

IHG[®]

HOTELS & RESORTS



Holiday Inn – Dubai

Environmental, Social and Governance Databook

March 2021

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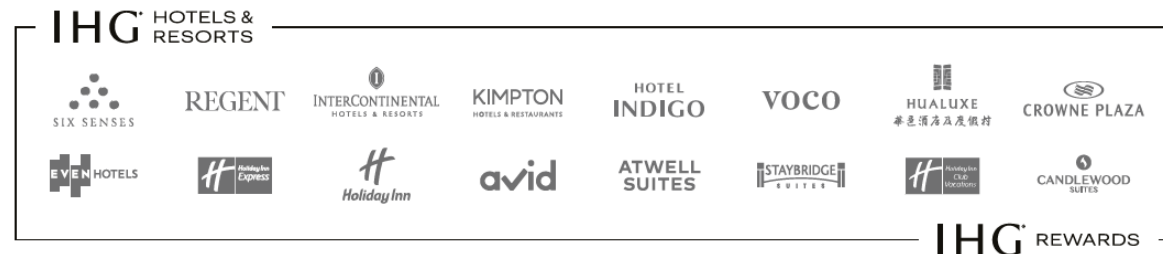
Introduction

This databook provides a consolidated overview of IHG's ESG performance data. Metrics included cover activities during the period 1 January to 31 December, 2020 and previous years as indicated.

Performance data included in this databook is discussed further in the [2020 Responsible Business Report](#) and [2020 Annual Report and Form 20-F](#).

Global presence

	Franchised	Managed	Owned, leased and managed leased	Total
Americas	4,105	187	6	4,928
EMEA	774	358	17	1,149
Greater China	126	391	-	517
Total system size	5,005	936	23	5,964
Pipeline	1,310	504	1	1,815



Governance

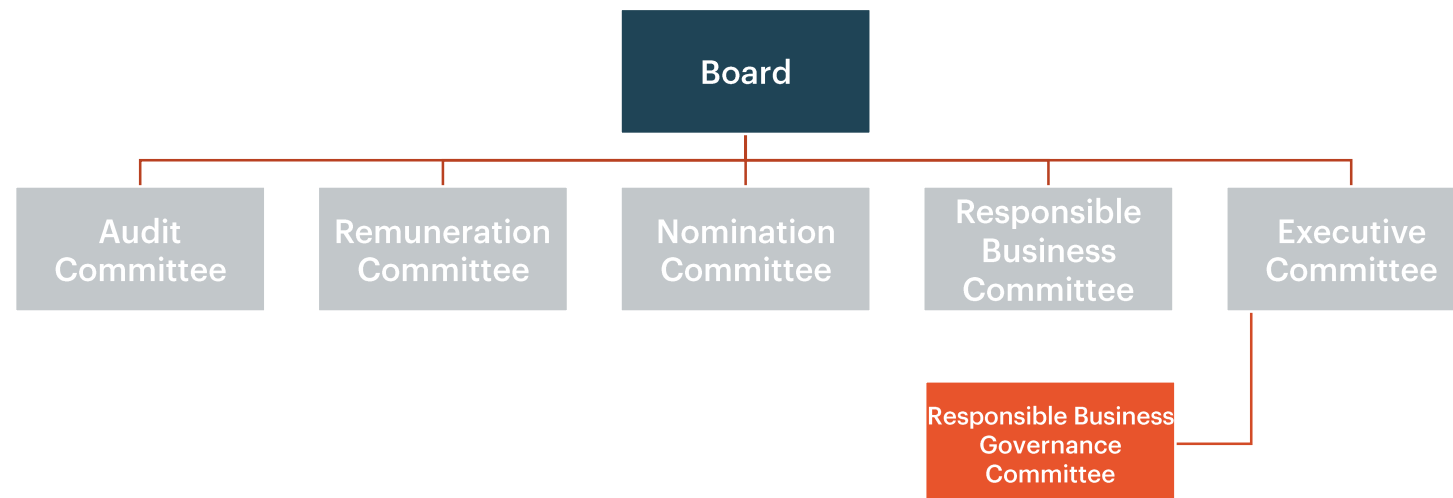
Responsible business governance

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

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

The Committee meets three times a year and in 2020 it was chaired by Jill McDonald, a Non- Executive Director (NED). Other NEDs who sit on the committee are Anne Busquet, Luke Mayhew, Arthur de Haast and Sharon Rothstein. At the end of 2020, Luke Mayhew stood down from the IHG Board and Responsible Business Committee and Duriya Farooqui joined the IHG Board and its Responsible Business Committee. The Group's Executive Vice President of Global Corporate Affairs and Vice President of Global Corporate Responsibility attend all meetings and our Group Chair and CEO attended all meetings in the year.

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



ESG ratings

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

In addition to engaging with the organisations below, we are also rated by ISS ESG and Bloomberg.



In, 2020 IHG received an AA rating (on a scale of AAA-CCC)



In, February 2021, IHG received a rating of “low” ESG risk from Sustainalytics



For the fourth consecutive year, IHG is proud to have been listed in the World and European Dow Jones Sustainability Index (DJSI)



IHG is listed as a constituent of the FTSE4GOOD Index



We respond annually to CDP Climate and Water questionnaire. In 2020 we scored C for Climate and B for Water.



IHG participates in the Workforce Disclosure Initiative (WDI).

Polices and reporting

Copies of all of our key reports, current and archived, can also be found at ihgplc.com

Policies

Code of Conduct

Bribery and anti-corruption

Gifts and entertainment

Inside information and insider dealing

Safety and security

Political activities

Handling personal data

Freedom of association

Discrimination

Human rights

Supplier Code of Conduct

Privacy policy

Diversity and inclusion

Approach to tax

Cage free egg commitment

Environment

Communities

Reporting

2020 Annual Report and Form 20-F

2020 Responsible Business Report

2020 UK Modern Slavery Statement

2019 UK Gender Pay Gap Report

United Nations CEO Water Mandate

United Nations Global Compact

CDP Climate

CDP Water

Position statements

Country by country tax reporting

IHG does not publicly disclose its tax position by territory due to the challenges of making such information relevant and meaningful for its stakeholders. This is particularly the case due to the number of countries in which we operate and the complexities of our operating model.

