

True Hospitality



IHG[®]
HOTELS & RESORTS



Responsible Business
Report 2024



for
Good

Contents

In this year's report...

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

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

Scope of reporting

In this report, we provide an overview and share progress on IHG's responsible business strategy and environmental, social and procurement data for 1 January to 31 December 2024 (referred to as 'this year'). We obtain third-party verification over selected data disclosed in this report, as indicated in our 2024 verification statements. In addition to the information found in this report and on our website, we also report progress in our 2024 Annual Report.

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We also report progress in these reports



+ [Click to read Annual Report](#)



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

+ See our assurance statements for carbon and energy, water and communities at: ihgplc.com/responsible-business/reporting

+ See our Responsible Business disclosures and policies and position statements at ihgplc.com/en/responsible-business

About IHG® Hotels & Resorts

We are a global hospitality company with 19 hotel brands, one of the industry's largest loyalty programmes, over 6,600 open hotels in more than 100 countries, and a further 2,200 hotels in our development pipeline. Our purpose is to provide True Hospitality for Good.

Our brands

We predominantly franchise our brands and manage hotels on behalf of third-party hotel owners.

Luxury & Lifestyle



Premium



Essentials



Suites



Exclusive Partners



Our scale

Total rooms in the IHG System

987,125

Total rooms in the pipeline

325,252

Franchised rooms

73%

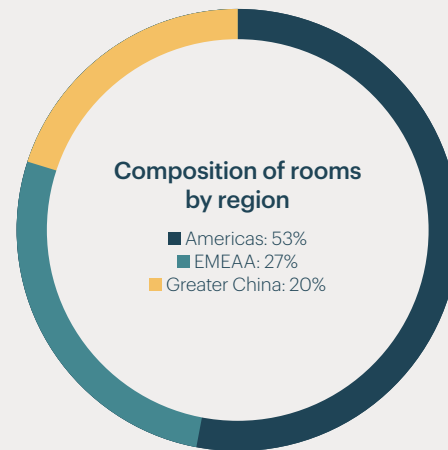
Managed rooms

27%

Owned, leased and managed lease rooms

<1%

Where we operate



Chair's statement



Welcome to our 2024 Responsible Business Report, where we reflect on the achievements made by colleagues globally and our performance against a clear commitment to operate and grow in ways that bring positive change to our people, communities and planet.

Guiding our actions is our 2030 Journey to Tomorrow responsible business plan, which aligns with our group strategy and purpose of providing True Hospitality for Good and supports the UN Sustainable Development Goals. The commitments that sit within this plan build on important work achieved over the years and reinforce our responsible practices.

Our approach to responsible business is not just about compliance; it is about creating a culture of responsibility that permeates every level of our organisation. In addition to our Journey to Tomorrow plan, this commitment is reflected more widely in our policies, initiatives and engagement with employees, customers, industry and communities. This begins at the Board level, where the highest ethical standards of governance support our culture, values and dedication to responsible operations.

The Board plays a crucial role in setting this tone and ensuring our values are upheld and that we operate with integrity.

IHG's leadership teams are responsible for embedding this approach into decision-making processes and ensuring that policies and initiatives are continuously adapted in line with our strategic goals. In addition, the Responsible Business Committee plays a vital role in advising the Board on how to capture opportunities and reviews our progress, ensuring we remain accountable to stakeholders and communicate clearly on any challenges we face. Our Voice of Employee Non-Executive Director and several employee groups also provide valuable insights that inform our actions and help foster an environment where people feel valued and empowered.

The importance of collaboration

The scale of our business and continued growth of travel present significant opportunities to create a positive impact on our world. Realising many of those opportunities, however, requires an understanding of their complexities and interconnectivity, and a desire to collaborate across the industry and beyond. At IHG we place great importance on such partnerships, which can help create shared value even in the face of challenges such as geography, resource or business model.

With a largely franchised estate, we work thoughtfully with our hotel owners to achieve the long-term goals of our Journey to Tomorrow plan, while remaining mindful of the impact on their operations and bottom line. We understand that our success is intertwined with theirs, and we are committed to fostering collaborative relationships alongside uniting the wider industry and other organisations in our efforts. We actively engage with the World Sustainable Hospitality Alliance and the Global Business Travel Association among others, and these collaborations help drive large-scale change, align standards, pool resources, measure our collective progress, and scale solutions.

Our progress

As we reflect on 2024, we are proud to highlight some significant successes in relation to our Journey to Tomorrow plan. We launched a global partnership with Action Against Hunger, one of the world's largest NGOs tackling hunger, to support lasting change in thousands of communities, as part of our target to improve the lives of 30 million people by 2030. Clear talent development and succession plans have helped further strengthen the breadth of our leadership teams, and in respect of our Human Rights commitments we have driven compliance with responsible labour requirements.

We were also proud to introduce our Low Carbon Pioneers programme in collaboration with hotel owners — a first for the industry and an initiative that exemplifies our dedication to reducing our carbon footprint and promoting sustainable practices within our operations and within our financial parameters.

We thank our colleagues, guests, hotel owners and partners, who share their ideas and collaborate with us as we continue to do business in the right way and have a positive impact in the communities we serve.

A handwritten signature in black ink, reading 'Deanna Oppenheimer'.

Deanna Oppenheimer
Non-Executive Chair

Chief Executive Officer's statement



As our global presence increases, so does our commitment to growing in the right way for our stakeholders, communities and the world around us.

A source of great pride for me is the role our hotels play as lively hubs for social and business interactions, with their economic impact boosting thousands of local communities. In my first year as CEO, I've witnessed how our commitments to the way we do business and support those communities really resonates with our teams and partners across the world – their dedication and passion shines through in everything we accomplish together.

