

A photograph of a modern cafe interior. In the center, a barista in a white shirt and blue apron is working behind a counter. To the right, a chef in a white uniform and tall hat is standing. The background features a large palm tree and a window with blinds. The overall atmosphere is clean and professional.

IHG<sup>®</sup>  
HOTELS & RESORTS

# Environmental, Social and Governance Dataabook

2022



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ESG DATABOOK 2022 CONTINUED

# Introduction

Our ESG Databook provides an overview of InterContinental Hotels Group PLC (IHG) Environmental, Social, Governance (ESG) performance data. Metrics cover activities by IHG during the period 1 January to 31 December 2022 and previous years as indicated. See our 2022 Responsible Business Report and 2022 Annual Report and Form 20 F for additional context. Copies of all of our key reports, current and archived, can also be found at [ihgplc.com](http://ihgplc.com).

### Management status definitions

Owned, leased, and managed lease hotels are hotels operated by IHG where IHG is, or effectively acts as, the owner, with responsibility for assets, employees and running costs. The entire revenue and profit of these hotels are recorded in IHG’s financial statement. Managed hotels are hotels operated by IHG under a management agreement on behalf of the hotel owner. IHG generates revenue through a fixed percentage of the total hotel revenue and a proportion of hotel profit, and neither leases nor owns the property. Franchised hotels are operated under an IHG brand license by a franchisee. IHG receives a fixed percentage of rooms revenue and neither owns, leases nor operates the property.

### Global presence<sup>1 2</sup>

Number of hotels	Franchised	Managed	Owned, leased and managed leased	Total
Americas	4,185	168	3	<b>4,356</b>
Europe, Middle East, Africa & Asia (EMEA)	802	354	13	<b>1,169</b>
Greater China	215	424	0	<b>639</b>
<b>Total system size</b>	<b>5,202</b>	<b>946</b>	<b>16</b>	<b>6,164</b>

- 1 The figures above outline our regional presence of hotels and total system size as of 31 December 2022. These are not the same figures used to estimate our environmental data, which was based on nine months of actual data and three months of projected data.
- 2 Number of hotels includes rooms in the IHG system added through the Iberostar Beachfront Resorts commercial agreement, however the estimated environmental data was not based on a hotel system size that included Iberostar Beachfront Resorts, as at the time of estimation this agreement had not been confirmed. Other examples of variations in the data include hotels that were projected to open in quarter-4 but did not.

### IHG business model

#### 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

\* For the purposes of ESG reporting the Franchised estate does not include the Iberostar Beachfront Resorts commercial agreement.





## ESG DATABOOK 2022 CONTINUED

# Statement of methodology

We work with external consultants to give us a representative picture of IHG's utility performance and carbon footprint to assess our performance in 2022 compared to previous years and our 2019 baseline. Our consultants have used utility consumption data, as reported by hotels on IHG's Green Engage™ system, combined with reported occupancy room night data for the period 1 January 2022 to 30 September 2022. Outlier checks were also completed and a gap filling and extrapolation methodology was applied where necessary.

Data for the final three months of 2022 (quarter-4), has been estimated using an average consumption from the previous 12 months, applied to a projected number of occupied room nights to ensure that all hotels have a consumption figure corresponding to their likely occupancy. The IHG system size and occupied room night figures used are based on nine months of actual data and three months of data projections, based on operational forecasts, and therefore do not directly correlate to the actual system size and occupancy data reported in IHG's Annual Report and Responsible Business Report.

Changing to an estimation methodology for the quarter-4 period has enabled us to continue with calendar year reporting and align with financial

reporting requirements, by receiving verified data in time for the release of the IHG preliminary financial statements. Starting the verification process earlier has also allowed us to investigate and resolve any outliers in our data, prior to publication of our Annual Report and Responsible Business Report.

As IHG's system size is continually changing, 2021, 2020 and 2019 data sets have been restated. The restatement process allows for a fairer comparison across years, and as part of this process, all estimations are re-run as the sample changes each year and all months with data gaps in previous reporting years are estimated using the same methodology as the current reporting year. Restatements for prior years, use the number of hotels still in the IHG estate as of the end of the current year and which were also in the estate in the year being restated. Any projected/estimated to actual data differences in the data will be incorporated in next year's restated FY 2022 data.

See further details on the methodologies used for carbon, energy, water, and waste on pages 5–8. Our carbon and water data has been verified by a third party, the assurance statements for carbon and water can be found at [ihgplc.com/responsible-business/reporting](https://ihgplc.com/responsible-business/reporting).



