

IHG[®]

HOTELS & RESORTS

On a journey towards a better future



Responsible Business Report
2021

Welcome to our Responsible Business Report



With hotels in thousands of communities all over the world, our business and brands touch the lives of millions of people every day. By caring for our guests and colleagues, working in partnership with our hotel owners, protecting the environment and giving back to our communities, we deliver our purpose of True Hospitality for Good.

Our actions 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. In this report, we are pleased to share our approach, progress and plans to continue to help shape the future of responsible travel.

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Scope of our reporting

This report provides an overview of IHG's responsible business strategy and performance for 1 January to 31 December 2021 (referred to as 'this year'), focusing mainly on the activities of our operations across the world. Where we have access to wider data sets from across our value chain, we have indicated the change in scope.

The information in our report is validated through an internal assurance process, which is supported by external validation of our environmental data.

→ See our [environmental data assurance statements](#)

About IHG Hotels & Resorts

IHG Hotels & Resorts is a leading global hospitality company, with 17 hotel brands, nearly 6,000 open hotels in more than 100 countries, and a further 1,800 hotels in our development pipeline. Through our purpose of **True Hospitality for Good**, we strive to make a **difference every day** to our colleagues, guests, communities and the world around us.



Our operations

880,327
total rooms in the IHG system

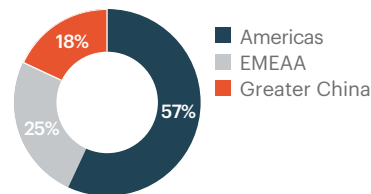
626,115
franchised rooms

249,591
managed rooms

4,621
owned, leased and managed lease rooms

270,960
total rooms in the pipeline

Composition of rooms:



Our business model

We have a portfolio of 17 brands across more than 100 countries in the Suites, Essentials, Premium and Luxury & Lifestyle categories. Supported by a leading loyalty programme and powerful technology, our brands meet clear guest needs and generate strong returns for our owners, which in turn attracts further hotel investment and helps grow our estate.

IHG is an asset-light business, and our focus is on growing fee revenues and fee margins, which we

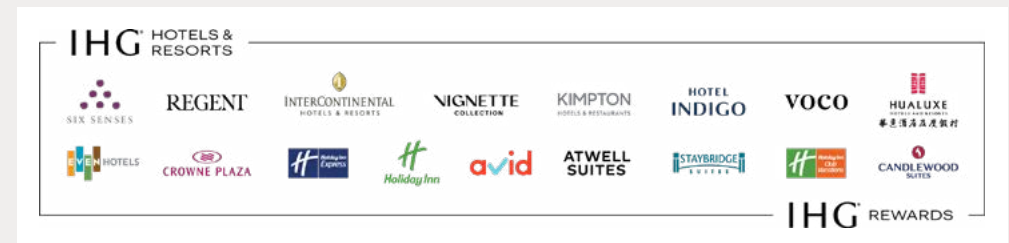
can do with limited capital requirements. This enables us to grow and invest in our business while generating high returns on invested capital and strong cash flow.

We generally franchise or manage hotels, with the decision largely driven by market maturity, owner preference and, in certain cases, the particular brand. Hotels in the Essentials category tend to be franchised, while Luxury & Lifestyle hotels are, more often than not, managed.

Key differences between our three main models

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 and managed leased	IHG	High	IHG	IHG

Our brands



CHAIR'S STATEMENT

Welcome to IHG® Hotels & Resorts' Responsible Business Report, which charts our strategic progress in 2021 alongside our ongoing response to the pandemic, and outlines our commitment to operate in a way that supports our people, drives positive change in our communities, and looks after the world around us.

Always evolving



Patrick Cescau — Chair

As IHG and our industry have dealt with the challenges of the pandemic, what's become clear is that, more than ever, a strong recovery and future success will be defined not just by increased profit or business expansion, but also by how a company interacts with the world and uses its scale, resources and standing as a force for good.

As a business, we have evolved our strategy, operations and aspirations to truly recognise this environment and help ensure we meet the expectations of our stakeholders. Reflecting our colleagues' passion for our purpose of True Hospitality for Good, our Journey to Tomorrow 2030 responsible business plan has been designed to create long-term positive change in key areas, including developing a diverse and inclusive culture, championing human rights, supporting our communities, and limiting our environmental impact – with a focus on carbon, waste and water.

Our Board has also evolved significantly in recent years in line with the environmental, social and governance (ESG) agenda to make sure it has a rich mix of backgrounds and experiences that can help shape and challenge our actions, including having a designated Non-Executive Director focused on workforce engagement to ensure that the Board understands and considers the impact of our strategy and actions on employees.

Delivering our plans

We know that clear and robust pathways will be essential to delivering our Journey to Tomorrow commitments over the next decade and this has been a focal point for IHG this year, and a firm part of the Board's agenda. Organisational agility is also required, as we embrace new technology, listen to stakeholder feedback and assess progress.

Central to this is how closely we work with our hotel owners, including through our Global Environmental Sustainability Committee with the IHG Owners Association. This thoughtful approach recognises the challenges our owners face in the current trading environment and helps us work together practically towards key milestones and share responsibility for common goals.

The breadth of our commitments mean that partnerships are incredibly important to us and working with peers, trade bodies and governments across different forums shapes our thinking and supports collective progress. IHG is proudly leading the way, becoming the first hotel group to join the UK's Zero Carbon Forum, working with the WTTC's Sustainability Taskforce, and ensuring IHG and our industry was well represented at the UN's 26th Conference of the Parties (COP26), which underlined to the world the urgent action needed to combat climate change.

It has been a busy year with more important progress made across our people, communities and planet agenda, while dealing with the ongoing challenges of a pandemic. This includes inviting a new colleague to our Global Diversity, Equity & Inclusion Board to represent the voice of the 'Next Generation' and help shape how we build upon an inclusive culture where all colleagues can thrive. In our local communities, we have continued to support the invaluable work of charities, including the Global Food Banking Network, Red Cross and CARE International, to help people significantly impacted by the pandemic or natural disasters around the world.

This was also a year of intense environmental focus, with industries and governments engaging on the

importance of limiting global warming to 1.5°C. Climate change creates risks and opportunities for every organisation and this year IHG began the important work of mapping those into our strategy, finance and risk management processes, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Recognising we can strengthen our carbon commitments, we also joined the UN's Race to Zero and upgraded our science-based target. Collaboration with all hotel owners will be key to achieving this aim, and to this end, every IHG hotel globally has its own energy reduction goal, supported by new data and implementation tools created with expert partners.

Embracing change

With stakeholders seeking transparency, robust plans and decisive action from companies on a much broader range of areas, today's ESG agenda is very different to when I first joined IHG as Chair nine years ago. It is more complex, ambitious and collaborative, and businesses have needed to adapt quickly.

As I prepare to retire in August 2022, I am proud that this continues to be an agenda IHG embraces and is now building real momentum towards, with clear plans and priorities that sit at the heart of how we operate and grow.

I would like to thank our colleagues, owners and partners for their hard work, collaboration and innovation as we go on our Journey to Tomorrow together.

Patrick Cescau
Chair

CEO'S STATEMENT

We made important headway on our commitment to operate responsibly and grow sustainably during a busy 2021, working on multiple fronts as teams and with owners and partners to show the world the meaning of True Hospitality for Good.

Keith Barr — CEO

Pride in our progress



It has been an important year, which has seen us underline our commitment to operate and grow in the right way by strengthening our culture, supporting our colleagues and communities, and making significant strides towards minimising our impact on the environment.

Progressing towards our commitments in these areas has required a thoughtful approach as we navigate the pandemic – whether it's how we adapt culturally to a greater shift to hybrid working, or helping our owners balance the time and investment needed to operate in more sustainable ways, all while managing fluctuating demand and labour and supply pressures. Given our asset-light, largely franchised business model, this kind of collaboration with our owners is vital to achieving change, and we can also be proud of our work with partners, industry bodies and governments to ensure the hospitality industry continues to evolve and innovate.

Setting the agenda

We recognise that our stakeholders are increasingly expecting companies to drive the ESG agenda. Ensuring our strategy, brands and everyday operations stand up to such scrutiny is fundamental to IHG's success and shapes our reputation as a business to work for, invest in and grow with.

Caring for our people, communities and planet is one of the four priorities of our strategy, and underpinning it is a series of stretching commitments over the next decade set out in our Journey to Tomorrow responsible business plan, aligned to the UN Sustainable Development Goals.

This year we made important progress towards meeting those commitments, including developing our diverse and inclusive culture. Corporate employees completed 10,000 hours of conscious inclusion training, we championed honest conversations through our

Employee Resource Groups (ERGs) and we also introduced a new Inclusion Metric into our Colleague HeartBeat survey to help measure our progress. We also set up an ethnic minority talent programme with Women in Hospitality and Leisure (WIHTL) in the UK; we launched our Ascend programme in the Americas to help increase representation of ethnically diverse colleagues in corporate leadership roles; and we welcomed more than 100 aspiring female General Managers on to our Rise mentoring initiative.

Increasing our focus on wellbeing, we continued with recharge days for corporate colleagues, enhanced parental leave policies in the US and UK, and updated our Global Flexible Working Guidelines to support a better home and work-life balance.

We again used our IHG Colleague Disaster Relief Assistance Fund to help those dealing with issues ranging from a surge in Covid-19 cases in India, to tornados in the South and Midwest of the US, wildfires in California, and Hurricane Ida on the Gulf Coast. Just as we supported one another, we were there for our communities around the globe through our charity partnerships, as well as an incredible 40,000 colleagues volunteering to help more than 350,000 people during IHG's Giving for Good month in September.

Our commitment to driving social and economic change also took another step forward, with our IHG Academy programme expanding to include the launch of IHG Skills Academy – a free global virtual learning platform that breaks down barriers to education and training.

A sustainable future

Climate change was firmly on the world's agenda in 2021 and we were pleased to upgrade our science-based target (SBT) and join the UN's Race to Zero. Alongside this, we have developed a comprehensive decarbonisation roadmap, setting

out plans to improve the energy efficiency of our existing hotels, help our owners source renewable energy, and develop our approach to new-build properties that operate at very low or zero-carbon.

IHG was proud to be a part of important conversations for our industry at COP26, and to also see our hotels in Glasgow and Edinburgh show delegates from across the world what True Hospitality for Good means to us. As a member of the Sustainable Hospitality Alliance, we also welcomed the launch of a Pathway to Net Positive Hospitality for the planet, which IHG consulted on, to enable hotels to minimise their impact, whatever their starting point on their sustainability journey.

Our important work around water also continued in 2021, including progress against the final two of our six water stewardship projects in China and Australia, in partnership with the Alliance for Water Stewardship. On our waste agenda, achievements included securing bulk bathroom amenity solutions for all brands and markets, and developing a global food waste training module for our hotels.

We set our Journey to Tomorrow plan over 10 years because we know that meaningful change takes time and thought. What gives me such confidence that we will achieve our commitments is that they have become part of the fabric of our business, and we enter 2022 with a determination to go further for our people, communities and planet.

I would like to thank our colleagues, owners and partners for striving to help IHG become the best company it can be.

Keith Barr
CEO

2021 summary

PEOPLE



Highly Commended at the European Diversity Awards

Corporate employees completed 10,000 hours of conscious inclusion training



Named a Kincentric Global Best Employer

CEO Keith Barr ranked 1st in 2021 HERoes Advocates list



Recognised as ECPAT top member for 2021 for our work on anti-human trafficking

Launched new diversity talent programme



COMMUNITY



Launched IHG Skills Academy online

74,000+ volunteering hours for communities in Giving for Good month



New partnership with food rescue organisation Goodr

Responded to 17 natural disasters



PLANET



Joined UN's Race to Zero and upgraded our science-based target

Bulk bathroom amenities secured for all brands and markets globally



Sustainability Yearbook Member 2021

S&P Global

Inclusion in S&P Global's Sustainability Yearbook

Updated tools to help our hotels decarbonise



Set up a Global Environmental Sustainability Committee with the IHG Owners Association

ESG performance

Our annual ESG performance is assessed externally by a number of ratings agencies.



The degree to which our value is exposed to material financial impacts from ESG factors has been rated 'low' by Sustainalytics.



In 2021, IHG received an AA rating (on a scale of AAA-CCC).



For the fifth consecutive year, IHG is proud to have been listed in the S&P Dow Jones Sustainability World Index and S&P Dow Jones Sustainability Europe Index.



FTSE4Good

IHG is listed as a constituent of the FTSE4Good Index.



We scored A- for climate and B for water in the 2021 CDP climate and water disclosures.



IHG participates in the Workforce Disclosure Initiative (WDI) to disclose our workplace practices and performance and increased our score to 79% this year (against a sector average of 68%).

Reporting framework

We participate in numerous ESG questionnaires and rating indices, including the S&P SAM Global (DJSI), CDP, MSCI, Sustainalytics, FTSE4Good, Institutional Shareholder Services (ISS) ESG, Bloomberg and WDI. We were also recognised in the S&P Global Sustainability Yearbook 2022, ranked within the top 15% of the sector globally.