I am delighted to share the progress made in 2024 against the key areas of People, Communities and Planet within our Journey to Tomorrow plan.

People

We have always been dedicated to investing in our people, and we were delighted to again be recognised as a Mercer Global Best Employer. A core part of our positive workplace culture is a focus on creating an environment where everyone feels valued and able to thrive and in 2024, 36% of global corporate leaders at

VP level and above were female, and 22% were racially or ethnically diverse.

Our dedication to investing in our people extends beyond workplace culture; it also encompasses our commitment to upholding human rights and ethical labour practices across our operations. This year, we took a closer look at selected hotels in the United Arab Emirates, Saudi Arabia and Kuwait to evaluate how well we are implementing IHG's Responsible Labour Requirements and to better understand current practices and common challenges.

Communities

As a global business, we use our international reach to make a difference to communities in three areas: skills building; disaster relief; and food security. Thanks to our colleagues, charities and NGOs, we have improved the lives of more than 4.2 million people since 2021. In respect of skills building and helping nurture the industry's talent of tomorrow, our refreshed IHG

Academy has provided more than 43,000 participants with skills training, work experiences, internships, apprenticeships, and free online learning in 2024.

We have also continued to support experts delivering aid to communities hit by natural disasters. In 2024, we responded to 27 events across the world, including hurricanes in the US, floods in Europe, and typhoons in South East Asia and China.

We also celebrated the launch of our global partnership with Action Against Hunger, where we will support its life-saving work focusing on identifying the early signs of malnutrition in children.

Planet

We recognise that the path to a low-carbon future is long and complex for all businesses, and we remain focused on supporting hotel owners in reducing their environmental impact through commercially and operationally viable solutions.

This year, we launched the Low Carbon Pioneers programme, an industry-first initiative that brings together energy-efficient hotels that do not combust fossil fuels on-site and are backed by renewable energy. We also updated our Green Engage environmental platform, introducing a more intuitive reporting dashboard that helps hotels track their performance, and we embedded energy efficiency measures into our brand standards in areas such as kitchens, heating and cooling, and swimming pools.

After listening to our guests' desires for more sustainable travel experiences, we have upgraded our mobile app to better display a hotel's sustainability information, introduced new brand standards to eliminate plastic bottles in guest rooms and meetings throughout Europe, and rolled out electric vehicle charging stations at hotels in the US and Canada.

IHG featured as the hospitality partner in the UN's Vision 2045 campaign this year, which encapsulated much of our work in the sustainability space and highlighted our clear commitments, while recognising that success at scale relies upon cross-industry collaboration and investment in infrastructure globally.

Our ongoing commitment to decarbonisation has driven an 11.5% reduction in carbon emissions per available room and a 9.4% reduction in energy per available room in 2024, compared to 2019. However, the lack of a clean energy infrastructure in major markets, alongside the opening of more hotels during that period, means that total carbon emissions overall are up 7.2% since 2019. While this means we are not on track to meet our target of a 46% reduction by 2030, we remain committed to reducing emissions and will continue our many initiatives working closely with our hotel owners. In due course, we will be re-evaluating our targets, taking into account evolving standards and updates to carbon accounting and validation criteria. The landscape in the sustainability space is rapidly changing, and it is crucial for us to take the time to reflect on the implications for IHG.

Looking ahead, our Journey to Tomorrow plan continues to offer a clear way to build on our past successes and create a lasting positive impact for our people and communities. While we acknowledge there is more to do, we have an important roadmap for 2025 and beyond. I would like to thank our colleagues, owners, guests and partners for their dedication to keeping responsible business at the heart of our work together.

Elie Maalouf
Chief Executive Officer



Responsible business

Our approach to responsible business guides our operations and underpins our performance. We recognise that stakeholders increasingly value how we grow and contribute to positive change for the greater good.

Central to our commitment to care for people, communities and the planet is our Journey to Tomorrow responsible business plan, which is supported by our purpose, values and strong workplace culture. Underpinning all of this is our system of robust governance and accountability.

In this section:

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Our approach to responsible business	7

Our strategy

Our purpose

To provide True Hospitality for Good.

Our ambition

To be the hotel company of choice for guests and owners.

Our strategy

To use our scale and expertise to create the exceptional guest experiences and owner returns needed to grow our brands in the industry's most valuable markets and segments. Delivered through a culture that retains and attracts the best people and embraces opportunities to positively impact the world around us.

Our priorities are:



Relentless focus on growth



Brands guests and owners love



Leading commercial engine



Care for our people, communities and planet



Being a responsible business

Aligned to our purpose of True Hospitality for Good and building on years of important progress, our Journey to Tomorrow 2030 plan puts IHG on a longer-term path to positive change for our people, communities and planet, with actions around nature and responsible procurement supporting our impact.

[+ More on pages 38 to 43.](#)



Our people

Champion an inclusive culture where everyone can thrive

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

[+ More on pages 11 to 17.](#)



Communities

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

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

[+ More on pages 18 to 23.](#)



Carbon and energy

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

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

[+ More on pages 24 to 29.](#)



Waste

Pioneer the transformation to a minimal waste hospitality industry

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

[+ More on pages 30 to 33.](#)



Water

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

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

[+ More on pages 34 to 37.](#)

[+ We are committed to ensuring our actions contribute to the United Nations \(UN\) Sustainable Development Goals \(SDGs\). See page 57 for more details.](#)

Our approach to responsible business

Our responsible business approach guides our operations and strategic investments to drive performance and strengthen our enterprise. We understand that our growth and the impact we have are important to our stakeholders.

To align our work with the most critical responsible business issues for IHG and society, we conduct materiality assessments to understand our impact and set our priorities*. These assessments help us stay focused on the issues most relevant to our stakeholders, industry and long-term success. Our Journey to Tomorrow plan is a product of these assessments, helping us plan for positive change and meet evolving expectations.