## ESG DATABOOK 2022 - CONTINUED

## Environmental data – Greenhouse gas emissions

**Methodology:**

To calculate our carbon emissions, we use the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard methodology. Energy use (MWh) was converted to GHG emissions using the GHG Protocol Corporate Accounting Conversions and reported to the nearest tonne, in tCO<sub>2</sub>e, across Scope 1, Scope 2 and Scope 3, as defined. The most recent published emissions factors were used for all regions and applied to each data point to give associated GHG emissions. These were combined to produce average carbon footprints per occupied 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. Energy sources classified as 'Free Energy' were assumed to be locally installed renewables and were accounted at zero emissions impact. Where renewable energy types were classified as 'Electricity' by IHG, these were accounted as grid electricity and assumed to be commercially sourced.

**Global GHG emissions**

Global GHG emissions (tCO <sub>2</sub> e)	2022	2021	2020	2019
Scope 1**	<b>482,917</b>	456,515	341,101	485,568
Scope 2 **	<b>1,999,890</b>	1,765,642	1,584,397	2,188,412
Scope 3 Franchise	<b>2,972,102</b>	2,884,212	2,199,529	3,158,714
Scope 3 FERA	<b>732,731</b>	624,281	396,487	572,939
<b>Total GHG emissions*</b>	<b>6,187,640</b>	5,730,651	4,521,514	6,405,633

\* Total GHG emissions based from IHG's franchised, owned, managed, leased, and managed lease hotels and corporate offices.  
 \*\* Scope 1 and 2 includes corporate offices.

**Carbon intensity metrics**

Carbon Intensity (tCO <sub>2</sub> e)	2022	2021	2020	2019
tCO <sub>2</sub> e per occupied room* (Scope 1, 2 and 3 emissions)	<b>0.0334</b>	0.0372	0.0403	0.0354
tCO <sub>2</sub> e per \$000 revenue** (Scope 1 and 2 emissions only)	<b>0.2742</b>	0.3312	0.3603	0.2238

\* The number of occupied room nights was based on nine months of actual data and three months of projected data and therefore does not directly correlate to the occupancy figures published in the Annual Report.

\*\* Based on total gross revenue generated by the owned, leased, managed lease and managed hotels.

**Emissions scope definitions**

**Scope 1** emissions are direct emissions from the burning of fuels or from refrigerant losses from our owned, leased, managed, managed lease hotels and corporate offices.

**Scope 2** emissions are indirect emissions generated by the energy purchased or acquired from our owned, leased, managed, managed lease hotels and corporate offices. A location-based method has been used to calculate Scope 2 emissions in the table above.

**Scope 3** emissions are indirect emissions that occur in a company's value chain. IHG report Scope 3 emissions category 3 – Fuel and Energy Related Activities (FERA) and category 14 – Franchises, which includes the Scope 1 and 2 emissions of our Franchise estate and their Scope 3 FERA emissions, as these emissions are covered by IHG's Science Based Target (SBT).

**Regional GHG emissions**

Greater China GHG emissions (tCO <sub>2</sub> e)	2022	2021	2020	2019
Scope 1	<b>193,488</b>	214,421	170,637	234,870
Scope 2	<b>897,145</b>	877,369	844,180	1,136,229
Scope 3 Franchise	<b>272,051</b>	219,025	134,704	170,384
Scope 3 FERA	<b>306,418</b>	299,605	202,637	288,522
<b>Total GHG emissions</b>	<b>1,669,102</b>	1,610,420	1,352,158	1,830,005

Americas GHG emissions (tCO <sub>2</sub> e)	2022	2021	2020	2019
Scope 1	<b>69,569</b>	68,196	52,261	66,360
Scope 2	<b>119,370</b>	126,972	108,722	133,387
Scope 3 Franchise	<b>2,039,894</b>	2,087,723	1,625,073	2,303,344
Scope 3 FERA	<b>50,003</b>	50,976	28,999	38,322
<b>Total GHG emissions</b>	<b>2,278,836</b>	2,333,867	1,815,055	2,541,413

EMEA GHG emissions (tCO <sub>2</sub> e)	2022	2021	2020	2019
Scope 1	<b>219,859</b>	173,899	118,203	184,337
Scope 2	<b>983,376</b>	761,302	631,494	918,796
Scope 3 Franchise	<b>660,157</b>	577,463	439,753	684,986
Scope 3 FERA	<b>376,310</b>	273,700	164,850	246,095
<b>Total GHG emissions</b>	<b>2,239,702</b>	1,786,364	1,354,300	2,034,214