Our reporting integrates the recommendations of the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and World Economic Forum (WEF)/International Business Council (IBC) metrics.

→ For more, see our [ESG Databook](#)

→ See our stakeholder engagement section on page [37](#) for more on how we engage with our shareholders and investors.

Our approach to responsible business

The definition of what it means to be a responsible business continues to evolve. How companies operate and behave responsibly, how they grow, and how ambitious they are to create positive change for the greater good are expected to be part of the fabric of a business and are closely followed, more than ever, by stakeholders.

At IHG, we recognise and understand the importance of this. Listening to and engaging with our stakeholders, together we work towards common goals that help ensure we create shared value for all.

To guide our work and ensure that we are prioritising the issues most material to the long-term success of IHG, we regularly conduct a materiality assessment. Our 2020 assessment played a key role in shaping our 2030 Journey to Tomorrow plan, which focuses on driving positive change for IHG and the world around us.

Alongside this, a rapidly growing number of organisations have made external commitments for environmental and social change, with business customers in turn requesting information about sustainable accommodation and meetings options more frequently to help make progress against their own targets.

The following pages first illustrate how our approach to responsible business is underpinned by commitments to our purpose, values, behaviours, workplace culture, risk appetite, and strong governance and accountability, before setting out our progress against our Journey to Tomorrow plan.

→ For a summary of how we engaged our stakeholders in 2021, see page [37](#).

→ For more information on the results of our materiality analysis, see page [39](#).

Reporting on our SDGs

We are committed to ensuring our actions contribute to the UN Sustainable Development Goals (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.

→ To ensure we stay on track, we log our progress against a set of performance metrics on an annual basis. Our 2021 progress can be found in our [ESG Databook](#)



Our key stakeholders

Listening to and engaging with our stakeholders, together we work towards common goals that help ensure we create shared value for all.



Guests and corporate clients



Hotel owners



Our people



NGOs, governments and community groups



Shareholders and investors



Suppliers



Industry associations



Academic institutions

RESPONSIBLE BUSINESS AT IHG

Our business strategy

OUR PURPOSE

True Hospitality for Good


OUR AMBITION

To deliver industry-leading net rooms growth

OUR STRATEGY


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. Delivered through a culture that retains and attracts the best people and embraces opportunities to positively impact the world around us.

PRIORITIES

 Build loved and trusted brands

 Customer-centric in all we do

 Create digital advantage

 Care for our people, communities and planet

BEING A RESPONSIBLE BUSINESS

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.

Our 2030 Journey to Tomorrow plan



Key to delivering our strategic priority to care for our people, communities and planet is our Journey to Tomorrow plan.



Our people

Champion a diverse culture where everyone can thrive

→ Find out more



Communities

Improve the lives of 30 million people in our communities around the world

→ Find out more



Carbon & energy

Reduce our energy use and carbon emissions in line with climate science

→ Find out more



Waste

Pioneer the transformation to a minimal waste hospitality industry

→ Find out more



Water

Conserve water and help secure water access in those areas at greatest risk

→ Find out more

Governance

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 governance is embedded, measured and upheld on a day-to-day basis.



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.

The Board's 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.

Monitoring the progress against the Group's 2030 responsible business commitments, the carbon and energy reduction strategy and plan, and diversity, equity and inclusion (DE&I) were high on the Committee's agenda, along with the establishment of Task Force on Climate-related Financial Disclosures (TCFD) governance, strategy and reporting procedures, and the incorporation of climate change issues into IHG's wider strategic and risk processes.

To support our Board and Executive Committee, we have an internal Responsible Governance Committee. This committee meets quarterly and includes Senior Leaders from across the business, such as Procurement, Human Resources, Legal, Operations, Corporate Responsibility, and Cybersecurity and Information Security. It 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.

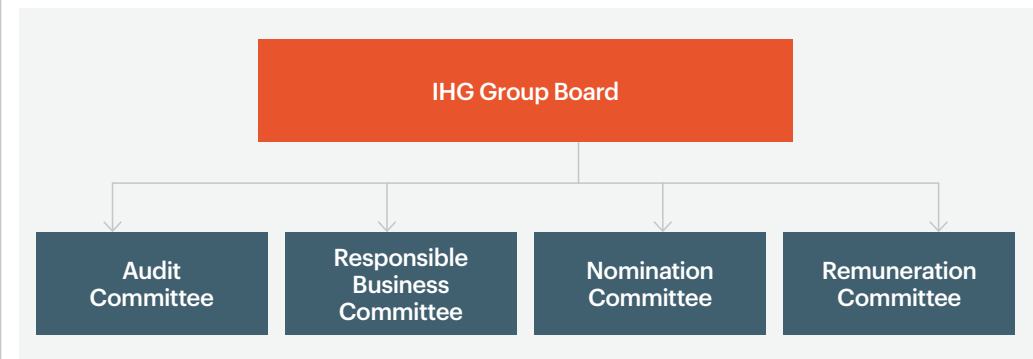
→ For more on our governance structures, see page 80 to 94 of our [2021 Annual Report](#).

→ To view our Responsible Business Committee Report, click here: <https://www.ihgplc.com/en/investors/annual-report>.

Responsible behaviours and ethics

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 which enables employees and colleagues working in IHG corporate offices, reservation centres, managed, owned, leased, and managed lease hotels to make the right decisions, in compliance with the law and IHG's ethical standards.

The Code is reviewed and approved by the Board on an annual basis. In 2021, the Board approved a number of updates to ensure the Code continues to reflect and respond to changes in the external environment, as well as IHG's purpose and strategy. The Code is supported by a mandatory e-learning module, as well as mandatory e-learning on Anti-Bribery, Antitrust and Handling Information Responsibly.



GOVERNANCE – CONTINUED

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, anti-bribery and corruption, and the environment.

In 2022, we will continue to evolve our Code training, engagement and measurement approaches, including by developing and launching a new Code e-learning module to support and provide additional guidance.

It is important that our colleagues and any person who has a relationship with 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.

→ IHG's Code of Conduct is available in 10 languages on our website at www.ihgplc.com/responsible-business and also on the Company intranet.

Bribery and corruption

IHG is committed to operating with integrity. Bribery and any form of financial crime, including improper payments, money laundering and tax evasion or the facilitation of tax evasion, are not permitted under any circumstances. This also applies to any agents, consultants and other service providers who do work on our behalf.

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.



Our Anti-Bribery Policy sets out our zero-tolerance approach and is applicable to all Directors, Executive Committee members, employees and colleagues in managed owned, leased, and managed lease hotels. It is accompanied by a mandatory Anti-Bribery e-learning module. Our Gifts and Entertainment Policy and guidance further supports our approach in this area.

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 was to ensure that IHG's key bribery risks continue to be addressed and areas of improvement are identified. The assessment has recently concluded, and the findings will be incorporated and addressed throughout the business under the leadership of the Ethics & Compliance team.

Handling information responsibly

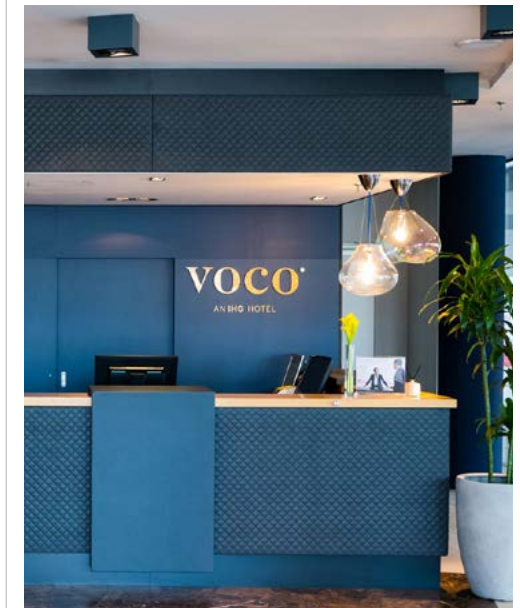
The privacy and security of information is very important to us. We want everyone, including guests booking via our reservation channels, members of our loyalty programmes, employees, suppliers and shareholders, to trust that their information is appropriately managed. As part of our privacy and information security programmes, we have standards, policies and procedures in place to manage how personal data can be used and protected.

Our 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.

In addition to the cybersecurity awareness learnings mentioned on the previous page, we held tabletop exercises to practise our ability to detect and respond to potential security events, such as ransomware and supply chain attacks. 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 it regularly receives updates.

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.



Risk management

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.

The Board's role in risk management – stewardship and active partnership

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.

In 2021, our Board and management team, supported by the Risk and Assurance team, continued to focus on the levels of risk in the business (either individually or in total), including the appropriate balancing of opportunities for strategic advantage or efficiency with the need to build in resiliency in the short and longer term. Delivering at pace across our strategic pillars places demands on our capabilities and capacities, and the complexities of the hospitality industry require us to consider emerging trends and opportunities across a wide range of subjects (such as shortage of labour, changing consumer preferences and climate change), given the often long lead times to effect change across our hotel estate.

Environmental and social megatrends

As a global business, IHG faces uncertainties relating to evolving environmental and social megatrends. Our response to these has the potential

to impact performance and growth in key markets and is subject to scrutiny from a wide range of stakeholders, including regulators and investor groups, corporate clients, guests and colleagues.

The focus on companies acting responsibly and being true to their purpose has been heightened by the pandemic and will continue into the future. This includes investor focus, which is reflected by the increasing requirements for targets and detailed data from ratings and research providers.

Our Corporate Responsibility team have refined our approach and enhanced our disclosures to meet the expectations of our investors and the requirements of this evolving regulatory environment. We also work together with governments and industry associations to ensure our voice is heard among key stakeholders, as well as being able to advocate for our industry and our owners.

Our long-standing commitment to operating responsibly also underpins the actions we are taking in our local communities, for example, through job creation, upskilling and our support for vulnerable people during the pandemic. We also maintained our focus on working and living conditions for migrant workers, as well as topics such as responsible recruitment, and continue to

engage on collaborative initiatives within the industry to address these risks.

→ For further information on how we support the communities in which we operate, see [page 22](#).

TCFD

The Board and Responsible Business Committee pay close attention to the risks relating to the impact of climate change, including our commitments to the TCFD recommendations and an external briefing on COP26 developments.

To reduce our carbon footprint, we are putting investment behind new-build hotels that operate at low or zero-carbon, a decarbonisation toolkit and a renewables strategy. This year we upgraded our 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).

→ See [pages 27 to 29](#) for more on our **carbon reduction strategy**.

IHG's resilience remains an ongoing cross-functional focal point so that we can identify opportunities to improve efficiency, effectiveness and confidence. We are embedding resilience to climate change impacts into existing processes following our TCFD scenario work. This includes continued integration of climate considerations into our Group risk management framework and improved data capture for enhanced monitoring of risks and developing mitigation responses.

→ Our full TCFD disclosure can be found in our [2021 Annual Report](#) on [pages 32-35](#).

Supply chain risk

We work with suppliers who share our commitment to operating responsibly and adopt ethical work practices that have a positive impact on the planet, our people and our communities.

Our Procurement teams play a key role in performing due diligence checks on suppliers

being set up on our payable system. In addition to acknowledging adherence to IHG's Supplier Code of Conduct, new suppliers being onboarded are required to complete our IHG Sustainable Supplier Questionnaire, which was reviewed and updated in 2021.

This updated set of pre-contract criteria includes questions on where products are sourced and/or manufactured to help continue to build our understanding of our supply chains. For new suppliers of higher-risk products or services, we have piloted the use of supplementary questions around labour practices as part of the due diligence process for RFPs/RFIs. These questions cover topics such as recruitment fees and recruitment processes, worker accommodation and grievance mechanisms. We also run a financial monitoring report on new suppliers to monitor financial and commercial risk in our supply chains.

We completed a review of our supply chain risk management and assurance approach in 2021, which included assessment of our supply chain risks and approach to due diligence and audits. We are procuring a responsible procurement risk management digital solution and a supplier diversity digital solution to enhance our due diligence checks and to identify opportunities in our supply chain. The tools are planned to be implemented in 2022 and will provide better visibility of IHG's responsible procurement risks, including: labour practices, sustainability and financial risks; which help to identify new opportunities, including diverse suppliers; and enabling the management and mitigation of supply chain disruptions.

IHG expects suppliers to adhere to these standards both within their own business and across their supply chains. While we aim to work with suppliers to resolve any issues identified, material breaches of the Supplier Code may lead to termination of a supplier's contract with IHG.

→ Further information on our risk management can be found in our [2021 Annual Report](#) [pages 40-47](#).

Safety and security

We employ 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.

Monitoring, reporting and assurance protocols enable our Board and Executive Committee to oversee key areas of uncertainty and the effectiveness of risk management and internal control arrangements, including in relation to safety and security. A fundamental part of the system are our Brand Safety Standards, which specify reasonable and practicable measures to mitigate foreseeable health, 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. Risks that pose a threat to IHG's operations are managed through multi-layered trained guidance that is specific to frontline and supervisory/managerial colleagues in our hotels.