Gambling

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

Shipbreaking

IHG owns, leases, manages and franchises 5,964 hotels in more than 100 countries. IHG does not own, lease, manage or franchise assets or brands associated with cruise lining or shipping.

Political activities

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

Nutrition and responsible consumption

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

ENVIRONMENTAL DATA

Carbon methodology

We have worked with external consultants to give us an up-to-date picture of IHG's carbon footprint and assess our performance over time. To calculate our emissions, they use the GHG Protocol Corporate Accounting and Reporting Standard methodology and refer to other existing and emerging definitions, methodologies and standards, as relevant. Our consultants use utility consumption data as reported by hotels on the IHG Green Engage™ system, complete outlier checks as necessary, apply sampling and extrapolation methodology to estimate our global energy use and apply the appropriate emission factors to calculate our GHG emissions. For 2020, the sample covered 311 (88%) of our 354 UK hotels and 4,649 (79%) of our 5,922 global hotels with occupancy during the reporting period 2017-2020.

Global sample size was smaller in 2020 than in 2019 (92%), due to the impacts of Covid-19 on our hotels and their capacity to report utility data. Any missing datapoints for energy use in 2020 have been filled using average consumption per room night from the nearest 12 months period. Region-brand, regional and global average consumption per room night were calculated for each fuel type and outliers were identified by comparison to the median of the relevant region-brand group. Consumption data has been estimated for non-reporting hotels based on region-brand average consumption per room night, applied to a hotel's number of room nights. This ensures that all hotels have a consumption figure corresponding to their occupied room nights. As IHG's system size is continually changing, 2019 and 2018 data have been restated.

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

Environmental data – GHG Emissions

Global	2020	2019	2018
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	342,504	491,740	481,047
Scope 2 Indirect emissions - purchased energy (tCO2e)	1,529,400	2,014,868	1,926,948
Scope 3 Indirect emissions - franchised hotels (tCO2e)	1,904,006	2,689,433	2,714,512
Total GHG emissions (tCO2e)	3,775,909	5,196,041	5,122,507

Greater China	2020	2019	2018
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	161,692	216,382	209,648
Scope 2 Indirect emissions - purchased energy (tCO2e)	750,968	858,349	798,403
Scope 3 Indirect emissions - franchised hotels (tCO2e)	102,333	107,083	79,415
Total GHG emissions (tCO2e)	1,014,994	1,181,814	1,087,465

Americas	2020	2019	2018
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	57,255	76,210	73,261
Scope 2 Indirect emissions - purchased energy (tCO2e)	110,203	162,678	172,640
Scope 3 Indirect emissions - franchised hotels (tCO2e)	1,435,685	1,970,656	2,015,353
Total GHG emissions (tCO2e)	1,603,143	2,209,544	2,261,254

EMEA	2020	2019	2018
Scope 1 Direct emissions - fuel use and refrigerants (tCO2e)	123,537	199,148	198,138
Scope 2 Indirect emissions - purchased energy (tCO2e)	668,228	993,842	955,905
Scope 3 Indirect emissions - franchised hotels (tCO2e)	365,988	611,693	619,744
Total GHG emissions (tCO2e)	1,157,772	1,804,683	1,773,788

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

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

Environmental data – Carbon & Energy

Total energy consumption (owned, leased and managed lease hotels)

	2020 (MWh)	2019 (MWh)	2018 (MWh)
Fuel	1,516,382	2,098,225	2,053,809
Electricity	2,569,043	3,281,914	3,114,495
Heat	155,893	196,782	169,851
Steam	97,270	132,887	110,911
Cooling	98,519	154,479	151,566
Renewable energy	9,176	13,647	9,762
Electricity produced	2,192	2,477	4,206
Other produced	7,915	4,570	4,877
Total energy	4,456,390	5,884,981	5,619,477

Carbon intensity (Scope 1 and 2)

Metric denominator	2020	2019	2018
kgCO2e per occupied room*	31.7	26.6	27.9
tCO2e per \$000 revenue	0.35	0.21	0.21

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

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

Environmental data – Water

Total water use (M³)

	2020	2019	2018
Americas	39,727,094	55,414,456	54,339,792
EMEA	19,373,880	32,082,970	30,731,918
Greater China	20,769,557	24,737,805	22,358,726
Global	79,870,531	112,235,231	107,430,435

Total water use per room night (M³)

	2020	2019	2018
Americas	0.53	0.48	0.49
EMEA	0.79	0.59	0.61
Greater China	1.06	0.97	1.01
Global	0.67	0.58	0.59

Total water use by water risk (M³)

	2020	2019	2018
Non-water scarce areas	45,369,585	61,481,497	56,338,692
Water-scarce areas	34,500,946	50,753,734	51,091,743
Global estate	79,870,531	112,235,231	107,430,435

Methodology: We have worked with external consultants to give us an up-to-date picture of IHG's water consumption and assess our performance over time. Water consumption data was extracted from IHG's global environmental reporting platform, IHG Green Engage, for all hotels that reported both room nights and water use in m³ (purchased water + generated water). Where a hotel had occupied room nights in Q4, but no reported water use, the average water use per room night from the previous four quarters was used as a proxy and multiplied by the number of room nights in Q4 for which there was no reported water use. All months with data gaps for previous reporting years were estimated for water use using the same method described above. Outlier data was removed from the sample - this was determined to be hotels with total water use more than five times the median water use for hotels in the specified group or less than 20% of the median water use for hotels in the specified group. Monthly reported figures were aggregated to annual water use for each hotel (aggregated year runs from 1 January 2020 to 31 December 2020). These volumes were combined to produce average water use per room night by hotel group and year. Each average was calculated from the total water purchased or generated in the group sample, divided by the total room nights in the group sample. The hotel group aimed for was region-brand, but for some of these groups there were no reporting hotels in the sample, so region was used in these cases.