ESG DATABOOK 2022 CONTINUED

# Environmental data – Energy

**Methodology:**

For 2022 the energy use sample covered 83% of our global hotels reporting energy use and occupied room nights. The final sample (excluding outliers) covered 79%. The remaining 21% was estimated. Missing datapoints for hotels energy use is filled using the average consumption per room night from the nearest 12-month period. Where a hotel has reported occupied room nights, but no energy use for a quarter, the average energy use per room night from the previous 12 months was used as a proxy and multiplied by the number of room nights in the same quarter. This approach was not used for fuel where it was not possible to determine whether data was missed or fuel was not used, or only purchased intermittently/seasonally. Region-brand, regional and global average consumption per room night were calculated and outliers identified by comparison to the median of the relevant region-brand group. Outlier data was excluded from the data sample where energy use per room night was more than five times or less than one fifth of the median energy use in the specified group. Monthly reported figures were aggregated to annual energy use by energy type for each hotel (aggregated year runs from 1 January to 31 December 2022).

**Global energy use by management status**

Energy use (MWh)	2022	2021	2020	2019
Managed	<b>5,970,134</b>	5,301,085	4,498,069	6,073,333
Owned, leased and managed lease	<b>91,027</b>	95,954	79,547	107,012
Franchised	<b>7,381,404</b>	7,072,033	5,512,350	7,904,339
Global estate total*	<b>13,442,565</b>	12,469,072	10,089,966	14,084,684

\* Based on energy use from IHG’s franchised, owned, managed, leased, and managed lease hotels and corporate offices.

**Global energy use by energy type**

Energy use (MWh)	2022	2021	2020	2019
Fuel	<b>4,908,845</b>	5,013,410	3,711,981	5,547,955
Electricity	<b>7,826,669</b>	6,779,898	5,853,477	7,870,296
Cooling	<b>296,472</b>	271,674	193,134	243,218
Heat	<b>171,388</b>	186,171	153,138	198,225
Steam	<b>191,440</b>	168,787	143,627	200,690
Renewables	<b>12,412</b>	9,444	6,683	12,181
Electricity produced	<b>14,892</b>	15,309	12,083	748
Other produced	<b>20,447</b>	24,379	15,843	11,371
Global estate total*	<b>13,442,565</b>	12,469,072	10,089,966	14,084,684

\* Based on energy use from IHG’s franchised, owned, managed, leased, and managed lease hotels and corporate offices.

**Global energy intensity metrics**

Energy Intensity	2022	2021	2020	2019
MWh per occupied room*	<b>0.0726</b>	0.0810	0.0900	0.0779

\* Based on global estate total energy use from IHG’s franchised, owned, managed, leased, and managed lease hotels and corporate offices.

\* The number of occupied room nights was based on nine months of actual data and three months of projected data and therefore does not directly correlate to the occupancy figures published in the Annual Report.



## ESG DATABOOK 2022 CONTINUED

## Environmental data – Water

**Methodology:**

For 2022 water use, the sample of data covered 80% of our global hotels which reported water use and occupied room nights. The final sample (excluding outliers) covered 65% of hotels. The remaining 35% was estimated. Any missing datapoints for hotels water use was filled using the average consumption per room night from the nearest 12-month period. Where a hotel has reported occupied room nights, but no reported water use for a quarter of the year, the average water use per room night from the previous 12 months was used as a proxy and multiplied by the number of room nights in the quarter for which there was no reported water use. 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, however in groups where there were no reporting hotels in the sample, region only was used. Outlier data was excluded from the data sample where water use per room night was more than five times or less than one fifth of the median water use in the specified group. Monthly reported figures in m<sup>3</sup> were aggregated to annual water use for each hotel (aggregated year runs from 1 January to 31 December 2022).

**Global water use**

Water withdrawn by management status (m <sup>3</sup> )	2022	2021	2020	2019
Managed	44,611,609	39,225,936	31,596,622	43,282,175
Owned, leased, managed lease	590,055	388,286	305,178	702,215
Franchised	69,234,937	66,358,623	44,996,540	78,989,572
Global estate total*	114,436,601	105,972,845	76,898,340	122,973,962

\* Based on water use from IHG's franchised, owned, managed, leased, and managed lease hotels and corporate offices.

**Water use by water scarcity<sup>1</sup>**

Total water withdrawn by water scarcity (m <sup>3</sup> )	2022	2021	2020	2019
Non water-scarce areas*	50,812,357	45,689,319	33,071,200	46,060,824
Water-scarce areas**	63,624,244	60,407,084	43,986,422	76,913,138
Global estate	114,436,601	106,096,403	77,057,622	122,973,962

<sup>1</sup> Hotels have been mapped against the World Resources Institute (WRI) Aqueduct Water Risk Atlas Tool and reported as water withdrawn by hotels in water-scarce and non water-scarce areas.