+ For more on our governance structure, see page 122 of our 2024 Annual Report.

+ For more on our Responsible Business Committee, including membership and attendance at meetings, see pages 118, 134 and 135 of our 2024 Annual Report.

+ See our website for more on our responsible business related policies and position statements.

Governance

IHG's Executive Committee and senior leaders ensure that governance is embedded, measured and upheld in our daily operations.

At the core of our responsible business commitment is strong leadership. The Board oversees our ethical standards of governance, reinforcing our culture, values and responsible business conduct. The Board and senior management, supported by the Risk and Assurance Team, focus on identifying and managing risks, balancing strategic efficiency with resilience. The Board receives support from its principal committees to help IHG achieve its strategic goals and create sustainable value for shareholders, while considering the impacts on and interests of all stakeholders.

The Responsible Business Committee specifically reviews IHG's Journey to Tomorrow strategy, assessing its effects on environmental, social, community and human rights issues, and evaluating approaches to sustainable development and responsible procurement. Key insights and recommendations are shared with the Board.

Internally, we reinforce our commitments by aligning our Directors' Remuneration Policy with our people, communities and planet strategy, and have incorporated planet and people measures into our Long Term Incentive Plan (LTIP) for our Executive Directors and senior leaders.

Managing risk

The Board, supported by the Audit Committee, Executive Committee and delegated committees, is accountable for evaluating our risk appetite and tolerance as part of setting strategy and objectives.

The Board holds ultimate responsibility for ensuring that a framework of effective controls is in place to manage IHG's principal risks with support from the Audit Committee, Executive Committee and other delegated committees.

IHG is dedicated to upholding human rights, social responsibility and environmental performance. Increasing expectations around ethical business practices across supply chains and global franchise networks drive this commitment, and are reflected in our 2030 Journey to Tomorrow responsible business plan, which fosters positive change aligned with evolving stakeholder priorities.

+ For more on the Board's approach to risk appetite, see pages 44 and 45 of our 2024 Annual Report.

Our key responsible business topics

Culture

- Cybersecurity and information governance
- Ethical business practices
- Policy engagement and advocacy
- Responsible procurement

People and communities

- Safety and security
- Skills, training and development
- Inclusion
- Employee wellbeing
- Human rights
- Socio-economic impact (including food poverty and disaster relief)
- Respecting local cultures
- Community activities

Planet

- Energy management
- Climate change
- Waste management and circular economy
- Water management
- Biodiversity

* As global reporting standards and regulations advance, including the EU Corporate Sustainability Reporting Directive, we are assessing the implications and requirements to be ready to comply and will update our materiality assessment processes as needed.

Our approach to responsible business continued

Engaging our stakeholders

Building strong relationships with stakeholders enables us to work towards common goals and create shared value. Recognising and balancing the interests of all parties is central to our governance.

Our leaders across all business levels—Board, Executive Committee, senior leadership and frontline operations—actively engage to foster these connections. We track engagement effectiveness through various KPIs, including talent attraction, employee engagement, policy adherence and stakeholder feedback, including insights from regulators and industry bodies, to protect our reputation and enhance our commercial and social awareness.

As a global leader in the hospitality industry, IHG is committed to driving responsible business practices across our operations. However, the landscape in which we operate presents challenges that are outside our control and influence our ability to achieve our goals.

Through partnerships with organisations such as the World Sustainable Hospitality Alliance (WSHA) and the World Travel & Tourism Council (WTTC), we contribute to industry-wide initiatives. By collaborating with our peers, we harness collective expertise to enhance our environmental performance and drive decarbonisation efforts across the sector. IHG has supported the WSHA Board with developing the industry's Pathway to Net Positive Hospitality, and has contributed to tools for measuring sustainability. IHG became a founding member of the Hospitality Alliance for Responsible Procurement (HARP) in 2023.

HARP aims to improve supplier sustainability by fostering close collaboration with trading partners to build transparency and to scale positive impact across the industry's value chains, while operating with the appropriate governance and compliance controls. Leveraging our scale and market position, we will strive to influence change across the hospitality industry. We are committed to sharing our learnings and best practices with industry peers and stakeholders to foster collective progress towards sustainability goals.

Vision 2045 – the future of True Hospitality

We teamed up with the Vision 2045 campaign, a docuseries exploring sustainability across different industries in collaboration with the UN to highlight the collective effort required between IHG, guests, colleagues, owners, NGOs and industry organisations to help achieve our sustainability ambitions.

[+ Visit here for more details](#)



Our responsible business stakeholders

How IHG engages with its stakeholders to support responsible business practices



Government

Support policies, laws and regulations that enable responsible business practices within our commercial and operating landscape



Guests

Ensure the services, technology and experiences we provide meet evolving expectations, and drive an increase in bookings



Suppliers

Deliver ethical and sustainable supply chains for our hotels



Trade bodies, industry associations and peers

Identify common challenges and establish standards



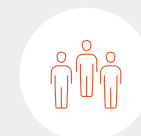
Hotel owners

Develop tools, training and programmes to support hotels and provide better data and insights



Shareholders and investors

Respond to regulation and stakeholder expectations relating to responsible business matters



Our people

Engage and support colleagues on responsible business practices



NGOs and community groups

Collaborate with organisations to support people, communities and planet

Journey to Tomorrow

In this section:



People

Champion an inclusive culture where everyone can thrive.

[+ More on pages 11-17](#)



Communities

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

[+ More on pages 18-23](#)



Carbon and energy

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

[+ More on pages 24-29](#)



Waste

Pioneer the transformation to a minimal waste hospitality industry.