Environmental data – Waste

Total waste

	2020 (MT)	2019 (MT)	2018 (MT)
General waste	305,369	473,396	492,060
Food waste	74,186	123,440	128,929
Recycling	55,109	104,513	98,836
Composting	3,698	11,749	11,166
Total waste	438,362	713,099	730,992

Total waste per room night

	2020 (kg)	2019 (kg)	2018 (kg)
General waste	2.90	2.44	2.63
Food waste	0.82	0.69	0.65
Recycling	0.52	0.57	0.51
Composting	0.05	0.07	0.08
Total waste	4.29	3.77	3.87

Methodology: We have worked with external consultants to give us an up-to-date picture of IHG's waste production and management and assess our performance over time. Waste data has been extracted from IHG's global environmental reporting platform, IHG Green Engage, for the period 1 January 2020 to 31 December 2020. Waste data was extrapolated by the external consultancy based on occupied room nights, to represent the IHG estate of hotels in the system as at 31 December 2020. Hotels reporting waste production below 500g or above 50kg per room night were excluded from the sample and assumed to be outliers. The data sample for waste calculations was limited – 36% of hotels with occupied room nights reported waste data for 2020, the remaining 64% was estimated. The final sample (excluding outliers) covers 23% of hotels with occupied room nights.

SOCIAL DATA

Social data

OUR PEOPLE AND
COMMUNITIES

Employee engagement

	2020	2019	2018
Employee engagement score	79.0 ^a	79.0 ^a	75.0 ^a

Number of people participating in IHG Academy programmes

	2020	2019	2018
Number of people	3,277 ^b	15,081	13,531

Total funds donated to community impact projects

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

Colleagues supporting community impact projects

	2020	2019	2018
Number of colleagues	28,278 ^b	160,313	139,942

Total number of hours volunteered by colleagues

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

Gender profile of employees

	Total	Female	Male
Board Directors	13	5	8
Executive Committee	10	3	7
Executive Committee direct reports	60	23	37
Total number of employees (whose costs were borne by the Group or System Fund)	12,832	7,084	5,748

^a Due to the complexity of survey administration in hotels during the pandemic the employee engagement survey process was amended. The 2020 score reflects the results of a single survey and includes employees in corporate, reservations offices and general managers (in managed hotels). Prior results from 2017 to 2019 have been restated for comparability to exclude the results of surveys from the managed estate, other than general managers. The 2016 survey results could not be restated.

^b Due to impacts of Covid-19 on our industry, our community engagement programmes were altered.

REPORTING AGAINST GRI, SASB AND SCM

Reporting against GRI, SASB and SCM

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

1. Global Reporting Initiative (GRI)

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

2. Sustainability Accounting Standards Board (SASB)

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

3. Stakeholder Capitalism Metrics (SCM)

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

GRI

General Disclosures

GRI Indicator	Description	Response	Reference
102-1	Name of the organisation	InterContinental Hotels Group.	2020 Annual Report and Form 20-F
102-2	Activities, brands, products and services	<p>IHG is one of the world's leading hotel companies, with thousands of colleagues working across more than 100 countries. Our purpose is to provide True Hospitality for Good — striving to make a difference every day to our colleagues, guests, communities and the world around us. By caring for our guests and colleagues, recognising and respecting one another, protecting the environment and giving back to our communities, we deliver our purpose of True Hospitality for Good.</p> <p>Our strategy focuses on growing our portfolio of differentiated hotel brands at scale in high-value markets to deliver long-term value for both IHG and our stakeholders. Whether we franchise to, or manage hotels on behalf of hotel owners, depends largely on market maturity, owner preference and in certain cases the hotel brand.</p> <p>Our brands: Six Senses Hotels Resorts Spas, Regent Hotels & Resorts, InterContinental® Hotels & Resorts, Kimpton® Hotels & Restaurants, Hotel Indigo®, EVEN Hotels®, HUALUXE® Hotels and Resorts, Crowne Plaza® Hotels & Resorts, voco™, Holiday Inn® Hotels & Resorts, Holiday Inn Express®, Holiday Inn Club Vacations®, avid™ hotels, Staybridge Suites®, Atwell Suites™ and Candlewood Suites®.</p>	2020 Annual Report and Form 20-F 2020 Responsible Business Report
102-3	Location of headquarters	Broadwater Park, Denham, Buckinghamshire, UB9 5HR, United Kingdom.	Regional headquarters
102-4	Location of operations	At the end of 2020, we have hotels operating in more than 100 countries.	2020 Annual Report and Form 20-F
102-5	Ownership and legal form	<p>The Company is a public limited company incorporated and domiciled in the UK. The Company's ordinary shares are publicly traded on the London Stock Exchange and it is not under the control of any single shareholder.</p> <p>We are a member of the FTSE 100 index, with a secondary listing on the New York Stock Exchange, via an ADR programme.</p>	2020 Annual Report and Form 20-F (p.75, 204)
102-6	Markets Served	<p>We have hotels operating in more than 100 countries. Our operations are grouped into three business regions:</p> <ul style="list-style-type: none"> • Europe, Middle East, Asia and Africa (EMEAA) • Greater China (GC) • Americas (AMER) 	2020 Annual Report and Form 20-F

General Disclosures

GRI Indicator	Description	Response	Reference
102-7	Scale of the organisation	As of 31st December 2020 there were, 5,964 IHG-branded hotels open globally & a further 1,815 in our development pipeline.	2020 Responsible Business Report About IHG® Hotels & Resorts (p.6)
102-8	Information on employees and other workers	<p>As a result of our hotel estate being predominately franchised, the majority of people who work at IHG-branded hotels are not employed by IHG. In franchised hotels, IHG does not control the day-to-day operations of the hotels, including the employment policies, practices, terms and conditions. However, both IHG and its third-party owners are committed to delivering a consistent brand experience, conducting business responsibly and upholding our purpose of providing True Hospitality for Good.</p> <p>Thousands of colleagues work across our estate of 5,964 hotels. However as of 31 December 2020 IHG directly employed 12,832 people worldwide, including individuals employed in our corporate offices, central reservations offices and owned and managed hotels.</p>	2020 Responsible Business Report Our workforce (p.7)
102-9	Supply chain	We aim to work with suppliers who share our commitment to operating responsibly. Due to our operating model, our supply chain activities are complex, but can be split into two categories: corporate and hotel. Our corporate supply chain covers categories including technology, marketing services, HR services and other professional services, such as management consultancy. Procurement of goods and services for hotels includes items required for opening, renovating and operating a hotel. 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 independent supply chains. IHG provides hotel procurement support in the Americas, Greater China and many countries within EMEAA. The IHG Procurement team enables programmes and buying platforms for responsibly sourced goods and services, leveraging the scale of our system for our independent owners and their hotels.	2020 Responsible Business Report Our suppliers (p.7)
102-11	Precautionary principle or approach	<p>We are an ambitious company, with a clear strategy to strengthen and grow our hotel brands around the world by investing in the right guest experiences and technology, and driving owner returns. How we achieve that growth is equally important to us, which is why we've refreshed our strategy, IHG made "Caring for our people, communities and planet" one of four strategic priorities for the company.</p> <p>Our responsible business strategy is continually reviewed and refreshed, building on reflections from the Covid-19 pandemic, as well as more formal insights from our materiality and risk assessments, stakeholder engagement and external frameworks such as the United Nations Sustainable Development Goals.</p>	2020 Responsible Business Report Our strategy (p.10)