Our Business Reputation and Responsibility team co-ordinates 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. Regional and global subject matter experts in safety and security work regularly with hotels, operations leaders, and operations support teams, such as Design & Engineering, Food and Beverage and Human Resources, to review and set operational safety and security policies and procedures. This working relationship has been particularly important during the pandemic when guest and colleague safety has been at the forefront.

Subject matter specialists have also continued to monitor local law and public health guidance, report incidents and external trends that may impact the safe operation of hotels, customer expectations, and development opportunities (such as fire safety, food allergens, operational security threats and natural catastrophes), and we continue to review our relevant standards and guidance as these issues evolve and new regulatory requirements and best practices are published. Our experts regularly advise regional Development and Operations teams about potential security and threat risks in relation to us opening a hotel in a country for the first time and new hotel projects.

Our specialists also monitor a range of internal indicators relating to safety and security to confirm that our approach to mitigating safety risks across our business is being actively adopted in all regions, and produces expected outcomes. Despite our best efforts, incidents will occur across our global hotel operations and corporate offices; we use these incidents as an opportunity to learn, escalating the most serious for senior management attention.

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.

Maintaining standards of cleanliness

We have a long-standing commitment to rigorous cleaning procedures, with our IHG Way of Clean programme in operation since in 2015.

The pandemic has made cleanliness a top priority and has remained hugely important in 2021. Our hotels continue to deliver an enhanced IHG Way of Clean programme. This is overseen by our Global Cleanliness Board, which works with industry-leading experts Cleveland Clinic, Ecolab and Diversey – world leaders in hygiene and cleaning technologies and services.

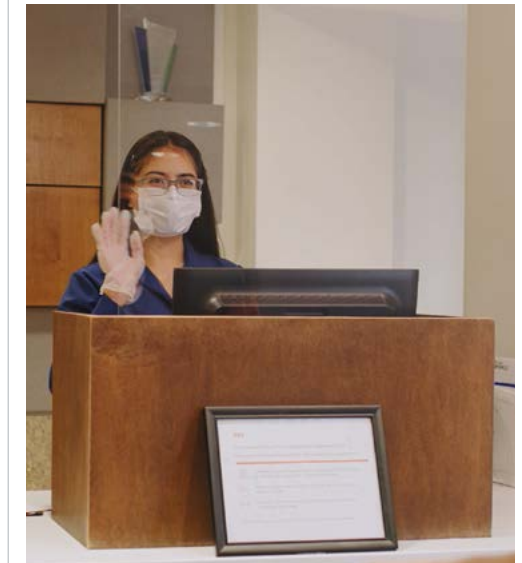
IHG Way of Clean includes science-led protocols and procedures, new training and equipment, and increased communication to reassure guests and corporate customers.

Wherever in the world a guest stays with us, they can rely on the IHG Clean Promise that their room meets industry-leading levels of cleanliness. If for some reason it doesn't, guests can let the hotel know up to two hours after checking in and we'll work quickly to make it right.

→ [IHG Way of Clean](#)



Our Meet with Confidence programme for business customers was also expanded to include new rapid on-site Covid-19 testing solutions for large events at our hotels in the US, and a new Points + Perks offer to make booking meetings even more rewarding for customers. In November 2021, IHG received the Stella Awards gold medal for Best Hotel Chain for the exceptional meetings experience provided through the programme.



Collaborating with our suppliers

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.

With our hotels and their suppliers at the heart of local communities, we have been proud to support many programmes around the world that help to strengthen the sustainability and resilience of our suppliers and the local economies in which they operate.

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 of the Supplier Code of Conduct (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 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 of Conduct, 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. In total, as of 31 December 2021, 5,523 suppliers had signed the Supplier Code of Conduct.

→ You can view our [Supplier Code of Conduct](#) and for more on our supply chain risk assurance programme, see page [11](#).

Diversity and inclusion in our supply chain

In 2021, we 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 local suppliers. We have also identified a new analysis tool for hotel and corporate spend that will allow us to create a more informed global picture and identify opportunities to increase work with more small and diverse businesses. In support of this, we have started the process of detailing and communicating our supplier diversity programme to help demonstrate our commitment to the people and communities that we impact. In 2021, our spend with diverse suppliers in North America was \$40.9 million. The top three highest spend diversity categories were small businesses, women-owned businesses and minority-owned businesses. Our diversity spend was lower in 2021 as was our overall procurement spend this year.

In 2021, we worked together with CARE International UK and our key suppliers to continue our programme to create a more gender-inclusive workplace, with the aim of creating more productive, resilient and secure supply chains in the textile industry. This year, a workplace gender analysis was carried out in factories using interviews and focus groups.

About our supply chain

Our corporate supply chains cover categories such as technology, marketing services, HR services and other professional services (for example, management consultancy).

Procurement of goods and services at the hotel level covers 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.

The IHG Procurement team has programmes in place for certain goods and services in key IHG markets. Hotel owners and IHG-branded hotels can purchase from suppliers in these markets, leveraging IHG's system-wide scale. IHG provides procurement programmes in the US, Canada, Mexico and Greater China and has been expanding this support in the EMEA region in countries, such as the UK, France, Germany, Belgium, the Netherlands, Saudi Arabia, the UAE, Australia, New Zealand, Japan, Thailand, Singapore, and Vietnam.

A number of our largest global technology and outsourcing providers have been identified as strategic due to their contractual and operational value. IHG engages with these suppliers through business performance reviews to promote value realisation and risk mitigation, and create healthy supplier partnerships.

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 ensures that responsible business criteria are included in our supplier selection frameworks. In addition, our global Procurement Excellence team are focused on developing and implementing our approach to responsible procurement - this includes providing training and guidance for our colleagues, particularly for our procurement managers within our corporate offices and managed hotels.

We will use the findings and recommendations of this research and collaborate with specialist organisations to continue to drive change in 2022.

→ For more information on the work we do to support our local communities, see pages [22 to 26](#).

COLLABORATING WITH OUR SUPPLIERS – CONTINUED

Responsible procurement

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 saw more than 615 suppliers complete the questionnaire and 33% of business awarded to IHG Green 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.

In the Americas region, we have increased the number of environmentally sustainable procurement recommendations for our hotels where possible – such as WaterSense-certified faucets and shower heads that use at least 20% less water.

→ For more on how we are reducing our energy, waste and water impacts see pages [27](#), [30](#) and [33](#) respectively.

Food and beverage

As millions of meals are served every day in our hotels around the world, we take a robust and transparent approach to the way in which we source our food and beverage items.

Whether our guests are travelling for business or leisure, we understand the need to offer a variety of meal options, while also considering health, wellbeing and ethical sourcing, such as sustainable seafood and animal welfare.

We are committed to working closely with our suppliers to source cage-free eggs for our estate and to support our owners more broadly in responsible procurement. Our focus so far has been on brands which have large US footprints, as this is where we can make the biggest difference. Progress this year has been significant and we remain dedicated to driving positive change in 2022. As well as providing training around cage-free sourcing to all colleagues globally, we continue to work with our suppliers to support their cross-industry collaboration on this issue.

→ You can view our progress in the [2021 ESG Databook](#)

Embedding best practice across the business

We continue to expand our colleague education programme to promote responsible procurement best practices. Our training programme has been completed more than 14,000 times since its launch in 2019. We also provide our hotels with Responsible Sourcing Principles that focus on social and environmental matters, and support our hotels in making the right choices when purchasing.

14,000+

times responsible procurement training has been completed since its launch in 2019.

UK Prompt Payment Code

IHG complies with statutory reporting duties on payment practices and performance and is a voluntary signatory of the UK Prompt Payment Code. In 2021, we updated our processes to ensure that suppliers with fewer than 50 employees were paid within 30 days where centrally accounted for across our UK corporate and managed, owned, leased and managed lease hotels supply chain.



Many of our
suppliers are seeking
innovative ways to
become even more
sustainable



We work with innovative suppliers to ensure our hotels have access to a range of sustainable solutions. One of those is a UK-based shower solutions company, which has supplied fully recyclable shower trays and enclosures for multiple brands across our global estate for the past 10 years, including Holiday Inn, Holiday Inn Express, InterContinental, Kimpton, Crowne Plaza and voco.

Carbon neutral certified, this leading hospitality shower supplier has embedded circular economy principles throughout its supply chain, using materials such as aluminium, brass and cardboard packaging that are all 100% recycled before the manufacturing process, and the company provides our hotels with information on how its products can be recycled when no longer required.

Creating a great place to work

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.



At IHG, we foster a culture of open and honest engagement and feedback through a range of forums, including our engagement survey, management-led performance updates and a designated Non-Executive Director who oversees workforce engagement. These forums allow us to talk to employees about IHG's performance, key metrics, values, and diversity, equity and inclusion initiatives.

Employee engagement

Due to the ongoing impact of the pandemic our employee engagement survey was only conducted once during the year. The survey provided employees with the opportunity to share their views on key issues relating to company culture, flexible working, and health and wellbeing. Our overall employee engagement score of 85% is a significant achievement during a difficult period and places IHG as a Kincentric Global Best Employer.

The survey revealed we had made good progress on 2020's priority to engage with employees on future career opportunities. As ever, the survey also highlighted areas where we can strengthen further, including the importance of filling job vacancies and ensuring employees are supported to work efficiently and effectively, and we are taking action to address both areas.

→ See page 101 in our [2021 Annual Report](#) for more on how we ensure employee feedback and interests are factored into the Board's decisions.

Attracting and retaining talent

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 Global Diversity, Equity, Inclusion and Equal Opportunities Policy, which ensures we consider diverse attributes, perspectives, cultures and experiences.

In 2021, we updated our Global Flexible Working Guidelines with hybrid working principles, corresponding regional policies and job descriptions to highlight flexible working opportunities. At a hotel level, some of our hotels across the world are also increasing flexibility in shift patterns and schedules to enable greater work-life balance. In Australia, for example, our myFlex initiative has given hotel colleagues the flexibility to work across any of our hotels in the country's managed estate, supporting both staffing levels and work-life balance.

In response to the challenges the industry is facing in attracting talent, we have updated our hiring policies and practices to speed up the time it takes to process applications. We've also introduced new hiring tools, and strengthened relationships with local schools, colleges, government agencies and non-profit organisations.

Our Early Careers Programme offers work experience, internships and graduate opportunities to individuals looking to build a career in the hospitality industry and helps attract talent into our managed hotel estate. Although ongoing recovery from the pandemic continues to impact our ability to offer graduate placements, the team in Greater China was able to recruit and onboard 149 Future Leader Aspire participants in 2021.

→ For more on the ways in which we inspire individuals to explore a rewarding career in hospitality, see our skills training and innovation section on page [23](#).

The majority of people who work at IHG-branded hotels are not employed by IHG and are referred to in this report as colleagues. When we refer to our employees in this document, it is those that IHG directly employ in our corporate offices, reservation centres and managed, owned, leased and managed lease hotels.

CREATING A GREAT PLACE TO WORK – CONTINUED

Room to grow

We believe in having conversations that count and 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. We have also taken the opportunity to embed flexible working practices to ensure a best-practice approach to managing talent and performance in the hybrid environment.

We have transformed our General Manager (GM) development offering to ensure we're providing opportunities to our existing GMs for continual professional growth, while equipping the next generation of GMs with the skills they need as they step up. The IHG GM Programme is a three-stage plan that provides ongoing development for around 6,000 GMs across the globe, while also giving them the opportunity to build their network and learn from others.

In 2021, we launched Journey to GM, a new talent acceleration programme designed to support individuals in making the transition into a first-time GM role within two years. By investing in our people and being able to successfully promote

from within, we'll provide a pipeline of talent that both matches our growth ambitions and fulfils the aspirations of our colleagues wishing to build long and successful careers at IHG. To facilitate this, our new hotel talent management system provides us with greater insights in three key areas: the talent and aspirations of our people, gaps in critical roles, and the pipeline of talent we're building throughout our managed estate.

Reward culture

IHG's reward strategy aims to attract, retain, motivate and engage top talent. Our reward philosophy is supported by a robust governance approach that ensures our reward and recognition practices are fair and consistent across our employee population, regardless of gender and other aspects of diversity, and there is an alignment between the wider direct workforce and executive remuneration. Our approach is regularly reviewed externally, ensuring we meet the needs of employees by offering market-driven reward packages.

During 2021, we reintroduced the annual corporate salary review process, which had not taken place in 2020 due to pandemic-related budget restrictions. This included specific funding for additional salary adjustments to help ensure internal fairness, as well as market competitiveness.

Under the Annual Performance Plan (APP), all corporate employees share common corporate performance metrics with Executive Committee and Executive Board members. For 2021, we made an adjustment to the APP to increase the focus on personal performance and contribution. We aligned all plan participants to a consistent set of metrics and weightings, in particular increasing the weighting of personal performance to 50% of target for all colleagues under the Executive Committee.



We brought parity to the UK healthcare plan by ensuring all employees have access to the same level of cover, and a global governance committee for employees' healthcare benefits was introduced to share best practice on the provision and financing of employee health benefits in support of our health and wellness agenda.