[+ More on pages 30-33](#)



Water

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

[+ More on pages 34-37](#)



Key to delivering our commitment to care for our people, communities and planet is our Journey to Tomorrow plan, which sets out a series of stretching ambitions to 2030 that build on important work we have been doing for many years.

On the following pages, we outline our progress against our plan in 2024, alongside our broader impact on nature and the role our procurement teams play in ensuring we operate responsibly with our suppliers.

Making stays more sustainable

With hotels in more than 100 countries, we are passionate about making a difference in the world and in the thousands of communities we operate in. Working closely with our owners, we are meeting demand from business customers and other stakeholders for more sustainable travel experiences.

► During booking

New features on our IHG One Rewards app

This year, we updated our mobile app to help guests choose more sustainable stays, so they're now able to filter and see key information at a glance, such as sustainability certification, low-carbon hotels, electric vehicle (EV) charging facilities and public transportation.

2,850

hotels provide EV charging and are searchable on our IHG One Rewards app

Certified sustainable

We are working with leading certification programmes, such as Green Key (FEE) and Green Key Global, to support hotels across the Americas and EMEAA in showcasing their sustainability credentials to guests and corporate clients. At the end of 2024, more than 340 hotels had third-party certification.



► Throughout the stay

See some examples of how our Journey to Tomorrow pillars are integrated across the journey of our guests when they stay at one of our hotels



For guests wishing to enjoy an even more rewarding stay, they can donate IHG One Rewards points to one of the many leading charities we support around the globe.



Our Greener Stay Initiative allows guests to forgo daily housekeeping and reuse linen and towels in return for IHG One Rewards points, which helps to reduce water and energy consumption.



Our Low Carbon Pioneer hotels are energy-efficient, have no fossil fuels combusted on-site, are backed by renewable energy and have a globally recognised sustainability certification.



This year, we teamed up with EnviroSpark, a National Minority Supplier Development Council (NMSDC) certified business to make EV chargers available to all IHG-branded hotels across the US and Canada. To assist travellers in planning their journeys, we have introduced an EV charger search filter on the IHG One Rewards mobile app. This initiative not only addresses the increasing demand for charging options on the road but also further supports a wider shift to a lower-carbon economy.

Meeting for Good programme

We launched Meeting for Good globally for our corporate clients in 2023. The programme reinforces IHG's commitment to look after the world around us while strengthening the competitive advantage of our hotels through the provision of a Sustainable Meetings Playbook. Containing clear guidance on participation, including removing single-use items and how to team up with local charities to donate excess items, it also illustrates how owners can flex options to best suit their property and brand. In 2024, almost 400 hotels participated in this programme. Additionally, starting in September 2024, we ran our Meetings That Make A Difference initiative. This programme offered event planners who booked 10 or more guest rooms access to exclusive benefits. In return, IHG made a donation to Action Against Hunger, our new charity partner focused on combating hunger. For more details, see page 22.

>65%

of corporate customer accounts in 2024 included responsible business related questions in their requests for proposals (RFPs), including information on the environmental performance of our hotels

Our people



Champion an inclusive culture where everyone can thrive.

Our 2030 commitments:

Drive gender balance and a doubling of under-represented groups across our leadership

Cultivate an inclusive culture for our colleagues, owners and suppliers

Support all colleagues to prioritise their wellbeing and the wellbeing of others

Drive respect for and advance human rights

Supporting the UN SDGs:



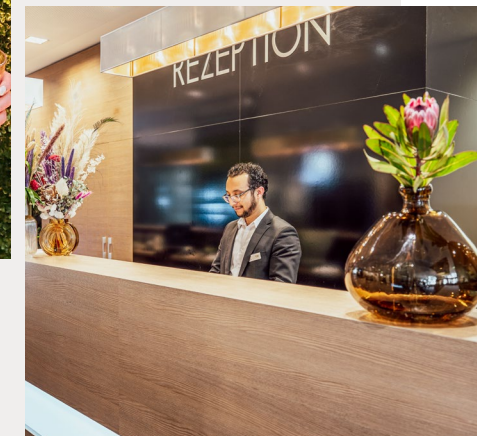
Leading our inclusive culture

Female leaders working at VP level and above increased to 36%. Awards include Gold Accreditation from WiHTL & DiR and an eighth place ranking in Financial Times Europe's Diversity Leaders 2025 list.



Global Best Employer

Overall employee engagement rating at 87%, making IHG a Mercer Global Best Employer once again.



Hotel-level assessments

As part of our human rights programme, we conducted hotel-level assessments in the United Arab Emirates, Saudi Arabia and Kuwait to evaluate the effectiveness of our Responsible Labour Requirements (RLRs).

Expanding listening forums

Employee Resource Groups (ERGs) expanded to over 5,000 members across 36 chapters.

Our people continued

Our ambition to champion an inclusive culture, where everyone can thrive, sits at the heart of our business.



With our hotel estate being predominantly franchised, the majority of people who work at IHG-branded hotels are not employed by IHG and are referred to in this report as colleagues. When we refer to our employees in this document, it is those that IHG directly employ in our corporate offices, reservation centres and managed, owned, leased and managed lease hotels. In franchised hotels, we do not control the day-to-day operations, including employment policies, practices, and terms and conditions of employment.

However, both IHG and its third-party hotel owners are committed to delivering a consistent brand experience and conducting business responsibly.

Creating a culture where everyone feels valued and able to thrive is fundamental to our ability to attract, develop and retain a broad range of talent with different experiences and backgrounds. This culture is supported by our Room for You promise, as well as our Global and Regional leadership boards, whose members meet several times a year to shape our priorities, monitor progress and ensure that we fulfill our commitments to create an inclusive environment. Recognising that each of our markets is unique, the boards work closely with the regional teams to ensure that we have action plans that make the biggest difference at the local level. Our culture of inclusion has been an important thread across our business strategy for many years and is underpinned by our inclusion policy here.