General Disclosures

GRI

GRI Indicator	Description	Response	Reference
102-12	External initiatives	<ul style="list-style-type: none"> • UN Sustainable Development Goals • UN Global Compact • UN Global Compact CEO Water Mandate • 2030 Science-Based targets • Taskforce for Climate-Related Financial Disclosures • BITC Race at Work Charter • CEO Action for Diversity & Inclusion • The Valuable 500 	2020 Responsible Business Report
102-13	Membership of associations	<p>We participate in a number of public-private forums and are engaged in several strategic partnerships spanning the areas of human rights, employability and disaster relief:</p> <ul style="list-style-type: none"> • Business for Social Responsibility (BSR) • Sustainable Hospitality Alliance • Business in the Community (BITC) • Global Business Travel Association (GBTA) • Global Sustainable Tourism Council (GSTC) • American Hotel & Lodging Association (AH&LA) • Alliance for Water Stewardship (AWS) • Water-Resilience Coalition • UK Hospitality 	2020 Responsible Business Report
102-14	Statement from senior decision-maker	Chair (Patrick Cescau) Chief Executive Officer (Keith Barr)	2020 Responsible Business Report (p.4-5)
102-15	Key impacts, risks and opportunities	In 2020, we undertook a detailed materiality assessment to identify and prioritise the key responsible business issues relating to our core business activities. Our materiality process adhered to best practice external standards and frameworks, including GRI Standards, DJSI, SASB and the WEF IBC Metrics. The scope of the assessment covered all areas of our business model, while taking into account our asset-light structure and principal risks.	2020 Responsible Business Report Materiality (p.12)
102-16	Values, principles, standards, and norms of behaviour	<p>Our success and reputation are dependent on our commitment to our values, Code of Conduct, principles, policies, and monitoring and assurance processes. Combined they ensure that we continue to build trust with all our stakeholders, and deliver our purpose of providing True Hospitality for Good.</p> <p>The cornerstone of our culture is the IHG Code of Conduct (Code), which sets out our commitment to operating honestly and with the highest ethical standards. The Code helps us act responsibly and sets out the value we place on being trusted by our colleagues and guests, those who do business with us, and the communities we work in. It is an introduction to our key global policies, including those on human rights, diversity and inclusion, accurate reporting, information security, antibribery and the environment.</p>	2020 Responsible Business Report

General Disclosures

GRI Indicator	Description	Response	Reference
102-17	Mechanisms for advice and concerns about ethics	It is extremely important that our employees and any person with a relationship to IHG, including our suppliers and their workers, feel comfortable reporting ethical concerns. To facilitate this, we have a confidential reporting channel that provides employees, guests and all those with whom we do business a means to share any ethical concerns they may have. Employees are made aware of this through regular internal communications, including posters displayed in staff areas, training, as well at ihgethics.com, our dedicated website.	2020 Responsible Business Report Responsible attitudes & ethics (p.19)
102-18	Governance structure	<p>The Board establishes the Group's purpose, values and strategy, and is responsible for promoting the long-term sustainable success of the Group.</p> <p>The Board is supported by its Principal Committees, namely the Audit Committee, Responsible Business Committee, Nomination Committee and Remuneration Committee, to assist it in carrying out its functions, overseeing the delivery of strategic objectives and driving sustainable value for shareholders and considering the impacts on, and interests of, other stakeholders.</p> <p>Our Group Responsible Business Committee reviews IHG's responsible business objectives and strategy, including its impact on environmental, social, community and human rights issues; its approach to sustainable development and responsible procurement; and how it engages with key stakeholders in relation to its approach to responsible business. Key considerations and recommendations are then shared with the Group Board.</p>	2020 Annual Report and Form 20-F Governance (p.72)
102-19	Delegating authority	<p>Our commitment to responsible business starts at the top. Our Board is focused on ensuring we maintain the highest ethical standards of governance to support our culture, values and commitment to conducting business responsibly; and our CEO, Executive Committee and senior leaders make sure it is embedded, measured and upheld on a day-to-day basis.</p> <p>To support our Board and Executive Committee, we have an internal Responsible Business Governance Committee, which comprises of senior leaders from across the business who oversee our day-to-day responsible business activities. This committee includes representatives from teams such as Cybersecurity and Information Security, Procurement, Human Resources, Legal, Operations and Corporate Responsibility.</p> <p>This committee meets quarterly to review the wider ESG agenda, ensure we are on track to meet our external and internal commitments, and to discuss opportunities to advance the agenda. In 2020, the committee has played an important role in reviewing and helping to shape our 2030 Journey to Tomorrow plan.</p>	2020 Responsible Business Report Governance structure (p.11)
102-20	Executive-level responsibility for economic, environmental, and social topics	Jill McDonald is Chair of the Responsible Business Committee, and the committee is responsible for Group's Responsible Business objectives and strategy, including its impact on the environment, social, community and human rights issues, its approach to sustainable development, and stakeholder engagement in relation to the Group's approach to responsible business.	2020 Annual Report and Form 20-F Responsible Business Committee (p.91)