The Colleague Share Plan which is available to around 98% of our corporate employees below the senior/mid-management level (who receive LTIP and Restricted Stock Unit awards).

IHG matches the number of shares purchased by employees through the Plan on a one-for-one basis, with 50% of eligible employees participating in the plan in 2021. This was its second year of operation, and more than 82% opted to pay the maximum contribution rate each month. The enrolment window for the 2022 plan took place in December 2021 and we had a take-up rate of 53%.

→ Championing a diverse culture where everyone can thrive is one of our core commitments under Journey to Tomorrow and is covered in more detail on pages [18 to 20](#).



In 2021, we launched Journey to Tomorrow – our 10-year plan to help shape the future of responsible travel together with those who stay, work and partner with us. Aligned to the UN SDGs, it’s a powerful framework for how we can focus our efforts to deliver our purpose of True Hospitality for Good in five key areas: our people; communities; carbon & energy; waste; and water.

Ensuring we operate thoughtfully and grow sustainably, it’s a plan that will make IHG a stronger company, where we will build upon our inclusive culture and help people thrive. A plan that reflects the needs of our communities, from supporting social change to advancing human rights. And a plan that helps protect the planet now and for generations to come.



Journey to Tomorrow



Our people



Communities



Carbon & energy



Waste



Water

Our people

Recognising that our people are fundamental to IHG achieving its purpose and strategic goals, we continue to build on our culture of **investing in them**, while acting respectfully and responsibly to ensure a **safe, fair and inclusive workplace for all**.



Champion a diverse culture where everyone can thrive.

Our 2030 commitments

- Drive gender balance and a doubling of under-represented groups across our leadership;
 - Cultivate an inclusive culture for our colleagues, owners and suppliers;
 - Support all colleagues to prioritise their wellbeing and the wellbeing of others;
- Drive respect for and advance human rights.

Supporting the UN SDGs:



We are proud of the culture we have in place at IHG, which underpins our purpose to provide True Hospitality for Good, and is crucial to who we are, how we work together and how we grow our business. That is why one of our key Journey to Tomorrow commitments is to champion a diverse culture where everyone can thrive.

With our hotel estate being predominantly franchised, the majority of people who work at IHG-branded hotels are not employed by IHG. In franchised hotels, we do not control day-to-day operations, including 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.

Our values



Do the right thing



Show we care



Aim higher



Celebrate difference



Work better together



OUR PEOPLE – CONTINUED

DE&I

Our passion for DE&I 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 are treated in this way. When this happens, colleagues are empowered to voice ideas, with diverse opinions and perspectives sparking the innovation IHG needs to excel.

Our work in this space revolves around a DE&I framework spanning three core areas: Strengthening a culture of inclusion; Increasing the diversity of our leadership talent; and Putting the right decision making around our actions.

Strengthening a culture of inclusion

Creating an inclusive culture that nurtures and celebrates diversity is something we strive for, but we know we can go even further.

Our ERGs play a crucial role in supporting our diversity and inclusion commitments, and in 2021 they expanded to 1,300 members globally. These groups provide a valuable voice to employees across the business, including ethnic minorities and our LGBTQ+ community, while promoting gender equality and supporting those at the start of their careers. Their drive to celebrate difference was seen through a series of celebrations for key events, including International Women's Day, Black History Month and Pride.

Our leader-led listening and conversation sessions also highlighted the importance of inclusion, and to ensure our values were felt beyond the business, we supported education, employability and empowerment in our Black communities by

10,000

hours of conscious inclusion training completed by corporate employees

Case study**Recognition for our actions**

We are proud to be recognised for our efforts, with CEO Keith Barr ranked first in the 2021 HERoes Advocates list, which celebrates the top 50 chief executives who actively campaign for diversity, inclusion and gender balance in the workplace.

strengthening our ties with the National Urban League, the National Center for Civil and Human Rights, and Jobs for America's Graduates (JAG) in the US through sponsorship, volunteering and special events.

Corporate employees completed 10,000 hours of conscious inclusion training. We also developed an Inclusion Index as part of our employee engagement survey to track perceptions of culture and behaviour, which revealed that nine out of 10 corporate, reservation and managed hotel employees feel IHG has an inclusive culture, although engagement levels among ethnic minorities are lower. This is something we recognise and is reflected in our commitment to inclusion and achieving more diverse representation at all levels of our business.



IHG also received a Highly Commended award in the Company of the Year category at the European Diversity Awards, with the efforts of several employees also being acknowledged across different categories.

Increasing the diversity of our leadership talent

Our Journey to Tomorrow commitments aim to drive gender and ethnicity balance across our Leadership teams.

Our Rise talent programme is focused on increasing the number of women in General Manager and Operations roles. During 2021, the programme continued to go from strength to strength, with more than 100 women taking part in mentoring sessions, career development workshops, high-impact learning modules and empowering conversations.

We also maintain a healthy gender balance as part of our succession planning in each of our regions, and we run in-depth talent reviews with our CEO and CHRO to create robust plans and pathways around developing future leaders.

100+

women across the globe joined our Rise talent programme

In the Americas, we launched Ascend, a bespoke programme to accelerate and develop the career progression of Black and multiracial leadership talent. This programme includes sponsorship pairing with executive leaders to advocate and provide career guidance, visibility and exposure. Our first cohort includes 16 Black leaders, and our second includes 19 multiracial and/or ethnic leaders.

We have worked with Women in Hospitality, Travel and Leisure (WiHTL) to provide opportunities for our ethnic minority talent on a dedicated talent programme and an ethnicity disclosure campaign was also carried out in the UK to further understand our population and help inform future solutions and actions to support our ethnic minority employees.

To ensure we have access to a wide pool of talent, we have worked closely with recruitment partners to make sure talent lists are as diverse as possible. Our commitment is emphasised throughout our global hiring guidelines and initiatives, such as our conscious inclusion training, and is backed up by our Global Diversity, Equity, Inclusion and Equal Opportunities Policy and approach, which was evolved in 2021 and ensures we consider diverse attributes, perspectives, cultures and experiences.

→ For more on diversity in our supply chain, see page 13.

OUR PEOPLE – CONTINUED

Case study



Supporting the Trevor Project at Kimpton

When a reservation is made at our Kimpton hotels in the US using a special Trevor Project booking code, \$10 per night is donated to the LGBTQ youth charity and the guest will receive 15% off the room rate.

Kimpton is a Premier National Hotel Partner and the funds raised go towards providing 24/7 crisis intervention and suicide prevention for LGBTQ youth.



Putting the right decision making around our actions

Our Global DE&I Board is chaired by Keith Barr and features representatives from across our company who offer a breadth of experience from different cultures, industries and organisations. They hold a collective passion for the DE&I agenda and work with stakeholders to ensure we continue to honour our commitments and strive for best practice. This includes working with regional DE&I councils to monitor achievements against commitments, discuss emerging trends and feedback and identify future focus areas.

We are committed to ensuring that the Board itself is diverse and reflects the voice of IHG employees and during the year we added a new member to the Global DE&I Board as an advocate for the 'Next Generation'.

→ See our [Global Diversity, Equity, Inclusion and Equal Opportunities Policy on our website on our website](#)

Looking after our people

The health and wellbeing of employees remained a priority throughout 2021 and, using insights from colleague conversation sessions, we have created a Wellbeing Index, as part of our employee engagement survey.

To help smooth the transition to hybrid working, we conducted a three-day employee Hackathon to better understand the expectations, concerns and hopes of our employees before they began to combine remote working with a return to our corporate offices. This global feedback, which was made available across our internal channels, informed our hybrid working model, which helps employees bring better balance to their lives while still fulfilling the needs of the business.

To prepare our people managers and leaders for our new ways of working, we created a targeted Thriving in Hybrid learning series. Featuring on-demand, scenario-based training along with plenty of resources, guidelines and tips, the series supported our leaders in helping employees make the most of flexible working.

Throughout 2021, we also continued initiatives such as Recharge Days, where corporate employees are given a day off work in addition to their annual leave, and Focus Fridays, where people are encouraged to avoid scheduling standing meetings on Fridays to allow others undisturbed time to focus on the week ahead.

We have also evaluated our parental leave policies across a number of locations and during the year enhanced our UK Paternity Leave Policy and US Parental Leave Policy. Moving forward, we will continue to evaluate and review our policies to ensure they support our people to be at their best.

Another key focus area for us is protecting the mental health of our employees. This was a key priority for 2021, with steps including creating mental health guidelines for people managers, facilitating a mental health learning series and providing practical resources and tips on how employees can protect and promote wellbeing.

At a more local level, we have rolled out Mental Health First Aid in some of our regions, such as in the UK and Australia, and worked with external providers for additional support.

We also collaborated with our DAWN (Disabilities and Wellbeing Network) ERG to review and promote our wellbeing-focused policies and guidelines and run joint events on wellbeing, with guest speakers.

OUR PEOPLE – CONTINUED

Human rights and modern slavery

We seek to advance human rights through our business activities and are committed to ongoing human rights due diligence in support of these efforts.

In 2021, we further developed our approach to guidance and requirements for hotels to support our Human Rights Policy and specifically help address migrant worker risks. This included:

- Developing and piloting minimum requirements relating to migrant worker risks for IHG's owned, leased and managed hotels. These cover responsible recruitment and onboarding, staff living accommodation and worker voice;
- Continuing to address findings from the 2019/20 Oman market-level labour assessment and to apply what we've learnt from the project to other countries in the IMEA region;
- Collaborating with the Sustainable Hospitality Alliance and International Organization for Migration (IOM) on projects focused on ethical recruitment in the hospitality industry;
- Commencing a UK market-level labour assessment so that we can review and update our understanding of the risks to human and labour rights existing in the hospitality industry and in IHG-branded hotels in the UK.

→ Further information is provided in our Modern Slavery Statement, which is available on our corporate website at www.ihgplc.com/modernslavery

Our performance

Employee engagement forms one of our business KPIs and is tracked through our Colleague HeartBeat survey. Overall engagement remained stable at 85%, which saw us once again accredited as a Kincentric Global Best Employer. This year we also launched the Inclusion Index to track our DE&I progress.

As at 31 December 2021, 38% of our Senior Leaders were women, in addition to women comprising 41% of the Company's Board.

We do not require our employees to report ethnicity and so are dependent on self-disclosure, but we encourage them to consider disclosure to provide stronger reporting in the future.

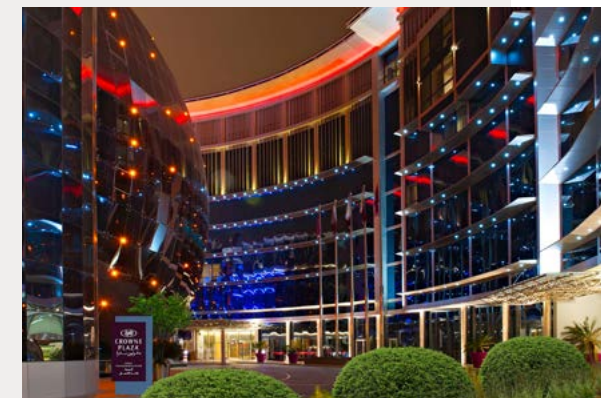
As at December 2021	Male	Female	Total
Directors	7	5	12
Executive Committee	7	3	10
Executive Committee direct reports	33	22	55
Senior Managers (including subsidiary directors)	81	29	110
All employees (whose costs were born by the Group or the System Fund)	4,679	6,482	11,161

Case study**Supporting a multi-stakeholder project on ethical recruitment**

In 2021, we collaborated with the Philippines Office of the IOM, also known as the UN migration agency, and the Sustainable Hospitality Alliance to participate in the Aligning Lenses Toward Ethical Recruitment (ALTER) project.

This multi-stakeholder project focuses on the labour supply chain between the Philippines and the Gulf Cooperation Council (GCC) countries to better understand the migrant journey of Filipino workers. IOM engaged with key stakeholders, including government, employers, recruitment agencies, civil society groups and workers, to identify systemic challenges and build capacity for both recruitment agencies and employers, where needed.

Six IHG-managed hotels from across Oman, Qatar, Kuwait, and United Arab Emirates participated in the project, by completing the full assessment process, which included a set of questionnaires, worker interviews, and a validation meeting, to provide more information on their Filipino workforce, recruitment practices and use of recruitment



agencies. Four recruitment agencies used by the hotels were also invited to participate in the project and one carried out the self-assessment. In addition to the hotel self-assessments, IOM carried out interviews directly with Filipino colleagues working at the participating hotels, with 36 worker interviews being conducted. IOM leveraged the information to conduct an analysis of hotel practices and will be providing reports for each hotel identifying good practices and guidance on areas for improvement.

In 2022, we will continue to work with the hotels to help address any findings and to assess whether any of the recommendations should be incorporated into our resources for other hotels.

Supporting our communities

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.** So we're seizing the opportunity to improve millions of lives, whether through fighting food poverty, being there in times of natural disaster or supporting social and economic change.



Improve the lives of 30 million people in our communities around the world.

Our 2030 commitments:

- Drive economic and social change through training and skills innovation;
 - Support our communities when natural disasters strike;
- Collaborate to aid those facing food poverty.

