a.1	Water management	Total water withdrawn Total water consumed Percentage of water withdrawn in regions with high or extremely high baseline water stress Percentage of water consumed in regions with high or extremely high baseline water stress	<b>2025 ESG Databook</b> Environmental Data – Global Water (p. 6)
SV-HL-160a	Ecological impacts	Description of environmental management policies and practices to preserve ecosystem services	<b>Environment Policy</b>
SV-HL-310a	Labour practices	Description of policies and programmes to prevent worker harassment	<b>Code of Conduct</b>
SV-HL-000.A	Number of available room nights	Number	<b>2025 Annual Report and Form 20-F</b> Our business model (p. 24)
SV-HL-000.B	Average occupancy rate	Rate	<b>2025 Annual Report and Form 20-F</b> Other Financial Information (pp. 148 to 150)
SV-HL-000.D	Number of lodging facilities and the percentage that are managed  Number of lodging facilities and the percentage that are owned and leased  Number of lodging facilities and the percentage that are franchised	Number/percentage	<b>2025 ESG Databook</b> Responsible Business – Introduction (p. 2)

# Global Reporting Initiative (GRI)

GRI Indicator	Description	Section	Response
2-1	Organisational details	1. The organisation and its reporting practices	<p><b>2025 Annual Report and Form 20-F</b> Strategic Report (p. 4) Glossary (pp. 297 to 299) Chair's overview: Compliance and our dual listing (p. 117) Accounting policies (pp. 162 and 183)</p>
2-2	Entities included in the organisation's sustainability reporting	1. The organisation and its reporting practices	<p><b>2025 ESG Databook</b> Scope of reporting (p. 1)</p>
2-3	Reporting period, frequency and contact point	1. The organisation and its reporting practices	<p><b>2025 ESG Databook</b> Contents: In this year's report (p. 1)</p> <p><b>2025 Annual Report and Form 20-F</b> Statement of data methodology (p. 83)</p> <p><b>2025 Annual Report and Form 20-F</b> Contacts (p. 302)</p>
2-4	Restatements of information	1. The organisation and its reporting practices	<p><b>2025 Annual Report and Form 20-F</b> Statement of data methodology (p. 83)</p>
2-5	External assurance	1. The organisation and its reporting practices	<p><b>2025 Annual Report and Form 20-F</b> Statement of Director's Responsibilities (p. 165)</p> <p><b>2025 ESG Databook</b> Introduction (p. 1)</p> <p><b>Our Reporting</b> Apex Assurance Statement for Water Apex Assurance Statement for Carbon and energy Assurance Statement for Communities</p>
2-6	Activities, value chain and other business relationships	2. Activities and workers	<p><b>2025 Annual Report and Form 20-F</b> Strategic Report (p. 4) Our business model (pp. 24 to 29) Our Strategy (pp. 30 to 39) Responsible procurement (pp. 57 to 59)</p>
2-7	Employees	2. Activities and workers	<p><b>2025 Annual Report and Form 20-F</b> People (pp. 62 to 67)</p> <p><b>UK Gender Pay Gap Report</b></p>
2-8	Workers who are not employees	2. Activities and workers	<p><b>2025 Annual Report and Form 20-F</b> People (pp. 62 to 67)</p>

## Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-9	Governance structure and composition	3. Governance	<b>2025 Annual Report and Form 20-F</b> Governance (pp. 116 to 138)
2-10	Nomination and selection of the highest governance body	3. Governance	<b>2025 Annual Report and Form 20-F</b> Nomination Committee (pp. 136 and 137) <b>Nomination Committee Terms of Reference</b>
2-11	Chair of the highest governance body	3. Governance	<b>2025 Annual Report and Form 20-F</b> Our Board of Directors (pp. 118 and 119) Statement of Compliance (pp. 162 and 163)
2-12	Role of the highest governance body in overseeing the management of impacts	3. Governance	<b>2025 Annual Report and Form 20-F</b> Our culture (pp. 55 to 56)
2-13	Delegation of responsibility for managing impacts	3. Governance	<b>2025 Annual Report and Form 20-F</b> Responsible Business Committee Report (pp. 134 and 135)
2-14	Role of the highest governance body in sustainability reporting	3. Governance	<b>2025 Annual Report and Form 20-F</b> Responsible Business Committee Report (pp. 134 and 135)
2-15	Conflicts of interest	3. Governance	<b>2025 Annual Report and Form 20-F</b> Statement of Compliance (pp. 162 and 163) Our stakeholders (pp. 44 and 45)
2-16	Communication of critical concerns	3. Governance	<b>2025 Annual Report and Form 20-F</b> Governance (pp. 118, 124)
2-17	Collective knowledge of the highest governance body	3. Governance	<b>2025 Annual Report and Form 20-F</b> Responsible Business Committee Report (pp. 134 and 135)
2-18	Evaluation of the performance of the highest governance body	3. Governance	<b>2025 Annual Report and Form 20-F</b> Board effectiveness evaluation (p. 127) Audit Committee Report (pp. 128 to 133) Statement of Compliance (pp. 162 and 163)
2-19	Remuneration policies	3. Governance	<b>2025 Annual Report and Form 20-F</b> Directors' Remuneration Report (pp. 138 to 161)
2-20	Process to determine remuneration	3. Governance	<b>2025 Annual Report and Form 20-F</b> Directors' Remuneration Report (pp. 138 to 161)
2-21	Annual total compensation ratio	3. Governance	<b>2025 Annual Report and Form 20-F</b> Directors' Remuneration Report (pp. 138 to 161)
2-22	Statement on sustainable development strategy	4. Strategy, policies and practices	<b>2025 Annual Report and Form 20-F</b> Strategic Report (pp. 38 and 39)

## Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-23	Policy commitments	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Our culture (pp. 56 to 61) Our approach to risk and resilience (pp. 46 and 47) Responsible Business Committee Report (pp. 134 and 135)</p> <p><b>List of public policies</b></p>
2-24	Embedding policy commitments	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Responsible Business Committee Report (pp. 134 and 135)</p>
2-25	Processes to remediate negative impacts	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Our culture (pp. 56 to 61) Our approach to risk and resilience (pp. 46 and 47) Responsible Business Committee Report (pp. 134 and 135)</p> <p><b>2025 Modern Slavery Statement</b> Reporting and investigating concerns (pp. 22 to 24)</p>
2-26	Mechanisms for seeking advice and raising concerns	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Voice of the Employee (p. 135)</p> <p><b>2025 Modern Slavery Statement</b> Reporting and investigating concerns (pp. 22 to 24)</p>
2-27	Compliance with laws and regulations	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Risk factors (pp. 264 to 271) Legal proceedings (p. 279)</p>
2-28	Membership associations	4. Strategy, policies and practices	<p><b>2025 Annual Report and Form 20-F</b> Being a responsible business (pp. 54 to 76)</p>
2-29	Approach to stakeholder engagement	5. Stakeholder engagement	<p><b>2025 Annual Report and Form 20-F</b> Our stakeholders (pp. 44 and 45)</p> <p><b>2025 Modern Slavery Statement</b> Due diligence, risk assessment and management (pp. 10 to 18)</p>
2-30	Collective bargaining agreements	5. Stakeholder engagement	<p><b>2025 Annual Report and Form 20-F</b> Risk factors (p. 266)</p>
3-1	Process to determine material topics	2. Disclosures on material topics	<p><b>2025 Annual Report and Form 20-F</b> Managing climate risks and opportunities (pp. 77 to 81)</p> <p><b>2025 Annual Report and Form 20-F</b> Journey to Tomorrow (pp. 61 to 73) Our approach to responsible business (pp. 55 to 60)</p>

## Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
3-2	List of material topics	2. Disclosures on material topics	<b>2025 Annual Report and Form 20-F</b> Managing climate risks and opportunities (pp. 77 to 81) Our approach to responsible business (p. 55) Driving respect for and advancing human rights (pp. 66 and 67)
3-3	Management of material topics	2. Disclosures on material topics	<b>2025 Annual Report and Form 20-F</b> Managing climate risks and opportunities (pp. 77 to 81) Journey to Tomorrow (pp. 61 to 73) Our approach to responsible business (pp. 55 to 60) Our stakeholders (pp. 44 and 45) Driving respect for and advancing human rights (pp. 66 and 67)

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