General Disclosures

GRI

GRI Indicator	Description	Response	Reference
102-21	Consulting stakeholders on economic, environmental, and social topics	We collaborate and engage with a wide range of stakeholders to ensure we can work towards common goals and create shared value.	2020 Responsible Business Report Stakeholder engagement (p.15)
102-22	Composition of the highest governance body and its committees	A full report into the composition of our Board and its committees can be found in Governance pages of Annual Report and Form 20-F 2020.	2020 Annual Report and Form 20-F Governance (p.71)
102-23	Chair of the highest governance body	Patrick Cescau is the IHG's Non-Executive Chair of the IHG Board.	2020 Annual Report and Form 20-F
102-24	Nominating and selecting the highest governance body	<p>The Committee reviews the composition of the Board and its Principal Committees, evaluating the balance of skills, experience, independence, knowledge and diversity requirements before making appropriate recommendations to the Board as to any changes. It also ensures plans are in place for orderly succession for both Directors and other senior executives and is responsible for reviewing the Group's senior leadership needs.</p> <p>The Committee's role, responsibilities and authority delegated to it by the Board, including processes in relation to appointments, are set out in its Terms of Reference (ToR), which are reviewed annually and approved by the Board.</p>	2020 Annual Report and Form 20-F Nomination Committee (p.93) Nomination Committee Terms of Reference
102-25	Conflicts of interest	Potential conflicts of interest are reviewed annually, and powers of authorisation are exercised in accordance with the Companies Act and the Company's Articles of Association.	2020 Annual Report and Form 20-F Statement of compliance (p.94)
102-26	Role of highest governance body in setting purpose, values, and strategy	<p>The Board is committed to ensuring that IHG's culture supports its purpose and strategy. The Board oversees and monitors culture through direct engagement and regular agenda items.</p> <p>Our values, led by the Board, Executive Committee and Senior Leaders, underpin our behaviours, guide how we deliver our strategy, make decisions and live our purpose.</p> <p>2020, the Responsible Business Committee reviewed and approved a new set of responsible business commitments and a 10-year Strategy.</p>	2020 Annual Report and Form 20-F Strategic Report (p.2)

General Disclosures

GRI Indicator	Description	Response	Reference
102-28	Evaluating the highest governance body's performance	The Board undertakes either an internal or external annual Board effectiveness evaluation. The last external evaluation was carried out in 2019, so in 2020 an internal Board evaluation was conducted.	2020 Annual Report and Form 20-F Board effectiveness evaluation (p.85)
102-29	Identifying and managing economic, environmental, and social impacts	The Responsible Business Committee reviews and advises the Board on the Group's responsible business objectives and strategy, including its impact on the environment and climate change; social, community and human rights issues; its approach to sustainable development and responsible procurement; and stakeholder engagement in relation to the Group's approach to responsible business. The Committee is also responsible for assessing the Board's engagement with the workforce and the Group's Diversity & Inclusion agenda.	2020 Annual Report and Form 20-F Responsible Business Committee (p.91)
102-30	Effectiveness of risk management processes	The Board is ultimately accountable for establishing a framework of prudent and effective controls, which enable risk to be assessed and managed, and is supported by the Audit Committee, Executive Committee and delegated committees. Our governance framework and Committee agendas establish procedures for Board members to receive information on risk from the Executive Committee and Senior Leaders and a range of other internal and external sources.	2020 Annual Report and Form 20-F Our Risk management (p.34)
102-31	Review of economic, environmental, and social topics	The Responsible Business Committee reviews and advises the Board on the Group's responsible business objectives and strategy, including its impact on the environment and climate change; social, community and human rights issues; its approach to sustainable development and responsible procurement; and stakeholder engagement in relation to the Group's approach to responsible business. The Committee is also responsible for assessing the Board's engagement with the workforce and the Group's Diversity & Inclusion agenda	2020 Annual Report and Form 20-F Responsible Business Committee (p.91)
102-32	Highest governance body's role in sustainability reporting	As per the Terms of Reference of the Responsible Business Committee, the committee reviews the content of the Responsible Business Report, the elements of the annual Strategic Report relating to responsible business and the annual Modern Slavery Statement.	Responsible Business Committee Terms of Reference
102-33	Communicating critical concerns	It is extremely important that our employees and any person with a relationship to IHG, including our suppliers and their workers, feel comfortable reporting ethical concerns. To facilitate this, we have a confidential reporting channel that provides employees, guests and all those with whom we do business a means to share any ethical concerns they may have. Employees are made aware of this through regular internal communications, including posters displayed in staff areas, training, as well as ihgethics.com , our dedicated website.	2020 Responsible Business Report Responsible attitudes & ethics (p.19)
102-35	Remuneration policies	Our policy for Directors' remuneration is set out in the Directors' Remuneration Policy. This was approved at the 2020 AGM. It is intended that the policy will apply for three years from the 2020 AGM; if any amendments need to be made to the policy within that timeframe, it will first be presented to be voted upon by shareholders.	Directors' Remuneration Policy

General Disclosures

GRI

GRI Indicator	Description	Response	Reference
102-36	Process for determining remuneration	The process for determining Directors' remuneration can be found in our Directors' Remuneration Report.	2020 Annual Report and Form 20-F Directors' Remuneration Report (p.96)
102-37	Stakeholders' involvement in remuneration	At the 2020 AGM, we received shareholder approval for our updated Directors' Remuneration Policy, which can be found in 2019 Annual Report and is summarised in the 2020 Annual Report.	2020 Annual Report and Form 20-F Directors' Remuneration Report (p.96)
102-38	Annual total compensation ratio	Details of our CEO pay ratio can be found in our 2020 Annual Report.	2020 Annual Report and Form 20-F Directors' Remuneration Report (p.107)
102-40	List of stakeholder groups	We collaborate and engage with a wide range of stakeholders to ensure we can work towards common goals and create shared value. A full list of our stakeholders can be found in our 2020 Responsible Business Report.	2020 Responsible Business Report Stakeholder engagement (p.15, 16)
102-41	Collective bargaining agreements	A significant number of colleagues at our managed, owned, leased and managed lease hotels (approximately 4,200 in the US, Canada, Mexico, Grand Cayman and Dutch Antilles) are covered by collective bargaining agreements and similar agreements.	2020 Annual Report and Form 20-F
102-42	Identifying and selecting stakeholders	The long-term sustainable success of IHG is determined by our ability to identify and foster relationships with our key stakeholders, not only at Board level but throughout the organisation.	2020 Annual Report and Form 20-F
102-43	Approach to stakeholder engagement	We regularly engage with a broad range of stakeholders through a broad range of means including the AGM, blogs, our intranet, conferences, websites, surveys, meetings and panels.	2020 Responsible Business Report
102-44	Key topics and concerns raised	<p>In 2020, we undertook a detailed materiality assessment to identify and prioritise the key responsible business issues relating to our core business activities. Our materiality process adhered to best practice external standards and frameworks, including GRI Standards, DJSI, SASB and the WEF IBC Metrics. The scope of the assessment covered all areas of our business model, while taking into account our asset-light structure and principal risks.</p> <p>This year, material issues have naturally shifted in response to the dramatic global impact of Covid-19, and so has the social dialogue on topics such as racial equity.</p>	2020 Responsible Business Report Materiality (p.12)
102-45	Entities included in the consolidated financial statements	The entities included in the consolidated financial statements are included in our 2020 Annual Report.	2020 Annual Report and Form 20-F Notes to the Group Financial Statements (p.197)