Supporting the UN SDGs:



Travel and tourism has long been a thriving industry, accounting for one in 10 jobs around the world before the pandemic struck. As we return to better times, our scale and standing as a global business mean we're able to help address some of the world's most challenging issues.

Our strategic partnerships with community and non-governmental organisations (NGOs) 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.

In all our community initiatives, we seek to work with experts in their chosen field who share our commitment for driving positive change and making a difference. Our aim is to forge strategic, multi-year and multi-faceted relationships and, where possible, support these in different ways, whether financially, through volunteering or in-kind. Our collaborations



SUPPORTING OUR COMMUNITIES – CONTINUED

span continents, regions and local communities, whether it's working with a small organisation to meet a specific challenge or with a large one to solve a broader problem.

This approach allows us to address wide-ranging social challenges that require a consistent global strategy, while also considering specific local needs.

Through our hotels, we are able to engage at the local level and we recognise they are best placed to understand local need and cultural sensitivities and can provide specific support where it is needed. Our hotels are responsible for their own local contributions in line with IHG's policy and strategy for community investment.

Colleagues leading our community support

Located in the heart of our communities, our hotel colleagues are playing a crucial role in helping us reach our 30 million target, with their skills, expertise and passion key to our success.

Now in its fourth year, our annual Giving for Good month sees our hotel colleagues volunteer to make a positive difference in their communities every September. This year, we collectively dedicated more than 260,000 volunteering hours to communities, causes and charities.



260,000+

hours volunteered to communities during
Giving for Good month

More than 40,000* colleagues from around the world participated in a range of activities, including donating food to those in need; painting houses for the homeless in Scotland; donating blood in Egypt; hosting free pop-up grocery stores in the US; and completing charity walks in the UK. Colleagues also cleaned up roadsides in Ecuador; delivered snacks to children with cancer in Argentina; and donated soccer uniforms to youth teams in Montenegro. Charity flea markets were hosted in Malaysia; beaches were cleaned in the Maldives; and trees were planted in Saudi Arabia. In Greater China, Moon Cakes were distributed to the elderly; and in Canada, colleagues helped settle Afghan refugees and raised money for indigenous women.

The pandemic has also seen us develop new ways to engage colleagues, such as virtual volunteering, and we've had great success supporting the National Urban League Apprenticeship Program in the US through one-on-one virtual mock interviews and CV reviews.

At a corporate level, our volunteer leave also offers employees two days of paid time to work at charitable organisations that are important to them.

Skills training and innovation

We're passionate about our industry and inspiring individuals to explore just how rewarding a career in hospitality can be. As the world recovers from the pandemic, millions of jobs are returning to the global travel and tourism sector, which presents a huge opportunity for us to contribute towards reducing youth unemployment. Our hotels have a number of entry-level jobs that are suitable for young people from every background and don't require high levels of education or previous experience.

* since publishing figures on GFGM last year we've had additional data submitted which means it's now higher than the initial 27,000 number shared

Case study



Donating linen to support refugees

As part of IHG's Giving for Good month, voco Dubai donated linen to Sewing Hope for Armenia, an organisation founded to provide sustainable employment for women refugees

of Nagorno-Karabakh. The linen donated has been given to refugees who had lost their homes due to the conflict in the region.



SUPPORTING OUR COMMUNITIES – CONTINUED



Through our commitment to skills development, we are supporting young people by providing the skills needed for a fulfilling, lifelong career in hospitality, along with transferable skills that can be used beyond the hospitality industry.

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.

While we will continue to proudly offer work experience, internships and placements at our hotels around the world, 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.



IHG® Skills Academy

80,000

people have been trained and mentored through our IHG Academy programme since 2013



Case study



Project L.O.V.E. (Lifting our Voices for Equity)

Helping to build a fairer future is a central part of our Journey to Tomorrow 2030 ambitions, so we were delighted to team up with US non-profit JAG for an inspiring project.

Every day, JAG helps students historically impacted by discrimination, poverty and other barriers to graduate and secure work.

Running throughout 2021, JAG’s Project L.O.V.E asked students to identify the iniquities in their communities and provide solutions that spark positive change. A number of US hotels signed up to play their part by staging virtual classroom visits, offering mentoring, and spreading the word about JAG’s great work, while IHG funded micro-grants to help a

selection of JAG students put their ideas into action.

The top three submissions were given larger grants, with first place awarded to United Township High School (UTHS) in East Moline, Illinois. This winning entry saw students create a Black History Month (BHM) event, which included decorating teachers’ doors, painting a mural and organising a series of presentations about BHM for fellow students. JAG students also presented their project to the School Board, and have proposed incorporating an African American History and a Cultural Competence Course within the UTHS curriculum.



SUPPORTING OUR COMMUNITIES – CONTINUED

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. Participants are able to access personalised, immersive learning experiences, as well as a wide choice of self-serve educational resources on subjects including hospitality, professional development, career planning, essential skills and mental health. The IHG Skills Academy launched in English globally in 2021 and will roll out in more languages throughout 2022 with the addition of local market partners and content.

Providing support through natural disasters

We continue to work with a range of skilled humanitarian aid partners around the world to support critical relief efforts and help our communities in their times of need, whether that involves dealing with the continued impact of the pandemic or the effects of natural disasters.

In 2021, we supported 17 relief efforts around the globe, including assisting the British Red Cross, who supported the UK vaccination programme and working with CARE International to provide PPE in developing markets. We've also continued to make it possible for IHG® Rewards members to turn their loyalty points into financial donations to the International Federation of Red Cross – with some 19.5 million points donated to date.

IHG has worked with the American Red Cross (ARC) on disaster relief for a long time, and we continued donating to support its incredible work on multiple fronts in 2021 as it responded to communities impacted by wildfires, tornados, snowstorms and Hurricane Ida. Additional donations were made to the German Red Cross in response to flooding in Western Europe, alongside supporting the China IHG® Foundation following flooding in a number of provinces. We also used the IHG Colleague Disaster Relief Assistance Fund to help colleagues impacted by natural disasters across the globe, from Turkey to the US.

Aside from the pandemic and natural disasters, we continue to work with organisations to provide aid in times of social upheaval. In 2021, we joined the Tent Coalition for Afghan Refugees – a network of companies from across the US brought together by non-profit organisation the Tent Partnership for Refugees to help resettle refugees in the US through training and job opportunities.

The IHG Army Hotels team at Fort Lee, Virginia, was instrumental in housing more than 3,000 incoming evacuees, including a team of 44 interpreters and their families. While in Virginia and Washington DC, several of our hotels also got involved, including the InterContinental Willard which provided meeting room space to use as a co-ordination centre for an evacuation programme.

In the UK, several of our hotels were used as quarantine facilities for the refugees, and we teamed up with charity Barnardo's to provide them with assistance during their time with us.

Food poverty

We continue to provide support for food bank and food provision charities in 44 countries. Our donations have helped these providers access the funds, training and resources required to offer basic provisions to society's most vulnerable, and we'll continue to help them as part of our Journey to Tomorrow programme.

We are working with organisations such as No Kid Hungry in the US and the Trussell Trust in the UK, while also supporting the European Food Banks Federation (FEBA) and The Global FoodBanking Network (GFN). In Australia, our successful partnership with food charity OzHarvest entered its third year. Throughout the year we diverted more than 2,000kg of unused food to local communities via their network of charities.

This year we were also excited to launch a new partnership in the US with Goodr, a food rescue organisation which uses technology to make this easier. Goodr uses an app and logistics networks to make it quick and simple to pick up excess and expiring food from hotels and restaurants and donates these items to local non-profit organisations. Not only does this support local communities and minimise waste, it also offers our hotel owners tax-saving benefits.

To launch our new partnership, IHG hosted Goodr information sessions with more than 40 IHG properties to showcase the benefits of this simple and effective service. Crowne Plaza Atlanta Perimeter at Ravinia is our first hotel to complete onboarding and training and will be starting with four scheduled pick-ups a month in 2022.

Case study**Providing the skills to succeed**

IHG continued its partnership with global NGO Junior Achievement (JA) Worldwide to help give young people the skills needed to kick-start their careers. In 2021, we hosted a global competition for high school students to develop sustainable hotel solutions and pitch their ideas to judges.

We also worked with JA to offer youth employment resources to hotels joining our new Vignette Collection brand, reflecting a core value to support local communities. IHG will work with Vignette Collection owners and hotel teams to engage with local organisations as part of a shared vision to build brighter

futures for people in the communities where we operate. With support from JA, Vignette hotels will have the opportunity to positively impact local youth empowerment groups through dedicated skills-building resources, on-site events and volunteering.

VIGNETTE
COLLECTION

17

relief efforts
supported by
IHG globally

SUPPORTING OUR COMMUNITIES – CONTINUED

Our performance

This year we are proud that more than 40,000 IHG colleagues spent more than 260,000 hours supporting people around the world and in total we donated more than \$1.5 million.

It is important we understand the impact of our investment in our communities, which makes integrity of data key to our approach as we work towards our target of helping 30 million people around the world. This year, we joined Business for Societal Impact (B4SI) so that we can improve the measurement of our inputs, outputs and impacts more effectively in the future.

B4SI is the global standard in measuring and managing corporate community investment, and its framework is used by organisations around the world to effectively measure, report and communicate their social contributions and investments. By joining B4SI we can not only better understand our impacts and report our performance, but the information will also help us direct our efforts where they can make the biggest difference.

Case study**Tackling food poverty in Atlanta**

In September, as part of Giving for Good Month, IHG worked with Goodr to tackle the food insecurity many of those in our Atlanta community are experiencing, which has been exacerbated by the pandemic.

IHG and Goodr hosted a free grocery pop-up store at Atlanta Technical College to provide relief to around 200 families, with recipients receiving seven to 10 days' worth of groceries for a family of four, including meats, shelf-stable items, fresh produce, milk, bread and eggs.

Additionally, Goodr snack packs were delivered to 1,000 children at school, which contained three meals, five snacks and three beverages. The successful events saw more than 90 IHG corporate and hotel colleagues volunteer a total of 200 hours to provide 13,000 meals to the Atlanta community.



13,000
meals have been donated

200
families have been supported
by the free grocery pop-up
store

1,000
children received Goodr snack
packs delivered to their school

OUR PLANET

Carbon & energy

It's imperative we reduce our carbon emissions, not only **for the long-term resilience of our business, but also to protect the world around us** and ensure its beauty and diversity can be explored for generations to come. Working with our colleagues, owners and partners, we're taking action to **drive energy efficiency in our hotels, switch to renewable energy sources, and develop zero-carbon hotels of the future.**



Reduce our energy use and carbon emissions
in line with climate science

Our 2030 commitments:

- Implement a 2030 science-based target that delivers 46% absolute reduction in carbon dioxide emissions from our franchised, managed, owned, leased and managed lease hotels;
- Target 100% new-build hotels to operate at very low/zero carbon emissions by 2030;
- Maximise/optimize the role of renewable energy.

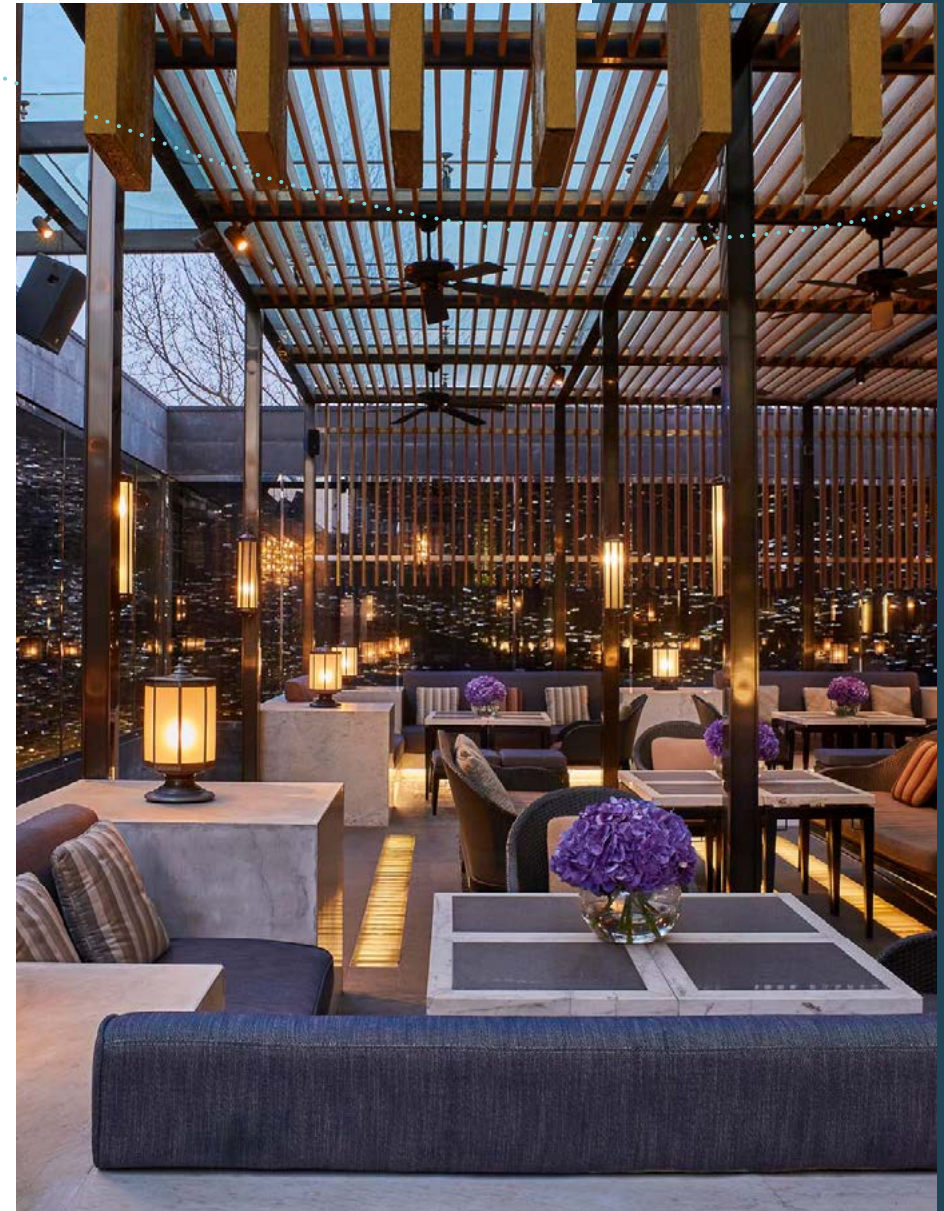
Supporting the UN SDGs:



The hotel industry accounts for around 1% of global carbon emissions and climate change is a challenge both for IHG and our hotel owners. As one of the world's leading hotel groups, with operations across more than 100 countries, we recognise the importance of taking decisive, practical action to quickly reduce our carbon emissions in every part of our business.