Insights from our Colleague HeartBeat engagement survey's Inclusion Index are also among the ways we are tracking our culture. In 2024, the Index showed that 89% of employees considered IHG to have an inclusive culture.

To help develop and retain talent, we apply an inclusive approach to our recruitment, reward, and development practices, regularly reviewing our policies to ensure fairness and consistency. A new corporate onboarding platform for new starters was developed in 2024, along with the introduction of tailored learning tools for IHG University and a new mobile app to improve access to its resources. We have also strengthened our General Manager (GM) pipeline through various programmes, including our accelerated talent programme Journey to GM.

Recognition for our inclusive culture

IHG was recognised as Leading Edge in the Inclusion in EDI Maturity Curve report, placing third out of 76 organisations receiving Gold Accreditation by WiHTL & DiR.

We were also ranked in the top 10 of the Financial Times–Statista Europe's Diversity Leaders 2025 list and had a significant Workforce Disclosure Index (WDI) score increase year on year. In the US, IHG reached 28th on Fortune's 100 Best Companies To Work For and was certified as a Great Place to Work for the second year in a row. We have been also certified as one of Singapore's Best Workplaces 2024 and Greater China's Best Workplaces 2024 by Great Place To Work®.



Our people continued

Driving gender balance across our leadership

Developing talent is a core part of our business planning. To strengthen and widen our overall talent pool, each of IHG's regions and corporate functions evaluates their talent to discover the most effective strategies for fostering leaders, including future female leaders.

We have a gender-balanced employee population, of which 52%* is female, and, globally, 36% of our leaders working at VP level and above are female (against an ambition of 39% by 2025). In 2024, Forbes recognised IHG as one of the world's top companies for women.

Our RISE mentoring programme, dedicated to empowering our female leaders to thrive within the hotel industry, continued to make a significant impact during the year. We welcomed 134 participants in 2024, taking the total number of graduates to more than 300 since the programme's inception in 2018.

We also welcomed 28 colleagues to the pilot of our Ascent programme in Saudi Arabia, which is focused on supporting talented female colleagues in the early stages of their careers.

Further supporting our female colleagues in realising their leadership ambitions, in 2024, we continued to promote the global network of our Lean In ERG, where members and allies can share their experiences and support one another in shaping rewarding careers, and we continued to strengthen our collaboration with WiTHL – the industry's only collaborative community devoted to increasing inclusion.

Doubling under-represented groups across our leadership

We strive for high-performing leadership teams that reflect the global nature of our business. As there is no universal definition of ethnic or racial diversity, we have worked with our local teams to agree a meaningful definition** for each market so we can focus our efforts on increasing under-represented leadership, in line with UK corporate governance requirements and recommendations. Thanks to the self-disclosure of employees***, we know that 22% of our global leaders working at VP level and above are racially or ethnically diverse, against a global ambition of 26% by 2025, and represent multiple nationalities.



We have identified the UK and US – where we have our largest populations of corporate colleagues – as markets in which we want to increase ethnic representation. We have set ambitions for the percentage of leaders working at VP level and above that are ethnically diverse in each market – 26% by 2025 in the US and 20% by 2027 in the UK. At the end of 2024, we stood at 18% in the US and 8% in the UK.

In the US, a further 19 ethnically diverse colleagues joined our Ascend advanced corporate talent programme, bringing the total number to 52 since its inception in 2021. This 10-month programme focuses on developing our talent pool at the director level.

We have continued to collaborate with Historically Black Colleges and Universities (HBCUs) in Atlanta – Morehouse College and Clark Atlanta University – by holding Discover Days. Introduced to develop early careers, these events were attended by our Americas CEO and other IHG senior leaders to support them in mentoring talent, while also broadening their own knowledge of different backgrounds and cultures. These universities are part of our summer internship programmes.

Our UK/Europe leadership board, which includes members of our Executive Committee and senior business leaders, has concentrated on initiatives that help our leaders understand the challenges and experiences faced by some in the UK workforce. Several leaders have since created action plans for their teams and we hosted an external event to highlight the benefits of working in hospitality and the numerous opportunities available for all talent at IHG.



Senior leaders showcasing a career in hospitality at an external networking event held at the InterContinental London Park Lane hotel.

* All Corporate and Reservations employees plus GMs in managed hotels as of 31st December 2024.

** Ethnically and racially diverse includes ethnic/racial minorities, as per government guidance in the US and UK (such as Black, Asian, mixed heritage and Hispanic (Latino for the US)). We also count local leaders in markets such as Asia and the Middle East because they have historically been and continue to be under-represented in the most senior levels of business.

*** 87% of our leadership (VP and above) have self-disclosed globally.

Our people continued

Employee Resource Groups

We take pride in our relationships with colleagues, owners, and suppliers. By building strong relationships, we can work together towards common goals and create shared value.

Our ERGs are central to the conversations we have around inclusion within the business – bringing together members of under-represented groups and their allies. By sharing perspectives and celebrating important cultural moments throughout the year, they shine a light on the value of inclusion. This year, we have continued to see significant growth of our ERGs and now have more than 5,000 members across 36 chapters.

In the UK and Europe, our InCommunity ERGs continue to drive inclusion and remove barriers for colleagues with intersectional identities, while in the US our BERG and Out & Open ERGs organised a joint Spill the Tea Q&A session, where colleagues were invited to talk about the issues that matter most to them in honour of Juneteenth and Pride Month.

This year saw both our US and UK DAWN ERGs create networks for parents and carers of neurodivergent children, creating space for discussion and support through their shared experiences.

We continue to promote shared experiences and insights through expert speakers, collaborative learning, and dedicated learning channels in partnership with IHG University. Launched in 2021, our Conscious Inclusion training module has been completed by over 12,000 colleagues in 2024.