GRI Indicator	Description	Response	Reference
102-46	Defining report content and topic Boundaries	On page 6 and 7 of our 2020 Responsible Business Report, we define our reporting content and topic boundaries.	2020 Responsible Business Report About IHG Hotels & Resorts (p.6)
102-47	List of material topics	A list of material topics can be found in our materiality matrix.	2020 Responsible Business Report Materiality (p.12)
102-48	Restatements of information	In both our 2020 Annual Report and 2020 Responsible Business Report, we have signalled where information is restated.	2020 Responsible Business Report
102-50	Reporting period	Unless otherwise noted, our reporting period is for the calendar year 2020.	
102-51	Date of most recent report	On 4 th March, 2021, we published our 2020 Responsible Business Report.	
102-52	Reporting cycle	We provide economic, environmental and social performance data on an annual basis.	
102-53	Contact point for questions regarding the report	For more information, please contact us at: crteam@ihg.com	
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.	
102-55	GRI content index	Prepared in line with GRI Content index	
102-56	External assurance	The information in our Responsible Business Report is validated through an internal assurance process, which is supported by external assurance of our environmental data.	Apex Assurance Statement

GRI Indicator	Description	Response	Reference
201-1	Direct economic value generated and distributed	Direct economic value generation and distribution can be found in the financial statements of our 2020 Annual Report.	2020 Annual Report and Form 20-F
201-2	Financial implications and other risks and opportunities due to climate change	In early 2020 we made a formal commitment to support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and have engaged a third-party expert to support with the more technical elements of the project. During the year we completed a 'readiness review' to understand IHG's gaps to full TCFD alignment and developed a climate risk assessment framework tailored to our business which was used to conduct a qualitative risk assessment including scenario planning. This will be used as the basis for an in-depth quantitative risk assessment in 2021, which will enable detailed reporting against the TCFD recommendations in our 2021 Annual Report.	2020 Responsible Business Report TCFD (p.14)
203-1	Infrastructure investments & services supported	We form strategic partnerships with nongovernment organisations (NGOs) and community organisations, with a focus on providing assistance in times of need and access to valuable skills and job opportunities that can help stimulate social and economic growth. Our community policy guides and supports our hotels and colleagues in being responsible partners to our communities, while ensuring that our business objectives enhance the quality of life in the local area.	2020 Responsible Business Report Support our communities (p.32-36)
203-2	Indirect Economic impacts	<p>Around the world, we work to have a positive impact on communities by creating jobs, stimulating local economic development, and helping create more sustainable communities through hospitality skills training.</p> <p>Through our IHG Academy programme, we plan to widen our existing skills-building projects to help those in our communities access the resources and training they need to find employment. Despite having to put the majority of programmes on hold in 2020, we were able to support 3,277 participants, which meant we were able to achieve our target of supporting more than 31,000 people between 2018 and 2020.</p>	2020 Responsible Business Report Support our communities – collaborating for change (p.34)

GRI Indicator	Description	Response	Reference
204	Procurement Practices	We aim to work with suppliers who share our commitment to operating responsibly. This includes adopting ethical work practices and having a positive impact on both the environment and local community. To ensure that our suppliers act with the same integrity and respect as we do, all our suppliers are expected to adhere to the standards of our Supplier Code of Conduct within their own business and across their own supply chains.	2020 Responsible Business Report
205	Management approach disclosure (anti-corruption)	Bribery and any form of financial crime, including improper payments, money laundering, and tax evasion or the facilitation of tax evasion, are not permitted at IHG under any circumstances. This also applies to any agents, consultants and other service providers who do work on IHG's behalf.	2020 Responsible Business Report Responsible attitudes & ethics (p.18)
205-2	Communication & training on anti-corruption policies & procedures	Our Anti-Bribery Policy sets out IHG's zero tolerance approach to bribery and corruption. It is applicable to all IHG employees, directors and our managed hotels and is accompanied by a mandatory anti-bribery e-learning module.	2020 Responsible Business Report Responsible attitudes & ethics (p.18)
207-1	Approach to tax	We have a global approach to tax that is consistent with IHG's broader commitments of doing business responsibly and upholding the highest ethical standards.	Approach to Tax

GRI Indicator	Description	Response	Reference
302	Energy Management approach	Given our scale and operations across more than 100 countries, we believe the best approach to reducing and managing carbon emissions is to work hand-in-hand with our hotels and third-party owners to change our own behaviour, before we consider purchasing carbon offsets.	2020 Responsible Business Report Carbon & energy (p.38)
302-1	Energy consumption within the organisation	In 2020 our total energy consumption across our entire estate of owned, leased, managed, managed-leased hotels and offices was 10,224,900 kWh.	2020 Responsible Business Report Environmental performance data (p.47)
302-4	Reduction of energy consumption	Our online environmental management platform, the IHG Green Engage system, helps our hotels measure, report and manage their use of energy and carbon, whilst simultaneously minimising their utility costs.	2020 Responsible Business Report Protecting the environment (p.37)
303-1	Interactions with water as a shared resource	<p>Water is essential for everyday operations and for future growth in our industry. To ensure we are only using our fair share, we work to incorporate water efficiency measures in our hotel operations and new properties. Working with our local market stakeholders, we have undertaken water stewardship programmes to identify and mitigate significant risks to supply.</p> <p>Each of our hotels has a water reduction target and, as part of the IHG Green Engage system, they have access to green solutions, which can help to improve water efficiencies, such as low-flow fixtures and fittings.</p> <p>Following a comprehensive water risk assessment of our open and pipeline hotels in 2019, we identified risks related to quantity and quality, and developed water stewardship action plans for our key hotels in water-stressed areas.</p>	2020 Responsible Business Report Water (p.39)
303-3	Water withdrawal	Our total water withdrawal across the global estate in 2020 was 79,870,531 m3. 42% of our total water consumption was drawn from water stressed areas.	2020 Responsible Business Report Water (p.39)
304	Biodiversity Management approach	Keeping the disturbance of animals, plants and their natural habitats to a minimum is important to us. 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.	2020 Responsible Business Report Protecting the environment (p.37)
305	Emissions Management approach	Given our scale and operations across more than 100 countries, we believe the best approach to reducing and managing carbon emissions is to work hand-in-hand with our hotels and third-party owners to change our own behaviour, before we consider purchasing carbon offsets.	2020 Responsible Business Report Carbon & energy (p.38)