This is why we have upgraded our 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°C Pledge and the UN's Race to Zero campaign.

Given IHG does not own many of its hotels, achieving reduced emissions across our estate will require close partnership with our owners that recognises the pressures of this pandemic, as well as sharing best practice with the wider sector and collaborating with governments to decarbonise power grids and support incentives such as green financing.



OUR PLANET – CONTINUED

We are also using our voice and expertise to work with our industry and beyond to promote and accelerate sustainable hospitality and tourism. We have continued to work to further industry-wide understanding and methodologies for decarbonising through our membership of organisations including the Sustainable Hospitality Alliance, the World Travel & Tourism Council (WTTC) and the American Hospitality & Lodging Association (AHLA).

This year, we were the first hotel company to join the US Department of Energy's Better Buildings Low Carbon Pilot programme, which will look to understand and demonstrate how to achieve real-world carbon dioxide emission reductions in buildings in the US.

IHG was also the first hotel company to sign up to the Zero Carbon Forum – a UK hospitality non-profit organisation that empowers members to reach sustainability targets through collaboration and sharing of best practice. IHG played a key role in the creation of net-zero roadmaps to support the decarbonisation of the UK hospitality industry specifically and which challenges the sector to reach net zero by 2030.

Ensuring IHG and our industry was well represented at COP26 in Glasgow in November 2021, our Chief Sustainability Officer and EVP of Global Corporate Affairs spoke at a series of high-profile events. They discussed the facts the industry needs to face up to, the importance of collaboration in bringing meaningful change, and outlined the innovative strides IHG is making to help shape the future of responsible travel. As trustees of the Sustainable Hospitality Alliance, they also supported the launch of the Glasgow Declaration: A Commitment to a Decade of Climate Action in Tourism.

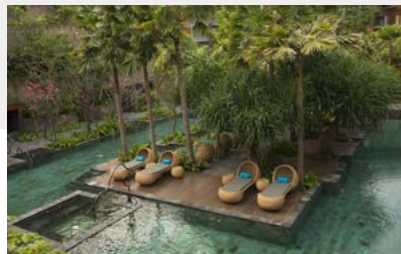
During the fortnight, CEO Keith Barr also attended The Elysée Palace in Paris for a reception and working session with the French President, Emmanuel Macron, on how we can accelerate recovery and move towards a more sustainable travel and tourism sector.

Case study

Building a
brighter future

This year, IHG collaborated with the UK Green Building Council on its Second Nature LIVE programme, which gives built environment professionals the opportunity to apply transformational sustainability thinking to a real-life case study. During the programme, participants immersed themselves in the hospitality sector to understand how to deliver a net-zero hotel and explore what a truly sustainable, resilient hotel industry could look like.

The three-month programme, incorporating highly engaging learning techniques, was specifically designed for those without a background in sustainability, with participants benefiting from fresh insights into delivering sustainable building projects.



A plan of action

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 new-built hotels that operate at low or zero-carbon. 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.

Decarbonising our existing hotels

Decarbonising our existing estate is a priority we have been working on for several years. In 2021, our progress took a step forward with the launch of a new energy reduction toolkit for our hotel owners and leading research into how hotels can achieve net-zero.

Working with leading build environment and energy specialists Arup, Gleeds and Schneider Electric, we explored a real-life case study on how our buildings can transition to net-zero carbon. We drafted a high-level framework prioritising different interventions throughout the hotel lifecycle, so that an existing hotel could achieve net zero by 2050. We have used our findings to inform and influence the development of our new hotel energy reduction toolkit.

If we are to deliver the change required, our owners need detailed information that highlights both the challenges and opportunities for each property in reducing its carbon footprint. Every IHG hotel is given access to our IHG Green Engage™ system, our online environmental management platform, which helps 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.

Green Engage has been supporting our hotels in reducing their environmental impact since 2009, and was identified as one of the top five most viewed digital resources in the US Department of Energy's Better Building Solution Center in 2021. This year, we have undertaken an extensive review of how we can update the system to further benefit our owners and the world around us. This has included the launch of a new partnership with Schneider Electric, a leader in digital transformation of energy management and automation, to provide IHG hotels with an automated utility data-entry solution, which will see it directly collect energy and water data from hotels and feed it into Green Engage. Ensuring such data is uploaded manually has been a barrier for some hotels historically, and this new seamless process will enable us to provide more insights to hotels and identify efficiencies at scale across our entire estate.

We have also developed our Hotel Energy Reduction Opportunities (HERO) Toolkit in collaboration with Arup. This prioritisation tool reviews a hotel's existing infrastructure and any energy initiatives already implemented and then recommends measures to drive further efficiencies. It also provides information on the expected capital cost of measures, as well as indicative energy and cost-saving information. HERO is being launched to hotels in 2022 and is supported by training for hotel and operations teams.

Remaining mindful of the challenges owners face in the current trading environment, we also set up a Global Environmental Sustainability Committee in 2021 to help us develop achievable milestones and reach our shared goals over the next decade. Additionally, in China, we have worked with regional experts to ensure our strategies are tailored appropriately to local standards and regulations.

OUR PLANET – CONTINUED

Renewable energy

We recognise the importance of transitioning to renewables as a key driver of our carbon-reduction efforts. We made good progress this year, moving our UK offices and managed hotel estate on to a renewable electricity tariff.

Not all the markets we operate in are deregulated, and even in those that are, the ability for our owners to access renewable energy at an affordable price varies widely. In 2021, we worked with global energy specialists ENGIE Impact to identify key geographical regions where renewable energy offers the most potential to our hotel owners and we assessed the impacts that switching to renewables can achieve. Our focus will be on seeking further opportunities in the biggest deregulated markets, including those in the UK, Europe and the US, where we are already exploring a variety of renewable energy procurement strategies.

In addition to the work we are doing to facilitate renewable energy procurement globally, we also have a number of hotels with on-site renewable energy. This is an opportunity we are continuing to assess for our new-build hotels, along with evaluating the potential for adding solar hot water to our existing hotels.

Case study**Leading the way
in Denmark**

The Crowne Plaza Copenhagen Towers is a great example of what can be achieved with dedicated hotel teams, innovation and precise planning. Solar panels line the facade of the hotel to help power the building, while a state-of-the-art groundwater-based heating system keeps it cool in the summer months and warm during winter.

Buildings of the future

Our Journey to Tomorrow plan includes a target of 100% of our new-build hotels to operate at a very low or zero-carbon emissions by 2030. To start to address this challenge, we are adding key efficiency measures into our new-build brand standards and are integrating revised energy efficiency targets and design features into the construction standards of those hotels already in the pipeline.

In parallel, we have begun an extensive study into how our current design and construction practices can be modified to minimise emissions for both operational and embodied carbon. This will include producing a pilot prototype that will allow us to test real-world application, so that we can reduce emissions in a cost-effective way across all aspects of hotel development – from construction and



Intelligent automatic lighting, water and waste-saving measures are installed throughout the property, while the on-site restaurant serves organic and locally sourced dishes in a stunning atrium filled with air-purifying plants.

operations, through to the supply chain and guest experience.

At IHG, we have always sought to develop innovative building solutions, with experts in our Design and Construction team discussing the sustainability of each project with hotel owners and Design teams during the development phases.

So that we can fully understand what it will take to achieve our commitments and be able to substantiate all net-zero claims going forward, we commissioned a study at the end of 2021 detailing the varying definitions of 'net zero' in the context of a commercial property. As a leader in the hospitality industry in this area, we feel it's important to explore and bring insight to the understanding of the definition of a net-zero hotel and we hope to share our findings with the rest of the industry during 2022.

12%

reduction in total global carbon emissions compared with 2019

Our performance

This year saw us achieve a 12% reduction in total carbon emissions compared with 2019. This is largely due to lower occupancy rates at our hotels as a result of the ongoing pandemic.

To better understand energy consumption at lower occupancy levels, we have worked with consultants to perform regression analysis to determine what proportion of energy is variable and influenced by occupancy versus what proportion is fixed in a hotel. This shows that more than 50% of the energy currently used in our hotels is fixed. We are working with hotel teams to reduce the variable energy through changes in behaviour as well as by promoting low-cost, quick-payback energy conservation measures, such as aerated shower heads and low-flow water fixtures.

→ Please see our [2021 ESG Databook](#) for more details of our carbon and energy performance.

OUR PLANET – CONTINUED

Waste

Millions of guests visit our hotels each year, all requiring toiletries, amenities, food and 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.



Pioneer the transformation to a minimal waste hospitality industry

Our 2030 commitments:

- Eliminate single-use items or move to reusable or recyclable alternatives across the guest stay;
 - Minimise food going to waste through a 'prevent, donate, divert' plan;
 - Collaborate to achieve circular solutions for major hotel commodity items.

Supporting the UN SDGs:



As populations rise and an ever-growing number of products flood markets, waste is a problem that governments, industries and individuals are grappling with as the world seeks to reduce its consumption, increase recycling and devise other sustainable solutions to protect the planet.

The hotel industry is no exception, and while the onset of the 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.



OUR PLANET – CONTINUED

Eliminating single-use items

There have traditionally been many single-use items used in our hotels and in recent years we have taken action to tackle this, such as removing plastic straws. In 2019, we also became the first hotel company to commit to replacing bathroom miniatures with full-size amenities across all brands. As part of our Journey to Tomorrow plan, we took this further in 2021 with a commitment to eliminate single-use items or move to reusable or recyclable alternatives across the guest stay by 2030.

Our response to the pandemic has challenged our ambitions, with enhanced hygiene and cleaning measures required to keep our guests and hotel teams safe leading to an increase in the use of single-use items such as PPE. To help reduce waste in this area and assist our local communities, we donated unused PPE to St John Ambulance in the UK.

Despite the pandemic, we have made good progress. Bathroom bulk amenities were secured for all IHG hotel brands and markets, with the switch reducing our plastic usage by an estimated 850 tonnes in the Americas region alone. Negotiated through IHG Procurement, these bulk products also provide hotels with significant savings.

The pandemic has also led us to review whether some items that were removed from hotel rooms for hygiene reasons actually need to return, with many, such as pens and notepads, having a minimal impact on the guest experience. As a result, some of our global brand standards have been changed to either permanently remove items from our hotel rooms or put them 'upon request'.

Case study

Reducing waste within the InterContinental brand

As part of the 75th anniversary of our InterContinental brand, we launched a new full-sized bathroom amenity range with luxury beauty brand Byredo. Combining a response to the growing demand from travellers who are looking for unique stays and enjoying products of the highest quality alongside travelling more sustainably, Byredo's products will be available in bathrooms in full-size, refillable bottles during 2022, with the product range including hand wash, body lotion, body wash, shampoo and conditioner.



More broadly, we have been working to establish a roadmap to prioritise eliminating single-use items, starting in our EMEAA region. This has involved engagement with key stakeholders across the business, taking into consideration the impact of making a change (including legislation, volume of waste produced and the environmental impact), alongside how easy this is to do in practice, recognising cost, availability of alternative products and the impact on the guest experience.

Our work to identify and prioritise the elimination of single-use items across the guest stay has led us to commission experts from Travel Without Plastic to develop a bespoke Single Use Items Toolkit. Launching in 2022, this will provide our hotels with a best-practice approach to reducing, reusing, replacing and recycling common products.