Some of the many ERGs our employees can participate in:



Baby Boomers & GenExers provides members with resources through which they can share their experience and insights and encourage opportunities for professional development.

Americas



BERG, our Black Employee Resource Group, aims to increase the impact of Black colleagues on our business.

Americas



DAWN, our Disability and Wellbeing Network, provides members with a safe environment in which they can share their experiences of living with a health condition or disability.

Americas and EMEA



EMbrace is a UK-based network for employees of ethnic minority backgrounds and their allies, aimed at giving them the confidence to belong, celebrate their differences, and support their room to grow.

EMEA



FAVE, our Field and Virtual Employees network, gives remote employees a sense of team citizenship, engagement, and inclusion, and encourages professional development.

Americas



Hype is dedicated to supporting employees in the first decade of their careers, although it is open to all ages and experience levels.

Americas, EMEA and Greater China

LEAN IN

Lean In's mission is to empower women to achieve their ambitions through small peer groups that meet regularly to learn and grow together and provide advice and sounding boards.

Americas, EMEA and Greater China



Out & Open provides employees with a platform to participate in LGBTQIA+ focused conversations and activities and support their local LGBTQIA+ community.

Americas and EMEA



PATH, Pan-Asians for True Hospitality celebrates and promotes Asian ideas and culture throughout IHG, while establishing a platform for development and inclusion.

Americas



Support and Engagement Resources for Veteran Employees helps members translate service skills into creating fulfilling careers, navigate civilian and professional life, and retain the spirit of shared purpose between them.

Americas



SOMOS supports the professional development of our Hispanic and Latino employees, and creates a supportive and inclusive working environment.

Americas

We are proud to have grown our ERGs in 2024 to over

5,000
members and allies across

36
chapters

Our people continued

Disability inclusion

We continue to strengthen our disability inclusion across the world by building relationships and strategic partnerships and collaborating across our markets to support people with disabilities.

In Greater China, we produced the Caring Guide for Hearing Impaired Colleagues and continued to strengthen our collaboration with the Sichuan Disabled Persons' Federation; expanding hotel participation in initiatives such as the Charitable Cultural & Creative Product Exhibition and Sales Corner, which showcases handcrafted items that represent the Chinese culture made by disabled people.



Charitable Cultural & Creative Product Exhibition and Sales Corner.

In Singapore we signed a multi-year agreement with APSN, a leading social service agency, which includes philanthropy, advocacy, volunteering and employment opportunities. IHG hotels in Singapore will provide full-time employment opportunities, on-the-job training and internships, and regular social activities for students with disabilities in the hotels. APSN students and trainees take on front office roles such as concierge and bellman, or operational roles like kitchen stewards, housekeepers and service staff.

Six General Managers were awarded prestigious Enabling Marks by the Singapore Government for their commitment to providing opportunities for those with disabilities.

In Saudi Arabia, 20 of our hotels have received the Mowaamah certification from the Saudi Ministry of Human Resources, which provides guidelines on developing an inclusive work environment for People of



IHG colleagues from Singapore with APSN students and trainees.

Determination (POD) – those with special educational needs and disabilities. Supporting this, we also held a POD Job Fair across the country as we looked to create new opportunities for talented POD individuals in this important market.

In Europe, our regional leadership board began piloting the use of Inclusion Ambassadors across managed and leased hotels to meet the needs of our hotels and drive meaningful action. One priority of this group is assessing the accessibility of hotels for guests and colleagues across several markets. This includes a collaboration with AccessAble in the UK, and InterContinental Berlin signing a contract with Travel for All.



Out & Open launches in Japan.

Generational inclusion

We recognise the importance of generational inclusion within IHG. We continue to have a rotating position on our Global leadership board for a Next Generation member to ensure we are listening to the next generation of talent and prioritising its needs, while our Hype and BBX ERGs are dedicated to supporting employees in the first decade of their careers. You can read more on our early careers initiatives in the Community section (see page 21).

We recognise the valuable experience and expertise that the older generation brings to many of our markets, which can greatly benefit our hotels. This includes not only those who are currently employed but also individuals who are looking to re-enter the workforce after a break. In Greater China, we have launched our Senior Workforce Playbook – an action plan guiding hotels in creating a supportive environment for colleagues in the latter stages of their careers.

Pride in our culture

Inspired by the success of our global Guest How You Guest marketing campaign, in 2024 hotel and corporate colleagues from across our regions united under the theme Pride How You Pride to take part in Pride Month parades in major cities around the world, including Amsterdam, Berlin and Sydney. IHG also sponsored the festivities once again in Atlanta, London and Bangkok.

In Japan, we celebrated two milestone moments for the LGBTQIA+ community: our Out & Open ERG opening its first chapter in the country and Hotel Indigo® Tokyo Shibuya being awarded the Pride Index – Silver certification for 2024 by Work with Pride, established to create workplaces in Japan that are friendly to these communities. Since opening, the hotel has championed a work environment where each and every colleague can shine – with unisex uniforms designed by a local fashion brand that can be selected based on the colleague's individual style. We also reviewed and revised the wording of their work regulations and policies to allow benefits to apply to same-sex partners.



Our people continued



Holiday Inn Express® Lompoc, one of our hotels participating in the IHG LIFT programme.

Owners

We are also continuing to work inclusively with the hotel owners through programmes such as IHG LIFT, an owner growth programme focused on creating more hotel development support where barriers to entry exist.

To attract a broad range of potential new owners, we collaborate with organisations at key conferences, including the annual conference of the National Association of Black Hotel Owners, Operators & Developers (NABHOOD), the Hospitality HUED Summit, and the Latino Hotel Association Annual Conference.