GRI Indicator	Description	Response	Reference
305-1	Direct (Scope 1) GHG emissions	342,504 tCO ₂ e	2020 Responsible Business Report Environmental performance data (p.47)
305-2	Energy indirect (Scope 2) GHG emissions	1,529,400 tCO ₂ e	2020 Responsible Business Report Environmental performance data (p.47)
305-3	Other indirect (Scope 3) GHG emissions	1,904,006 tCO ₂ e	2020 Responsible Business Report Environmental performance data (p.47)
305-4	GHG emissions intensity	kgCO ₂ e per occupied room = 31.7 kgCO ₂ e tCO ₂ e per \$000 revenue = 0.35	
305-5	Reduction of GHG emissions	We achieved a 5.9% reduction at the end of 2019 from a 2017 baseline. This year, with the pandemic leading to a significant reduction in occupancy in our hotels, we have ended 2020 at +10.2% per occupied room. However over the same period we reduced our absolute carbon emissions by -23.6%.	2020 Responsible Business Report Environmental performance data (p.47)
306-2	Management of significant waste-related impacts	<p>As we have seen across all industries, new and enhanced hygiene and cleaning measures in response to Covid-19 can impact sustainability. While these new ways of operating have resulted in less waste in some areas, they have also necessitated an increase in others (for example, single use items and PPE). Due to Covid-19, these steps are necessary in the short term, but we are committed to putting longer-term plans in place for more sustainable solutions. To help us do this, we are working with our suppliers to find Innovative solutions, as well as talking to our peers and organisations in other industries, so that we can share best practices.</p> <p>We are passionate about helping our guests enjoy a more sustainable stay in our hotels and tackling waste is something on which we can collaborate with others and achieve at scale. Ensuring the necessary infrastructure is in place is no easy task, but we will be working with our internal teams and suppliers to find more sustainable solutions. This includes eliminating single-use items or only using those which can be reused or recycled, along with finding circular solutions for major commodity items. Our food and beverage teams will continue to monitor and reduce food waste, so that we can play our part in tackling this global problem.</p>	2020 Responsible Business Report Waste (p.40)
306-3	Waste generated	In 2020, our total waste was 438,362 metric tonnes. A breakdown of the composition can be found in our 2020 Responsible Business Report.	2020 Responsible Business Report Environmental performance data (p.48)

GRI Indicator	Description	Response	Reference
308	Supplier Environmental Assessment Management approach	In 2019, we introduced the IHG Green Supplier scorecard to help us assess the prospective suppliers going through our tendering process. The programme asks sustainability related questions regarding raw materials, manufacturing methods, transportation and the lifecycle of the product, which we subsequently use to assess a potential supplier's green credentials.	2020 Responsible Business Report Sourcing sustainably (p.41)
308-1	New suppliers that were screened using environmental criteria	In 2020 23% of contracts were awarded to green suppliers through the tendering process.	2020 Responsible Business Report Sourcing sustainably (p.41)

GRI Indicator	Description	Response	Reference
401	Employment Management approach	<p>We care for all of our employees and aim to create an environment where people feel a sense of belonging and enjoyment in their work, and where they are invested in to be at their best and grow their careers.</p> <p>A diverse and inclusive culture enriches all of this, and it plays a critical role in how we work better together, growing our business and delivering on our purpose of providing True Hospitality for Good. Our values reflect our principles and beliefs and underpin how we behave, deliver our strategy, make decisions and live our purpose.</p>	2020 Responsible Business Report Creating a great place to work (p.25)
404	Training & Education Management approach	<p>It is important that everyone feels part of an inclusive and safe environment. We empower our employees to develop and try new things by offering guidance and support, ensuring that they have the tools and resources necessary to grow and develop their careers. We make all these tools available through an online learning suite, which included MyLearning, Harvard ManageMentor and virtual classes in 2020.</p> <p>Throughout the year, line managers and mentors meet with their colleagues frequently so they can gather feedback on their performance and discuss their career development and aspirations.</p>	2020 Responsible Business Report Creating a great place to work (p.26)
404-3	Percentage of employees receiving regular performance and career development reviews	<p>Throughout the year, line managers and mentors meet with their colleagues frequently so they can gather feedback on their performance and discuss their career development and aspirations.</p>	2020 Responsible Business Report Creating a great place to work (p.26)
405	Diversity & equal opportunity Management approach	<p>Our colleagues represent multiple nationalities, as well as the many cultures, religions, races, sexualities, abilities, backgrounds and beliefs, which make the world such an interesting place. We passionately believe as a company that diversity and inclusion is a cornerstone of our culture.</p> <p>Our colleagues should feel included, valued and respected – not just because it's the right thing to do, or the best way to behave, but because people are the best version of themselves when they feel they are being treated in this way. When this happens, colleagues are empowered to voice ideas, while diverse opinions and perspectives spark the innovation IHG needs to stand out.</p>	2020 Responsible Business Report Diversity and inclusion (p.30)
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> Of the 12,832 employees' costs who were borne by the Group or the System Fund, 7,084 were female and 5,748 were male. Of our 11 Directors, 5 are female and 8 are male. Of our 10 Executive Committee members, 3 are female and 7 are male. 	2020 Responsible Business Report Our performance (p.49)
405-2	Ratio of basic salary and remuneration of women to men	<p>As a global company, IHG knows the importance and benefit of having a gender balanced workforce. A culture that celebrates difference and diverse thinking is crucial to the future success of our business, and how we work together to deliver our purpose of providing True Hospitality for Good. Our UK Gender Pay Gap Report outlines the gender pay gap for our UK corporate employees and details around the initiatives that we believe will continue to make a real impact within our organisation.</p>	2019 UK Gender Pay Gap Report