Food waste

An estimated one-third of all food produced in the world is wasted each year, with approximately 18% created by the hospitality and food service industry. This not only has significant social and environmental repercussions, but also has a big impact on the bottom line of our hotels.

Our Journey to Tomorrow plan will see us minimise the amount of food waste we send to landfill through a 'prevent, divert, donate' plan. The first and most important step on our journey is to be able to measure how much food waste is being generated in our hotels and in turn find out the cause.

To help streamline guidance for hotels on waste reporting, we collaborated with WWF, Greenview and our industry peers on the Hotel Waste Measurement Methodology. This provides a common industry approach to collecting data and measuring and reporting waste, so that brands and properties can set meaningful goals, find more efficient ways to keep waste out of landfill and track progress over time.



We have taken important steps this year, including working with charity Waste and Resources Action Programme (WRAP) to pilot its Guardians of Grub programme at 15 of our managed hotels in the UK. This saw Directors of Operations and food and beverage leaders become 'Guardians of Grub', overseeing the recording of food waste and attending an eight-week course on solutions to manage and reduce it through identifying the causes and taking action. This included chefs using ingredients in more creative, sustainable ways across dishes and working with suppliers on a more flexible approach to ordering. We will use the results from the pilot to feed into our development of a global food waste-reduction strategy.

In conjunction with our WRAP pilot, we also launched a special menu based on 'conscious consumption' at some of our managed hotels in the UK, which incorporated local and seasonal sourcing and reduced ingredients to cut food waste. Building on this work, we are developing a global food waste training module for our food and beverage teams across all of our hotels globally to encourage better measurement and management of food waste.

OUR PLANET – CONTINUED

Collaborating with expert organisations will be key to our progress moving forward and this year we continued to work with Winnow Solutions across our hotels in the Middle East and Australia, using innovative artificial intelligence (AI) technology to collect data on the amount and type of food that is thrown away. The platform then uses analytics to pinpoint areas of waste to help drive better decision making, while also providing chefs with real-time information to aid planning and preparation.

Circular solutions

Our industry has traditionally seen product consumption at various stages of the guest stay and so our longer-term aim is to achieve circularity, where resources can be recycled or reused on a large scale. This might include the incorporation of recycled content in the manufacturing of new products, or making sure items are put to good use elsewhere once they leave our hotels. We have committed to collaborating and working with others to help us achieve this as part of our Journey to Tomorrow commitments.

We already have a system for evaluating the environmental credentials of our suppliers and make recommendations to our hotels where we can.

→ see page 14 for more details on our work with our suppliers and progress on responsible procurement.

In our voco hotels, for example, each duvet is made from 150 plastic bottles and bed linen has been approved by the Better Cotton Initiative, contributing to the sustainable harvesting of cotton. Bed and mattress manufacturer Hypnos has also become our first UK bed and mattress supplier to be carbon neutral and comply with the PAS 2060, which is the internationally recognised specification for carbon neutrality.

Through our membership of the Ellen MacArthur Foundation, we have been actively participating in a demonstration project alongside other organisations since 2018. This has been looking at finding circular solutions for single-use food-service products in the hospitality sector, with the final report due to be published in 2022.

We continue to look for ways to extend the life of products that leave our hotels and offices, from computers or furniture that can be donated to charity, or using surplus food to provide meals to those who need them most. We also collaborate with academia and leading experts to find innovative solutions. Recognising the environmental impact of textiles across the entire value chain, we continued working with Exeter University in the UK on a research assessment of the environmental and financial considerations when sourcing textiles, so that we could identify opportunities to transition towards circularity.

Our performance

Across our global estate, total waste was reduced by 19% in 2021 compared with 2019. This is largely due to lower occupancy rates in our hotels, as a result of the pandemic. We have also seen the amount of food waste going to landfill per occupied room fall by 17.6% since 2019.

For our owned hotels, the total waste per occupied room decreased by 45.4% between 2019 and 2021, demonstrating the efforts our hotels have made to reduce waste across the guest stay.

We are pleased with our progress, but recognise there is still a long way to go until we achieve our target of becoming a minimal waste hospitality company. We will continue to collaborate with expert organisations, further improve our data collection to gain key insights and adopt a targeted waste strategy across all regions.

→ Please see our [2021 ESG Databook](#) for more details of our waste performance data.

Case study

Reducing packaging in our supply chain

In 2021, we worked with a UK fruit and vegetable supplier to transition our UK managed hotel estate from cardboard boxes to reusable crates. This sustainable solution is already reducing our waste packaging and will save us an estimated 14,500 boxes per year through this project alone – that's the equivalent of nine tonnes of cardboard!



19%

reduction in total waste
across all our hotels
globally since 2020

OUR PLANET – CONTINUED

Water

With demand for water already exceeding supply in many parts of the world, it's important **we continue to limit the amount we use in our hotels and also help ensure a clean, reliable supply for our communities.**



Conserve water and help secure water access in those areas at greatest risk

Our 2030 commitments:

- Implement tools to reduce the water footprint of our hotels;
- Mitigate water risk through stakeholder collaboration to deliver water stewardship at basin level;
- Collaborate to ensure adequate water, sanitation, and hygiene (WASH) conditions for our operating communities.

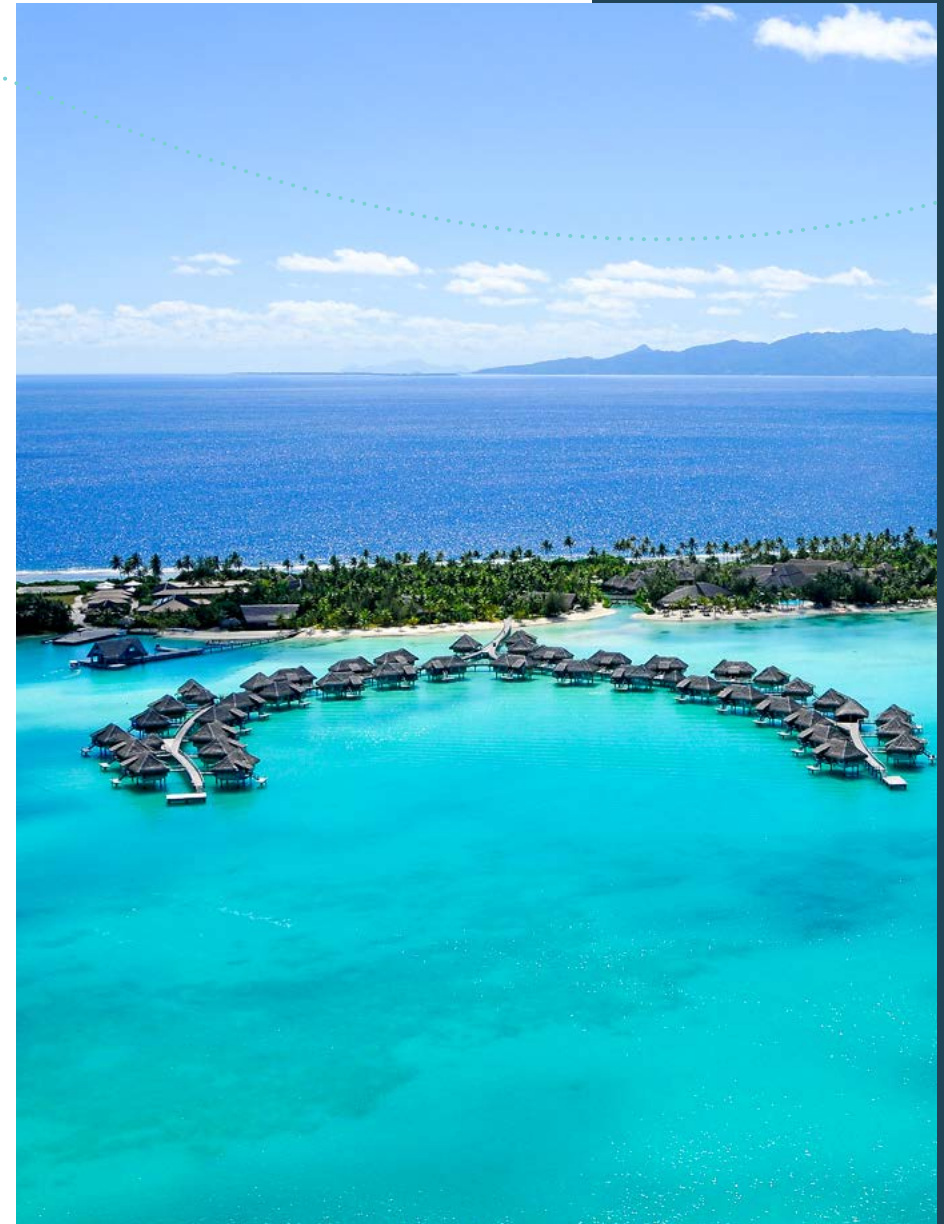
Supporting the UN SDGs:



Water stress impacts more than 40% of the global population, and according to the UN, this figure is set to rise in the coming years. Operating and growing sustainably as a business means only using our fair share of water, so we work to incorporate water-efficiency measures into both our existing hotel operations and new properties to preserve and conserve this precious resource.

Each of our hotels has a water-reduction target, and, as part of the IHG Green Engage system, has 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, which has been developed through our work with Schneider Electric in 2021.

We have taken important steps to achieve our water-reduction targets, but recognise that while consumption in our hotels fell by 13% in 2021, this was primarily driven by the reduced occupancy in some markets due to the ongoing pandemic.



OUR PLANET – CONTINUED

Putting stewardship into practice

We have been a member of the Alliance for Water Stewardship (AWS) for three years, during which time we have worked together to undertake a comprehensive water risk assessment of our open and pipeline hotels to identify risks related to quantity and quality.

The projects have seen us work closely with the InterContinental Hayman Island Resort and the InterContinental Shenzhen Dameisha Resort (see case study opposite) to improve water efficiency, with our membership of the AWS helping us to apply rigour to our actions and extend what we have learnt to different hotel designs and destinations. This led us to develop water stewardship action plans for six key hotels in water-stressed areas and this year we made continued progress with our final two projects.

WASH

Access to clean water is a problem that affects many communities in which our hotels operate. In 2021, 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. Moving forward, we will use this information to prioritise where to focus hotel water efficiency along with our water stewardship and WASH engagement activities.

During the year, IHG worked with Water.org to support accelerating the end of the global water and sanitation crisis. As of 31 December 2021, IHG's funding for Water.org contributed to helping reach 15,000 people in India, Indonesia and Mexico with access to clean water – countries whose WASH conditions are ranked as high risk. We achieved this through Water.org's WaterCredit model – a market-driven approach that offers people living in poverty small, affordable loans, giving them an opportunity to be part of their own solution.

Recognising the need to move quickly, we have continued to work with others to drive progress. We have been part of the UN CEO Water Mandate since 2019, which represents a pledge to six core commitments that mobilises business leaders on water, sanitation and the UN SDGs. As part of our involvement, we are also members of the Water Resilience Coalition, which aims to elevate global water stress to the top of the corporate agenda and preserve the world's freshwater resources through collective action and ambitious, quantifiable commitments. This has informed our work to identify and manage water supply.

Our performance

We reduced our global water footprint by 13% in 2021 compared with 2019 while our water use per room night increased by 9%, largely due to reduced occupancy rates as a result of the pandemic.

This increased usage across our growing estate is due to the fact there are so many uses for water in our hotels regardless of the number of guests, particularly in our resorts and larger properties. This includes swimming pools, leisure facilities and irrigation for landscaping, which means that water consumption does not decrease at the same rate as occupancy.

We are committed to conserving as much of this precious resource as possible – particularly in water-scarce areas – and through insights gained from water stewardship projects and data collection from our hotels, we will develop a global strategy for water management during 2022.

→ Please see our [2021 ESG Databook](#) for more details of our water consumption data.

Case study**Water stewardship in China**

IHG selected the InterContinental Shenzhen Dameisha Resort as the site of its second water stewardship project in China, following the completion of our project in Beijing.

The city was chosen for its location in the Pearl River Delta sub-catchment of the Pearl River Basin, which is facing a severe gap in clean water supply and demand. Shenzhen's concrete skyscrapers make it prone to flooding

because rain is not as easily absorbed and dirty flood water can contaminate the supply of fresh water.

Having already installed water-efficient fixtures and fittings, the hotel sought other water-saving ideas through IHG's partnership with the AWS, which assessed its usage and created a tailored sustainability strategy. It also helped establish partnerships with NGOs and other organisations, so solutions could be found for the local community, with the idea of a sponge city being explored, where vegetation is planted on rooftops to absorb and filter rainwater for a cleaner supply.



OUR PLANET – CONTINUED

Biodiversity

Protecting our precious species and their habitats is vital to our planet, so **we're working to determine the biodiversity risk of all our hotels** to ensure they have a positive impact on the world around them.

Biodiversity and nature touch every aspect of our lives and it's essential that we operate and grow responsibly to keep the disturbance of animals, plants and their natural habitats to a minimum.