In our efforts to expand opportunities for women seeking hotel ownership and investment, as well as to promote growth in leadership roles, we participated in the Asian American Hotel Owners Association (AAHOA) HerOwnership Conference.

We also support initiatives such as the She Has a Deal Pitch Competition and the American Hotel and Lodging Association's (AHLA) ForWard programme, while actively engaging as members of the Women in Hospitality Leadership Alliance.

Suppliers

Our supplier engagement programme, Engaging Partnerships through Inclusion and Collaboration (EPIC), aims to drive impact among a broad set of diverse supplier groups.

This year, we have focused EPIC's activities into four priority areas: expanding global impact, creating value for IHG and owners, building recognition for EPIC and evolving EPIC into a world-class programme.

[+ See Responsible procurement on page 42 for more details.](#)

Supporting colleagues to prioritise their wellbeing and that of others

Our wellbeing offering is built to support our employees across their health, lifestyle and workplace. We have simplified our wellbeing hub so our resources are more easily accessible to everyone, as well as more easily understood. The hub highlights key resources, provides additional guidance for managers to support their team's wellbeing, and specific guidance for key wellbeing topics such as the menopause.

A key focus this year has been on raising awareness of our Employee Assistance Programme, a confidential service available 24/7 that offers access to professional help and advice on a range of topics, including legal, financial and mental health.

In addition, we have continued to offer three recharge days for corporate colleagues annually, encouraging them to focus on their wellbeing and recovery.

Finally, we continue to encourage connections with our ERGs, some of which have a specific wellbeing focus. For example, our Disability and Wellbeing Network (DAWN), saw the launch of a new chapter in our Thailand hotels this year.



Our people continued

Driving respect for and advancing human rights

Driving respect for and advancing human rights is integral to our approach to responsible business, and our commitment is set out in our Human Rights Policy.

Our human rights work focuses on our salient human rights issues – those human rights at risk of being the most severely impacted through our business activities or relationships: guest welfare; freedom of association; discrimination and harassment; wages and working hours; worker health and safety; forced labour and child labour; sex trafficking and sexual exploitation; environment and community. This year, teams across the business continued to collaborate to gain a deeper understanding of how our salient human rights issues are being identified and addressed following on from our 2023 global human rights risk assessment.

To ensure our actions are consistent, measurable and targeted towards the activities that will have the biggest impact, our approach focuses on the following areas.

Governance and policies

We work to ensure clear accountability for human rights risks and the alignment of relevant policies with international human rights standards across the business. Overall accountability for the programme sits with our Executive Vice President, General Counsel & Company Secretary, who is a member of the IHG Executive Committee. Our Human Rights Team is responsible for integrating human rights into the business and works closely with other teams across the business to bring our commitments to life.

Our Human Rights Brand Standard requires all IHG-branded hotels globally to implement a human rights policy. In 2024, we updated the guidelines supporting the standard to include information on what hotels can do to identify and address the risks faced by migrant workers.

This year, to address learnings and external developments, we also updated IHG's RLRs which set minimum standards for our managed estate and our owned, leased and managed lease hotels on ethical recruitment, staff accommodation (where provided), worker voice and the use of third parties to source labour. This included adding new criteria related to age verification processes, prohibition of guarantor practices and further clarifying requirements when engaging with recruitment agencies and third-party labour suppliers.



IHG has been a proud supporter of Wellspring Living Women's Academy, which is an NGO that provides recovery services and programmes for human trafficking survivors to get back into employment. This year, IHG hosted a graduation ceremony.

Due diligence

We conduct ongoing human rights due diligence across our business and supply chain through risk and impact assessments, integrating findings and tracking the effectiveness of actions taken. We utilise a wide range of internal and external data to support these efforts and strive to meaningfully engage with rightsholders such as workers.

In 2024, we continued to drive compliance with the RLRs. To support this, we strengthened our monitoring and evaluation processes to improve central visibility of completed self-assessments, analysis of outcomes, support for corrective actions and piloted peer reviews.

To evaluate the effectiveness of the RLRs, we conducted on-site assessments at six hotels across the Middle East. These assessments included conversations with hotel leadership, group and one-to-one interviews with a diverse range of workers, engagement with third-party labour suppliers and visually assessing a variety of departments and staff accommodation. Across the six hotels, over 300 workers participated in the interviews. In 2025, we will work with participating hotels to address areas of improvement, share learnings with teams across other regions and update global policies and processes as required.

This year, we also continued to further strengthen human rights due diligence practices in our supply chain.

+ For further information, please see our [Responsible procurement](#) section on pages 40 and 41.

Remediation

We work to provide access to reporting channels for anyone whose human rights may have been affected by our business activities or business relationships and provide remedy for those we have caused or contributed towards. This year, with the support of an external consultancy specialising in human rights, we completed a review of our confidential reporting channel against the effectiveness criteria set out in the UN Guiding Principles on Business and Human Rights (UNGPs). The assessment determined that our processes are generally well aligned with the criteria.

Capabilities and engagement

We drive awareness of human rights across the company through our mandatory Code of Conduct e-learning module and via targeted training for colleagues to understand the commitments and actions relevant to their role. This includes training for frontline hotel colleagues on how to identify and report suspected human trafficking activities. This year, we introduced a new e-learning course on responsible recruitment and labour practices and hosted internal human rights learning sessions for procurement colleagues. We regularly review our partnerships and engage with external stakeholders to deepen our understanding of human rights risks and trends, as well as to address concerns and common challenges. In 2024, this included partnering with It's a Penalty ahead of the Summer Olympic Games in Paris and the Super Bowl LVIII in Las Vegas to help prevent human trafficking in the city through local awareness-raising activities.

+ Further detail on the above can be found in our [2024 Modern Slavery Statement](#).