\* Ranges from non to very low water-scarce areas and includes hotels that were missing data or not mapped by the WRI Aqueduct Water Risk Atlas Tool.

\*\* Ranges from low to medium and high to extremely high water-scarce areas.

**Global water intensity**

Water intensity (m <sup>3</sup> )	2022	2021	2020	2019
Water withdrawn per occupied room night*	0.6177	0.6880	0.6861	0.6804

\* Based on global estate total water use from IHG's franchised, owned, managed, leased, and managed lease hotels and corporate offices.

\* The number of occupied room nights was based on nine months of actual data and three months of projected data and therefore does not directly correlate to the occupancy figures published in the Annual Report.



ESG DATABOOK 2022 CONTINUED

# Environmental data – Waste

**Methodology:**

For 2022 waste production (measured or converted to kilograms and reported in metric tonne (MT)), the sample of data covered 29% of our global hotels which reported waste data and occupied room nights. The final sample (excluding outliers) covers 19% of hotels. The remaining 81% was estimated.

The waste methodology differs slightly from the methodologies for energy and water utilities, as estimates were not calculated on a per hotel basis, but rather a region-ownership-brand basis due to the limited data quality. The sample of waste data available on a per hotel basis is extrapolated up to the region-ownership-brand group. Where hotels have no reported data, we do not estimate a waste figure for hotels individually. Outlier data was excluded from the data sample where waste production was below 500g or above 50kg per room night.

**Global waste production<sup>1</sup>**

Waste (MT)	2022	2021	2020	2019
General waste	<b>454,603</b>	443,871	301,520	450,282
Food waste (not recycled)	<b>50,641</b>	87,656	72,179	117,109
Recycling	<b>93,868</b>	91,243	60,744	103,551
Composting	<b>34,245</b>	7,026	4,093	10,238
Global estate total*	<b>633,357</b>	629,796	438,536	681,180

<sup>1</sup> A high proportion of the data outlined in this table is estimated (81%) and therefore year on year comparisons are not recommended.

\* Based on waste production from IHG’s franchised, owned, managed, leased, and managed lease hotels and corporate offices.





ESG DATABOOK 2022 CONTINUED

# Social data – People & communities

**Data description:**

The employee engagement survey (Colleague HeartBeat) table shows the overall engagement score of IHG employees or those colleagues who are employed at managed or managed leased hotels (excluding our joint ventures). The survey enables us to measure employee engagement which helps us to monitor risks relating to talent and understand the issues that are relevant to our people as we build a diverse and inclusive culture.

The global volunteering and donations table covers the number of hours volunteered by IHG colleagues and the number of colleagues supporting community impact projects, in addition to the funds donated by IHG to community impact projects. Data for 2022 has been assured by Business for Social Impact (B4SI).

The Gender Balance table outlines the number of female and male employees at senior levels in the business, as well as our gender-balanced all-employee population.

The IHG® Academy programme table outlines the number of people participating in the IHG Academy programmes. Sustained participation indicates the strength of our progress in creating career building opportunities and engagement with the communities in which we operate.

All data is reported as of 31 December 2022.

**Employee engagement survey<sup>1</sup>**

Colleague Heartbeat survey (%)	2022	2021	2020	2019
Overall engagement	<b>86</b>	85	79	87

<sup>1</sup> Colleague HeartBeat survey is completed by those colleagues who are employed at managed or managed leased hotels (excluding our joint ventures).

**Global volunteering and donations<sup>1</sup>**

Volunteering & Funding Globally	2022*	2021	2020	2019
Number of colleagues supporting community impact projects	<b>23,465</b>	42,857	28,278	160,313
Funds donated to community impact projects (\$m)	<b>1.9</b>	1.5	0.9	1.3
Number of hours volunteered by colleagues	<b>68,070</b>	260,000	212,528	188,113

<sup>1</sup> Numbers include all IHG colleagues from IHG’s franchised, owned, managed, leased, and managed lease hotels and corporate offices.

\* Volunteering and donation data has been assured by B4SI in 2022.

**Gender balance**

Gender profile of employees	Male	Female	Total
Directors	7	6	13
Executive Committee	7	3	10
Executive Committee direct reports	34	25	59
Senior managers (including subsidiary directors)	69	29	98
All employees*	5,405	7,494	12,899

\* Whose costs were borne by the Group or the system fund

**IHG Academy programmes**

Number of people participating in IHG Academy programmes	2022	2021	2020	2019
Number of people	<b>7,431</b>	5,815	3,277	15,081



ESG DATABOOK 2022 CONTINUED

# Procurement data – Cage-free eggs

**Data description:**

The figures outlined in the table show the percentage of hotels with cage-free egg brand standards.