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

GRI Indicator	Description	Response	Reference
412-1	Operations that have been subject to human rights reviews or impact assessments	In 2018, we undertook a human rights impact assessment across IHG's operations – covering our supply chains, hotels and corporate offices. While the assessment found that IHG has systems in place to manage multiple risks to human rights, it also identified areas where IHG can improve its management of these risks. These included: focusing on further due diligence related to the management of labour risks and, in particular, migrant labour and responsible recruitment risks; and human rights risks present in the wider IHG business ecosystem, including those related to hotel construction and development.	2020 Responsible Business Report Human rights (p.28)
412-2	Employee training on human rights policies or procedures	<p>We have continued building our human rights related training to focus on those colleagues (in particular, frontline hotel colleagues) and parts of our business that play an important role in managing the risks to human rights. In 2020, the Preventing Human Trafficking training module, which was developed by ECPAT USA and Polaris, was completed by 49,000 colleagues globally.</p> <p>In 2020, the Sustainable Hospitality Alliance training on responsible recruitment was also made available to all IHG-branded hotels and recommended to all Human Resources colleagues and recruiting managers to ensure responsible recruitment practices are maintained.</p>	2020 Responsible Business Report Human rights (p.29)
413	Local communities Management approach	<p>At IHG, our commitment to help and care for people comes naturally to a business that stands for providing True Hospitality for Good. With more than 5,900 hotels in over 100 countries, we are proud to be at the heart of local communities and recognise the opportunity we have to make a real difference to others.</p> <p>We form strategic partnerships with non-government organisations (NGOs) and community organisations, with a focus on providing assistance in times of need and access to valuable skills and job opportunities that can help stimulate social and economic growth. Our community policy guides and supports our hotels and colleagues in being responsible partners to our communities, while ensuring that our business objectives enhance the quality of life in the local area.</p>	2020 Responsible Business Report Supporting our communities (p.32)
413-1	Operations with local community engagement, impact assessments, and development programs	Our 2020 Responsible Business report details a number of programmes as to how we engage with our local communities	2020 Responsible Business Report
414	Supplier social assessment Management approach	To ensure that our suppliers act with the same integrity and respect as we do, we updated our Supplier Code of Conduct in 2019 ('Supplier Code'). It sets out the requirements, principles and values that IHG has adopted to promote ethical conduct in the workplace, safe working conditions in the supply chain, treatment of persons with respect and dignity, and environmentally responsible practices.	2020 Responsible Business Report Responsible attitudes & ethics (p.18)
414-1	New suppliers that were screened using social criteria	Our suppliers are required to confirm their acceptance of our Supplier Code of Conduct at supplier onboarding stage, in addition to it being a requirement as part of our contracts with suppliers. In total, as of 31 December 2020, 4,623 suppliers had signed the Supplier Code.	2020 Responsible Business Report Responsible attitudes & ethics (p.18)

GRI Indicator	Description	Response	Reference
415	Public policy Management approach	IHG does not make party political donations or involve itself in party political matters	Code of Conduct
415-1	Political contributions	The Group has made no political donations under the Companies Act and proposes to maintain this policy.	2020 Annual Report and Form 20-F Directors' Report (p.222)
416-1	Customer Health and Safety Management approach	Safety and security is a key area of focus for our business. IHG employs a team of global risk specialists to co-ordinate and monitor a safety and security management system to mitigate systemic health and safety or security issues across our hotels.	2020 Responsible Business Report Safety & security (p.24)
418	Customer privacy Management approach	<p>The privacy and security of personal data 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.</p> <p>We have policies and procedures in place regarding how personal data can be used by our corporate offices and managed hotels, as well as information security standards. These set out our commitment to handling personal data legally and responsibly. Our privacy statement on ihg.com provides information about how we collect and manage the information of our guests.</p>	2020 Responsible Business Report Responsible attitudes and ethics (p.19)

SASB

Topic	SASB Code	Accounting metric	Response
Energy Management	SV-HL-130a.1	Total energy consumed	4,456,390 (MWh)
		Percentage renewable	0.21%
Water Management	SV-HL-140a.1	Total water withdrawn	79,870,531 M ³
		Percentage of each in regions with High or Extremely High Baseline Water Stress	43%
Ecological Impacts	SV-HL-160a.2	Description of environmental management policies and practices to preserve ecosystem services	Environmental Policy
Labour Practices	SV-HL-310a.4	Description of policies and programs to prevent worker harassment	Code of Conduct

We seek to provide sustainability information to our investors in line with the recommendations of the Sustainability Accounting Standards Board (SASB). We considered SASB's Hotel & Lodging and Restaurant Standards in developing the following table based on our owned, leased and managed portfolio and plan to look to increase our reporting transparency in future years in alignment with all SASB indicators.

STAKEHOLDER CAPITALISM METRICS

Pillar	Theme	Core metric	Response reference
Principles of Governance	Governing purpose	Setting purpose - The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	GRI 102-26, 2020 Responsible Business Report
Principles of Governance	Quality of Governing Body	Governance body composition - Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	GRI 102-22, GRI 405-1a, 2020 Responsible Business Report
Principles of Governance	Stakeholder engagement	Material issues impacting stakeholders - A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	GRI 102-21, GRI 102-43, GRI 102-47, 2020 Responsible Business Report
Principles of Governance	Ethical behaviour	1. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption. 2. Reporting concerns about unethical or unlawful behaviour and lack of organisational integrity.	GRI 205-2, GRI 205-3 GRI 102-17 Code of Conduct
Principles of Governance	Risk and Opportunity Oversight	Integrating risk and opportunity into business process - Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship	GRI 102-15, 2020 Annual Report and Form 20-F

Pillar	Theme	Core metric	Response reference
Planet	Climate Change	<p>Greenhouse gas (GHG) emissions For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p> <p>TCFD implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>GRI 305:1-3 2020 Annual Report and Form 20-F</p>
Planet	Freshwater availability	<p>Water consumption and withdrawal in water-stressed areas report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool</p>	<p>Water data</p>
People	Dignity and Equality	<p>Diversity and inclusion (%) Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p>GRI 405-1b 2020 Annual Report and Form 20-F</p>
Prosperity	Employment and wealth generation	<p>Economic contribution- direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organisation's global operations</p>	<p>GRI 201 2020 Annual Report and Form 20-F</p>
Prosperity	Community and social vitality	<p>Total tax paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	<p>2020 Annual Report and Form 20-F</p>

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