

- reviewing the Group’s human rights programme, including the launch of self-assessment tools to aid responsible labour practices and mandatory global training to support the prevention of human trafficking; and
- monitoring the progress of the Group’s initiatives to improve the lives of people in its communities around the world, in particular through the progress of its strategic collaboration with Action Against Hunger.

**+** Further information on our 10-year responsible business plan can be found on pages 54 to 84.

### Looking forward

During 2026, the Committee will focus on the evolution of the Group’s responsible business commitments.

## Voice of the Employee

**As IHG’s designated Non-Executive Director (NED) with responsibility for workforce engagement (Voice of the Employee), Duriya Farooqui, supported by the Board and the Group’s Global HR team, held a series of employee interface sessions throughout the year to engage directly with members of IHG’s corporate and hotel workforces, with the aim of sharing feedback with the Board for consideration in its decision-making.**

### Role and responsibilities

The role and responsibilities of the designated Voice of the Employee NED are to:

- support the design of the structure and content of Board discussions on employee engagement and culture;
- evaluate employee engagement approaches and their effectiveness;
- ensure that employee feedback and interests are factored into the Board’s decisions and KPI setting;
- ensure that the Board, through the Executive Committee, has effective methods of receiving feedback from employees and communicating Board and executive decisions and priorities throughout the organisation;
- ensure that all significant business and budget proposals include a management assessment of the impact on employees; and
- ensure that executives share employee feedback openly, transparently and in a balanced way, including reviewing employee engagement surveys and other employee reports, including whistleblowing.

### 2025 engagement

Throughout 2025, Duriya, with the participation of several other NEDs, hosted eight employee interface meetings to engage with a cross-section of employees, and received detailed feedback. These feedback sessions, which were a mix of in-person and virtual meetings/forums, included leader groups within the hotel, reservations and corporate populations as well as employee resource groups (ERG) representatives, and took place across the UK, US, India, China and various EMEAA countries.

Discussion topics and themes in relation to the feedback received from employees included: workplace culture and the embedding of a high-performance culture; leader communications; strategy, prioritisation and collaboration; talent attraction; onboarding and retention; technology and career development.

Additional engagement and activities undertaken by Duriya, the Chair of the Board, and other NEDs during the year included:

- monitoring and reviewing the content and feedback from global ‘all employee’ CEO calls;
- reviewing employee engagement survey results;
- engaging with the Global HR Leadership team to receive broader cultural insights; and
- engaging directly with senior leaders at Board and Committee meetings and the Board strategy event.

### Insights and learnings

Duriya provided regular feedback to the Responsible Business Committee and the Board throughout the year, with key Board discussions taking place around the insights as well as action planning arising from employee engagement survey results.

### Plans for 2026

Duriya will remain as the Board member with responsibility for workforce engagement in 2026, assisted by additional NEDs.

A schedule of discussions and feedback sessions has been arranged for 2026 and will continue to encompass a wide group of employees and leaders from across all regions, including ERGs. The discussion topics will be tailored to specifically focus on those areas that support the strategy and the evolving culture. Additionally, the Board will continue to keep the functioning of the Voice of the Employee programme under review to ensure it meets best practice and complies with regulatory developments.