**Cage-free eggs**

	2022*	2021***
United States	88%	74%
Canada	5%	0%
Europe	23%	25%
Other EMEAA	3%	2%
Global**	59%	51%

\* Figures reflective of hotels with a cage-free brand standard, a free-range egg brand standard, hotels that operate in markets that have a cage-free government regulation and accounts for any cage-free or free-range egg offering (liquid or whole egg).

\*\* 2022 figure accounts for 99.5% of our system size. Data is not currently available for the remaining 0.5%. This aligns with the ESG Databook scope of reporting. For reference see page 3.

\*\*\* 2021 performance has been updated to reflect an extended scope of reporting applied for 2022.



# Reporting against SASB, GRI 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. 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.

## 2. 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.

## 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 ESG indicators and track their contributions towards the UN SDGs on a consistent basis.



ESG DATABOOK 2022 CONTINUED

# Sustainability Accounting Standards Board

Code	Topic	Accounting Metric	Response
SV-HL-130a.1	Energy Management	Total Energy Consumed Percentage grid electricity Percentage Renewable	2022 Environmental, Social and Governance Databook <a href="#">Environmental Data – Energy (p. 6)</a>
SV-HL-140a.1	Water Management	Total Water Withdrawn Total Water Consumed Percentage of Water Withdrawn in regions with high or extremely high baseline water stress Percentage of Water Consumed in regions with high or extremely high baseline water stress	2022 Environmental, Social and Governance Databook <a href="#">Environmental Data – Water (p. 7)</a>
FB-RN-150a.1	Waste Management	Total amount of waste Percentage of food waste	<a href="#">2022 Responsible Business Report</a> Environmental Data – Waste (p. 8)
SV-HL-160a.	Ecological Impacts	Description of environmental management policies and practices to preserve ecosystem services	<a href="#">Environmental Policy</a>
SV-HL-310a	Labour Practices	Description of policies and programs to prevent worker harassment	<a href="#">Code of Conduct</a>
SV-HL-000.A	Number of available room nights	Number	<a href="#">2022 Responsible Business Report</a> About IHG Hotels & Resorts (p. 5)
SV-HL-000.B	Average occupancy rate	Rate	<a href="#">2022 Annual Report and Form 20-F</a> Other Financial Information (p. 232-234)
SV-HL-000.D	Number of lodging facilities and the percentage that are managed  Number of lodging facilities and the percentage that are owned and leased  Number of lodging facilities and the percentage that are franchised	Number/ percentage	<a href="#">2022 Annual Report and Form 20-F</a> Performance (p. 73)



## ESG DATABOOK 2022 CONTINUED

## Global Reporting Initiative

GRI Indicator	Description	Section	Response
2-1	Organisational details – Legal name of the organisation, Location of the head quarters, Location of operations	1. The organisation and its reporting practices	<a href="#">2022 Annual Report and Form 20-F</a> Our presence (p. 1) Glossary (p. 264) Chair’s overview: Compliance and Our Dual Listing (p. 91) Accounting policies (p. 157, 220) Contacts (p. 267)
2-2	Entities included in the organisation’s sustainability reporting	1. The organisation and its reporting practices	<a href="#">2022 Environmental, Social and Governance Databook Introduction (p. 3)</a>
2-3	Reporting period, frequency and contact point	1. The organisation and its reporting practices	<a href="#">2022 Responsible Business Report</a> About this report (p. 2)  2022 Environmental, Social and Governance Databook <a href="#">Statement of methodology (p. 4)</a>  <a href="#">2022 Annual Report Form 20-F</a> Directors’ Report: Methodology (p. 238–239) Contacts (p. 267)
2-4	Restatements of information	1. The organisation and its reporting practices	<a href="#">2022 Annual Report Form 20-F</a> Directors’ Report (p. 239)  2022 Environmental, Social and Governance Databook <a href="#">Statement of methodology (p. 4)</a>
2-5	External assurance	1. The organisation and its reporting practices	<a href="#">2022 Annual Report and Form 20-F</a> Statement of Directors Responsibilities (p. 140)  <a href="#">2022 Responsible Business Report</a> Contents: About this report (p. 2)  <a href="#">Our Reporting</a> Apex Assurance Statement for Water Apex Assurance Statement for Carbon