The travel and tourism sector must tread carefully to avoid having a detrimental effect on its natural surroundings, but if managed correctly, biodiversity can flourish.

The actions we take to deliver our Journey to Tomorrow plan will help protect the biodiversity of our planet – whether through water conservation, increasing our purchase of goods and services with a positive environmental impact or decarbonising our hotels.

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.

This year, we conducted a biodiversity gap analysis against the requirements for biodiversity reporting in various frameworks such as SASB and GRI. This highlighted the importance of establishing a baseline of our biodiversity risk across all our hotels and regions. Work on this has already begun, utilising the Integrated Biodiversity Assessment Tool (IBAT) to map out IHG's current biodiversity risk globally. This will provide us with a baseline number of IHG hotels located in or near protected areas, Key Biodiversity Areas and proximity to the International Union for Conservation of Nature (IUCN) Red List of Threatened Species.

We ultimately want to use the Species Threat Abatement and Recovery (STAR) metric to measure biodiversity and help identify actions that can protect threatened species. STAR will help IHG to identify ways we can nurture threatened species and set data-driven targets that will enable us to measure our progress in protecting nature and biodiversity.

Case study

Preserving natural beauty in the Maldives

At the InterContinental Maldives Maamunagau Resort, protecting and preserving the local lagoon and surrounding ocean is a top priority.

Through collaboration with the Manta Trust, the hotel follows a specific action plan to protect its beautiful surroundings for the community, which includes a number of innovative energy and waste-saving measures.

Solar panels produce 8% of the resort's energy, which provides a 365 tonne reduction in carbon each year, while compost is produced from organic waste to prevent spices and food colouring from entering the ocean and potentially damaging marine life.

There's also a machine onsite to crush glass so it can be used alongside aggregate when mixing concrete for building works and there's even a water ultrafiltration system that can purify up to 155,000 litres a day for use in the hotel.



The hotel's work with the Manta Trust supports conservation efforts by the Maldivian Manta Ray Project, allowing researchers based at the resort to learn more about the species so it can be protected. Guests are invited to join the resort's educational presentation, which is held by an in-house marine biologist, so they can discover more about the conservation work being done for manta rays, while they're also given the opportunity to swim alongside these gentle giants during group or private snorkelling excursions.



Appendix

Stakeholder engagement

We collaborate and engage with a wide range of stakeholders to ensure we work effectively towards common goals and **create shared value**.

Guests and corporate clients

Why we engage

Our guests and corporate clients are increasingly wanting to see clear evidence of how we are minimising our impact on the environment and driving positive change within our communities.

2021 engagement

- Board and Executive Committee reviews of guest proposition and loyalty offer
- Guest surveys
- Targeted stay campaigns, loyalty promotions and stay experience improvements
- Nine contact centres supporting guests in seven countries, with 2,700 sales and service agents speaking 12 languages
- Continued evolution of Meet with Confidence programme for corporate clients
- Continued to report our sustainability data to EcoVadis and CDP annually, and share this information with our corporate clients
- Engage with third parties across the travel ecosystem regarding initiatives to help promote the visibility of sustainability information for travel managers, business travellers and leisure guests
- Through the IHG Rewards Catalog, we provide our IHG Rewards members with the opportunity to donate their points to support the efforts of nonprofit organisations around the world

Hotel owners

Why we engage

Thousands of owners not only choose our brands based on the strong returns they provide, but also on how we look after the world around us, and working closely together to reach our targets is pivotal to our shared success.

2021 engagement

- Carried out a number of review meetings with hotel owners covering operational, strategic and industry trend updates
- Established a Global Environmental Sustainability Committee with the IHG Owners Association.
- Ensuring utility data is automatically captured across all hotels
- Training and creating opportunities to work with expert organisations to reduce food waste and costs across our hotels
- Access to green solutions via our Green Engage environmental management platform
- Ongoing owner communications about the steps we're taking to minimise our environmental impact, including collaboration with IHG Owners Association
- Brand standards evolved or removed to help minimise single-use items in guest rooms and control costs
- Sourcing new suppliers for a range of bulk amenities across our brands

Our people

Why we engage

Our actions as a responsible business help us recruit and retain our talented employees working in our corporate offices, reservation centres and managed hotels, with their diverse opinions helping to shape our approach.

2021 engagement

- Progress against DE&I commitments, including rollout of conscious inclusion training, introduction of an Inclusion metric and the development of key programmes to promote diversity in our leadership
- Increased focus on employee wellbeing, including mental health support, recharge days and updating Global Flexible Working Guidelines with hybrid working principles
- Open forums for employee engagement, including senior leader Q&A sessions, Hackathon and Employee Engagement survey
- Reinstatement of bonus and annual salary increase for corporate employees
- ERGs expanded to 1,300 members globally, including the introduction of a new Think Green group in 2021

NGOs, governments and community groups

Why we engage

We engage with NGOs, governments and community organisations to ensure the programmes and policies we have in place meet the needs of our guests, communities and owners.

2021 engagement

- Collaboration with government, peers and across industries to ensure a responsible recovery
- IHG played a leading role for the hospitality industry at COP26 in Glasgow in November 2021, which focused on how governments, businesses and civil society can work together to tackle climate change
- First hotel company to join the US Department of Energy's Better Buildings Low Carbon pilot programme
- Continued close collaboration with international and local charities and NGOs to support our communities in times of natural disaster and throughout the pandemic
- Industry collaboration on human rights and labour conditions in specific markets
- Support for colleagues and their families through our Colleague Disaster Relief Assistance Fund
- Launch of new virtual learning platform IHG Skills Academy

STAKEHOLDER ENGAGEMENT – CONTINUED

Shareholders
and investors**Why we engage**

Our shareholders are making an increasing number of investment decisions based on ESG factors, so it's important we regularly engage with and inform them of our responsible business practices and progress.

2021 engagement

- Regular roadshow investor meetings and participation with investor conferences by Executive Directors, Senior Leaders and Investor Relations to provide updates on our progress
- Consultations between the Chair of the Remuneration Committee and institutional investors and proxy vote advisors Responding directly to investor enquiries
- Hosting ESG-specific updates for investors, such as setting out our Journey to Tomorrow responsible business plan
- Embracing an ever-evolving ESG agenda by participating in surveys and working with ratings agencies and other key organisations, including ShareAction, MSCI, Sustainalytics, CDP, S&P Dow Jones Sustainability Index, ISS and FTSE Russell

Suppliers

**Why we engage**

The provision of goods and services by suppliers is critical to our ongoing operations and we want to ensure we engage with those who share our commitment to responsible business.

2021 engagement

- Refreshed due diligence questionnaire to help ensure our suppliers maintain good practices in relation to governance, labour practices and the environment within their own operations and supply chains
- Working closely with suppliers as part of our tendering processes to better understand their responsible business activities
- Revised payment processes for small companies that supply IHG in the UK to ensure prompt payment
- Increased collaboration with sustainable suppliers and alignment with our Journey to Tomorrow ambitions
- Worked with Business in the Community and other organisations on A Uniform Approach report, which defined procurement principles for sustainable professional clothing

Industry
associations**Why we engage**

Collaboration across the industry is key to ensuring that we all work towards common goals to accelerate our progress against our targets.

2021 engagement

- Continued membership of organisations that drive positive change, including the Sustainable Hospitality Alliance, the World Travel and Tourism Council (WTTC) and 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
- IHG signed up to the CBI's Change The Race Ratio campaign, which is focused on promoting racial and ethnic diversity at board and senior management levels
- 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

Academic
institutions**Why we engage**

A thought leader within the travel and tourism industry, we regularly collaborate with academic institutions to share best practice and contribute to the development of responsible business solutions for our industry and beyond.

2021 engagement

- Collaborate with academic experts to explore solutions for sustainable tourism, including researching the environmental impact of textiles across the value chain
- Our IHG Academy programme engages with academic institutions across the globe to supplement classroom-based learning for students
- IHG continues to support Historically Black Colleges and Universities (HBCUs) in the US through financial investment and corporate outreach initiatives.
- We developed a corporate partnership centered on early careers and developing a pipeline of top-talent in the hospitality industry with Morehouse College, the alma mater of Dr. Martin Luther King, Jr. and Clark Atlanta University, both located in Atlanta, GA (IHG Americas Headquarters)

Materiality matrix

To inform the development of our Journey to Tomorrow plan, we undertook a detailed **materiality assessment to identify and prioritise key responsible business issues relating to our core business activities**. Our materiality process adhered to best practice external standards and frameworks, including the GRI Standards, DJSI, SASB and Stakeholder Capitalism Metrics.

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 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.

From a reporting perspective, we only cover issues that are deemed to be of a medium to high importance to our business. Each issue is covered within this report.

The assessment was conducted in 2020 and, as we see increasing changes across many areas of the ESG landscape, we will look to reassess it to make sure our actions are tailored to reflect the most up-to-date insights.



Culture

- 1** Cybersecurity and information governance
- 2** Responsible attitudes and ethics
- 3** Responsible business governance
- 4** Responsible procurement

People and communities

- 5** Safety and security
- 6** Training and development
- 7** Diversity and inclusion

8 Employee wellbeing

- 9** Human rights
- 10** Socio-economic impact
- 11** Respecting local cultures
- 12** Community activities

Planet

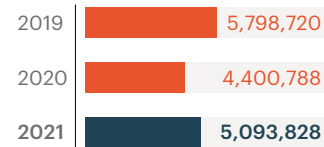
- 13** Energy and carbon
- 14** Waste
- 15** Water

ENVIRONMENTAL
PERFORMANCE DATA

How we performed in 2021

Carbon footprint

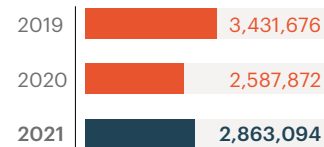
Total emissions (tCO₂e)



Scope 1 Total emissions (tCO₂e)



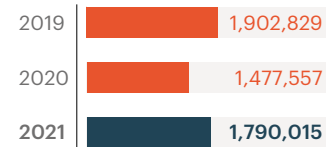
Scope 3 Total emissions (tCO₂e)



Emissions Intensity (kgCO₂e per room night)



Scope 2 location based Total emissions (tCO₂e)



2021 total energy consumption (MWh)

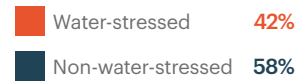
Energy consumption	Entire estate including managed, owned and leased hotels and offices	Managed, owned and leased (hotels and offices)	Franchised hotels
Fuel	4,525,761	1,941,261	2,584,500
Electricity	6,621,527	2,925,959	3,695,568
Cooling	280,582	236,491	44,091
Heat	202,045	131,202	70,842
Steam	167,461	124,213	43,248
Renewables	12,735	6,704	6,031
Electricity produced	16,616	1,730	14,886
Other produced	23,932	7,554	16,378
Total	11,850,659	5,375,114	6,475,544

ENVIRONMENTAL PERFORMANCE DATA

How we performed in 2021 continued

Water

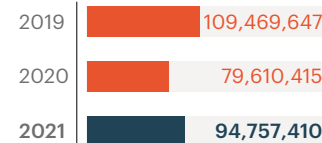
IHG's water use in water-stressed and non-water-stressed regions across the estate (%)



IHG's water use per occupied room across the global estate (m³)



IHG's total water consumption across the global estate (m³)



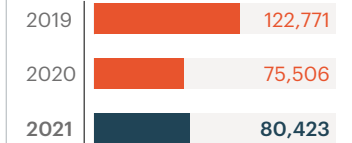
Waste

IHG's total waste (metric tonne)

General waste



Food waste (not recycled)



Recycling



Composting



Total waste

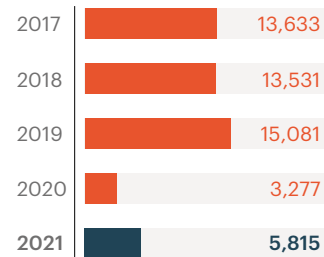


SOCIAL
PERFORMANCE DATA

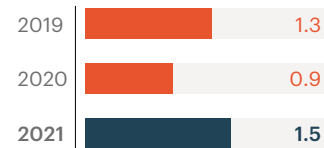
How we performed in 2021 continued

Community support

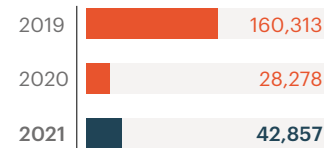
Individuals provided with
hospitality skills training
through the IHG Academy



Total funds donated
to community
impact projects (\$m)
(\$m)



Colleagues supporting
community impact
projects



Gender Diversity

Gender profile of employees

As at 31 December 2021	Male	Female	Total
Directors	7	5	12
Executive Committee	7	3	10
Executive Committee direct reports	33	22	55
Senior managers (including subsidiary directors)	81	29	110
All employees (whose costs were borne by the Group or the System Fund)	4,679	6,482	11,161

IHG HOTELS & RESORTS



REGENT



VIGNETTE
COLLECTION

KIMPTON
HOTELS & RESTAURANTS

HOTEL
INDIGO

VOCO



CROWNE PLAZA



avid

ATWELL
SUITES



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