ESG DATABOOK 2022 CONTINUED

# Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-6	Activities, value chain, and other business relationships	2. Activities and workers	<p><a href="#">2022 Responsible Business Report</a> About IHG Hotels (p. 5) Collaborating with our suppliers (p. 17)</p> <p><a href="#">2022 Annual Report and Form 20-F</a> Our Presence (p. 1) Our Business Model (p. 10-13) Our Strategy (p. 18-19; 22-25) Responsible Procurement (p. 43) Directors' Report (p. 237)</p>
2-7	Employees	2. Activities and workers	<p><a href="#">2022 Annual Report and Form 20-F</a> People (p. 29-32)</p> <p><a href="#">2022 Responsible Business Report</a> Creating a great place to work (p. 20-21) People (p. 23-26)</p> <p><a href="#">UK Gender Pay Gap Report 2022</a></p>
2-8	Workers who are not employees	2. Activities and workers	<p><a href="#">2022 Annual Report and Form 20-F</a> People (p. 23-26)</p> <p><a href="#">2022 Responsible Business Report</a> Creating a great place to work (p. 20-21) People (p. 23-26)</p>
2-9	Governance structure and composition	3. Governance	<p><a href="#">2022 Annual Report and Form 20-F</a> Governance (p. 90-98)</p> <p><a href="#">2022 Responsible Business Report</a> Governance (p. 13-14)</p>
2-10	Nomination and selection of the highest governance body	3. Governance	<p><a href="#">2022 Annual Report and Form 20-F</a> Nomination Committee (p. 112-113)</p> <p><a href="#">Nomination Committee Terms of Reference</a></p>



## ESG DATABOOK 2022 CONTINUED

## Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-11	Chair of the highest governance body	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Our Board of Directors (p. 92-94) Statement of Compliance (p. 137-138)
2-12	Role of the highest governance body in overseeing the management of impacts	3. Governance	<a href="#">2022 Responsible Business Report</a> Governance (p. 13-14) Stakeholder Engagement (p. 44-45)  <a href="#">2022 Annual Report and Form 20-F</a> Our culture (p. 40-42)
2-13	Delegation of responsibility for managing impacts	3. Governance	<a href="#">2022 Responsible Business Report</a> Governance (p. 13-14)  <a href="#">2022 Annual Report and Form 20-F</a> Responsible Business Committee Report (p. 110-111)
2-14	Role of the highest governance body in sustainability reporting	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Responsible Business Committee Report (p. 110-111)
2-15	Conflicts of interest	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Statement of Compliance (p. 137-138)  <a href="#">2022 Responsible Business Report</a> Stakeholder Engagement (p. 44-45)
2-16	Communication of critical concerns	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Governance (p. 98, 102)
2-17	Collective knowledge of the highest governance body	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Responsible Business Committee Report (p. 110-111)



ESG DATABOOK 2022 CONTINUED

# Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-18	Evaluation of the performance of the highest governance body	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Board development and effectiveness evaluation (p. 104) Audit Committee Report (p. 105-109) Statement of Compliance (p. 137-138)
2-19	Remuneration policies	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Directors' Remuneration Report (p. 114-127)
2-20	Process to determine remuneration	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Directors' Remuneration Report (p. 125)
2-21	Annual total compensation ratio	3. Governance	<a href="#">2022 Annual Report and Form 20-F</a> Directors' Remuneration Report (p. 126, 133)
2-22	Statement on sustainable development strategy	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> Strategic Report (p. 4-7)  <a href="#">2022 Responsible Business Report</a> Introduction (p. 3-4)
2-23	Policy commitments	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> People (p. 31) Our culture (p. 40-42) Our Risk Management (p. 44-51) Responsible Business Committee Report (p. 110-111)  <a href="#">2022 Responsible Business Report</a> Governance (p. 13-14)  <a href="#">Link to list of public policies</a>
2-24	Embedding policy commitments	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> Responsible Business Committee (p. 110-111)  <a href="#">2022 Responsible Business Report</a> Our Approach to Responsible Business (p. 10-11)





## ESG DATABOOK 2022 CONTINUED

## Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-25	Processes to remediate negative impacts	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> Our culture (p. 41–42) Our Risk Management (p. 44–51) Responsible Business Committee Report (p. 110–111) Risk factors (p. 242–245)
2-26	Mechanisms for seeking advice and raising concerns	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> Voice of Employee (p. 111)
2-27	Compliance with laws and regulations	4. Strategy, policies and practices	<a href="#">2022 Annual Report and Form 20-F</a> Risk Factors (p. 240–245) Legal Proceedings (p. 251)
2-28	Membership associations	4. Strategy, policies and practices	<a href="#">2022 Responsible Business Report</a> Our Approach to Responsible Business (p. 10) Governance (p. 13–14) Managing our risks (p. 15–16) Our people (p. 23–26) Communities (p. 27–31) Carbon & Energy (p. 32–34) Waste (p. 35–38) Water (p. 39–40) Stakeholder Engagement (p. 44–45)
2-29	Approach to stakeholder engagement	5. Stakeholder engagement	<a href="#">2022 Responsible Business Report</a> Stakeholder Engagement (p. 44–45)
2-30	Collective bargaining agreements	5. Stakeholder engagement	<a href="#">2022 Annual Report and Form 20-F</a> Leadership and talent (p. 243–244) Working Time Regulations (p. 249)
3-1	Process to determine material topics	2. Disclosures on material topics	<a href="#">2022 Annual Report and Form 20-F</a> Delivering on the Recommendations of the TCFD (p. 54–61)  <a href="#">2022 Responsible Business Report</a> Materiality (p. 11)



ESG DATABOOK 2022 CONTINUED

# Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
3-2	List of material topics	2. Disclosures on material topics	<p><a href="#">2022 Annual Report and Form 20-F</a> Delivering on the Recommendations of the TCFD (p. 54–61)</p> <p><a href="#">2022 Responsible Business Report</a> Materiality (p. 11)</p>
3-3	Management of material topics	2. Disclosures on material topics	<p><a href="#">2022 Annual Report and Form 20-F</a> Delivering on the Recommendations of the TCFD (p. 54–61)</p> <p><a href="#">2022 Responsible Business Report</a> Journey to Tomorrow (p. 22–42) Materiality (p. 11) Stakeholder Engagement (p. 44–45)</p>



ESG DATABOOK 2022 CONTINUED

# Stakeholder Capitalism Metrics

Pillar	Theme	Core Metric	Response reference
Principles of Governance	Governing Purpose	<p><b>Setting Purpose:</b></p> <p>The company’s stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues.</p> <p>Corporate purpose should create value for all stakeholders, including shareholders.</p>	<p><a href="#">2022 Annual Report and Form 20-F</a> Our Strategy (p. 18)</p>
Principles of Governance	Quality of Governing Body	<p><b>Governance body composition</b></p> <p>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.</p>	<p><a href="#">2022 Annual Report and Form 20-F</a> Governance (p. 89-136)</p>
Principles of Governance	Stakeholder Engagement	<p><b>Material issues impacting stakeholders</b></p> <p>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.</p>	<p><a href="#">2022 Responsible Business Report</a> Materiality Matrix (p. 11) Stakeholder Engagement (p. 44-45)</p>
Principles of Governance	Ethical Behaviour	<p><b>Anti-corruption</b></p> <ol style="list-style-type: none"> <li>Total percentage of governance body members, employees and business partners who have received training on the organization’s anti-corruption policies and procedures, broken down by region.</li> <li>(a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years.</li> <li>(b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.</li> <li>Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F</a> Our culture (p. 40-42) Our Risk Management (p. 49)</p>
Principles of Governance	Ethical Behaviour	<p><b>Protected ethics advice and reporting mechanisms</b></p> <p>A description of internal and external mechanisms for:</p> <ol style="list-style-type: none"> <li>Seeking advice about ethical and lawful behaviour and organisational integrity;</li> <li>Reporting concerns about unethical or lawful behaviour and organisational integrity.</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F</a> Our culture (p. 40-42) Our Risk Management (p. 49)</p> <p><a href="#">Code of Conduct</a></p>
Principles of Governance	Risk and Opportunity Oversight	<p><b>Integrating risk and opportunity into business process</b></p> <p>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.</p>	<p><a href="#">2022 Annual Report and Form 20-F</a> Our Risk Management (p. 44-51)</p>



ESG DATABOOK 2022 CONTINUED

# Stakeholder Capitalism Metrics continued

Pillar	Theme	Core Metric	Response reference
Planet	Climate change	<p><b>Greenhouse Gas (GHG) emissions</b>                      For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG Protocol Scope 1 and Scope 2 emissions.                      Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p> <p><b>TCFD implementation</b>                      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 pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p><a href="#">2022 Annual Report and Form 20-F</a>                      Delivering on the recommendations of the TCFD (p. 54–61)                      Directors’ Report (p. 237–239)</p>
Planet	Nature Loss	<p><b>Land use and ecological sensitivity</b>                      Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	<p><a href="#">2022 Responsible Business Report</a>                      Biodiversity (p. 35)</p>
Planet	Fresh Water Availability	<p><b>Water consumption and withdrawal in water-stressed areas</b>                      Report for operations where material, mega litres of water withdrawn, mega litres 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.                      Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	<p>2022 Environmental, Social and Governance Databook  <a href="#">Environmental Data – Water (p. 7)</a></p>
People	Dignity and Equality	<p><b>Diversity and inclusion (%)</b>                      Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p><a href="#">2022 Annual Report and Form 20-F</a>                      Our People (p. 29–32)</p>
People	Dignity and Equality	<p><b>Pay equality</b>                      Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas.</p>	<p><a href="#">UK Gender Pay Gap Report 2022</a>                      Explaining our UK Gender Pay Gap (p. 04–09)  <a href="#">2022 Annual Report and Form 20-F</a>                      Directors’ Remuneration Report (p. 133)</p>
People	Dignity and Equality	<p><b>Wage level (%)</b></p> <ol style="list-style-type: none"> <li>Ratios of standard entry-level wage by gender compared to local minimum wage.</li> <li>Ratio of CEO’s total annual compensation to median total annual compensation of all employees (excluding the CEO).</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F</a>                      Directors’ Remuneration Report (p. 117; 120–124)</p>



## ESG DATABOOK 2022 CONTINUED

## Stakeholder Capitalism Metrics continued

Pillar	Theme	Core Metric	Response reference
People	Dignity and Equality	<p><b>Risk for incidents of child, forced or compulsory labour</b></p> <p>An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.</p>	<p><a href="#">2022 Responsible Business Report Governance</a> (p. 13–14)  <a href="#">Managing our risks</a> (p. 15–16)</p> <p><a href="#">2022 Modern Slavery Statement</a>  Our due diligence processes (p. 12)  Risk assessment and management (p. 16)</p>
People	Health and Wellbeing	<p><b>Health and Safety (%)</b></p> <ol style="list-style-type: none"> <li>The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked.</li> <li>An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers.</li> </ol>	<p><a href="#">2022 Responsible Business Report</a>  Our People (p. 24–26)</p>
People	Skills for The Future	<p><b>Training provided (#)</b></p> <ol style="list-style-type: none"> <li>Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees).</li> <li>Average training and development expenditure per full time employee.</li> </ol>	<p><a href="#">2022 Responsible Business Report</a>  Our People (p. 24–26)</p>
Prosperity	Employment and Wealth Generation	<p><b>Absolute number and rate of employment</b></p> <ol style="list-style-type: none"> <li>Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</li> <li>Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F</a>  Our Risk Management (p. 50)  Board Activities (p. 101)</p>



ESG DATABOOK 2022 CONTINUED

# Stakeholder Capitalism Metrics continued

Pillar	Theme	Core Metric	Response reference
Prosperity	Employment and Wealth Generation	<p><b>Economic contribution</b></p> <ol style="list-style-type: none"> <li>1. Direct economic value generated and distributed (EVG&amp;D) – on an accrual basis, covering the basic components for the organization’s global operations, ideally split out by:                             <ol style="list-style-type: none"> <li>a. Revenue</li> <li>b. Operating costs</li> <li>c. Employee wages and benefits</li> <li>d. Payments to providers of capital</li> <li>e. Payments to government</li> <li>f. Community investment</li> </ol> </li> <li>2. Financial assistance received from the government – Total monetary value of financial assistance received by the organization from any government during the reporting period.</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F Performance</a> (p. 67–72)</p> <p>2022 Environmental, Social and Governance Databook <a href="#">Social data – People and Communities (p. 9)</a></p>
Prosperity	Wealth Creation and Employment	<p><b>Financial investment contribution disclosure</b></p> <ol style="list-style-type: none"> <li>1. Total capital expenditures (CapEx) depreciation supported by narrative to describe the company’s investment strategy.</li> <li>2. Share buybacks + Dividend payments supported by narrative to describe the company’s strategy for returns of capital to shareholders.</li> </ol>	<p><a href="#">2022 Annual Report and Form 20-F Performance</a> (p. 69; 88)</p> <p>Notes to the Groups Financial Statements (p. 169)</p>
Prosperity	Innovation in Better Products and Service	<p><b>Total R&amp;D expenses (\$)</b></p> <p>Total costs related to research and development.</p>	<p><a href="#">2022 Annual Report and Form 20-F Form 20-F Cross-reference Guide</a> (p. 261)</p>
Prosperity	Community and Social Vitality	<p><b>Total tax paid</b></p> <p>The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes.</p>	<p><a href="#">2022 Annual Report and Form 20-F Performance</a> (p. 67; 69)</p> <p>Notes to the Group Financial Statements (p. 175–183)</p>

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