Communities



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

Our 2030 commitments:

Drive economic and social change through skills training and innovation

Support our communities when natural disasters strike

Collaborate to aid those facing food poverty

Supporting the UN SDGs:



Increasing social mobility and building hospitality skills

More than 43,000 participants benefitted from skills training, work experiences, internships, apprenticeships, and free online learning through IHG Academy in 2024.



Providing support when natural disasters hit

We responded to 27 natural disasters, supporting charities in critical recovery efforts, from hurricanes in the US and floods in Europe to typhoons in South East Asia and China.

A new global partnership with NGO Action Against Hunger

We are working with one of the world's largest NGOs tackling hunger to support lasting change in thousands of communities across the globe.

Communities continued

With more than 6,600 hotels in over 100 countries, we have a real opportunity to improve millions of lives in thousands of communities around the world. We strive to make a difference every day and, guided by our purpose of True Hospitality for Good, we work locally with our hotels, operations and brand teams, developing partnerships and initiatives to help us progress against our commitments and take meaningful action.



We aim to forge multi-year and multi-faceted relationships and provide support in different ways, whether financially, through in-kind donations or by volunteering. Our collaborations range from global to local, whether it's working with small organisations to meet specific needs within a community or developing larger relationships to help solve broader issues, such as our new masterbrand partnership with Action Against Hunger (see page 22). This approach allows us to address wide-ranging social challenges consistent with our global strategy.

Our communities strategy

We have pledged to improve the lives of 30 million people by 2030, primarily by driving economic and social change through skills training and innovation, supporting our communities when natural disasters strike and collaborating to aid those facing food poverty.

Ensuring we meet our pledge relies on collaboration with our guests, colleagues and owners, as well as strong relationships with NGOs and community organisations, and we seek to team up with leading experts who share our commitment to driving positive change.

It is important that the quality and accuracy of the data we use to assess our contributions and progress towards our commitment to improving the lives of 30 million people by 2030 is robust. To achieve this, we use Business for Societal Impact (B4SI), a recognised global standard for managing corporate community impact, to effectively monitor our progress. Our community commitments are backed up by our Communities Policy, which can be found here.



The Kimpton® Vividora Barcelona in Spain donated fruit to NGO L'Hora de Déu to support families in need during Giving for Good month. Fruit was purchased from a local agricultural cooperative as part of the hotel's efforts to purchase locally sourced food and support the local farming community.

>4.2m

lives improved through our collective action and work with our charity partners since 2021.

Donating IHG One Rewards points

Each year, we give our colleagues and guests the opportunity to donate their IHG One Rewards points in different ways to our charitable partners around the world. As an example, this year we introduced IHG Climb to colleagues – a free, gaming-based platform that engages hotel teams to drive performance towards their key loyalty metrics. In the Americas alone, over 14,000 colleagues engaged with IHG Climb, resulting in more than 1.9 million IHG One Rewards points being donated to our charity partners. In 2024, more than 66 million points were donated by our IHG One Rewards members to help benefit our charity partners.

Communities continued

Community spotlight awards

To encourage community action throughout the year, we reward colleagues who are making the biggest impact in their communities. As part of our Community Spotlight Awards, each month selected hotels or corporate offices receive a donation to their chosen charity in recognition of their outstanding efforts. Among the highlights of this year's awards was the Reading Poetry For You Event in Greater China co-hosted by eight IHG hotels in the Wuxi area, along with Wuxi Special Education School, which showcased the talents of pupils and provided them with a unique opportunity to learn new skills. Students also taught IHG employees sign language, creating a meaningful exchange of knowledge. In the Americas, members of FAVE and Lean In, two of IHG's ERGs, hosted a fundraising event with colleagues assembling Hope Bags in support of the Safe House Project, a charity dedicated to aiding survivors of human trafficking.

Giving for Good month

Every September, hotel and corporate colleagues take part in Giving for Good month by volunteering their time and skills to give back to their communities and support the fantastic work being done year-round across IHG to deliver True Hospitality for Good.

Supporting our 2024 campaign was a new user-friendly website, which included helpful new resources, such as ready-to-go activities and guidelines for organising events provided in 13 languages. During the month, over 23,000 colleagues dedicated more than 79,000 hours to improving the lives of nearly half a million people – double the number of last year, with colleagues working with over 1,450 charities across events spanning 84 countries.



During Giving for Good month, members of IHG's senior leadership team volunteered at the Windsor Homeless Project, providing meals and hot drinks to those in need.

Giving for Good award winners

This year, more than 50 exceptional projects were chosen as winners of our Giving for Good awards, honouring the most impactful and inspirational initiatives globally during this month of action. Among them, three were recognised as CEO Commendation Winners:



Our Guadalajara office worked with FM4 Paso Libre, a non-profit organisation in Mexico supporting refugees and migrants. As well as providing on-site support at their facility, our colleagues donated 70,000 Mexican pesos worth of essential supplies consisting of non-perishable foods, hygiene products, baby items and clothing.



The Holiday Inn® Mumbai International Airport supported Cheshire Homes, a charity which helps to find employment for those with disabilities, by recruiting 10 people and providing new computers for the charity's new physiotherapy centre.



The Crowne Plaza® Shanghai Pujiang collaborated with a cluster of other IHG Shanghai hotels to raise money for the charity Heart to Heart, which helped to fund vital surgery for five children suffering with congenital heart disease. The image features employee representatives alongside the Executive Director of Heart to Heart Shanghai during a visit to children with congenital heart disease at Shanghai YiDa Hospital.

Communities continued

Skills training

Our IHG® Academy was launched in 2006 to increase social mobility within our communities by enabling people to build important skills for the world of work.

Fast forward to 2024, and we have extended its reach by introducing three newly branded programmes: Discover, Skills Builder and Career Launcher.

IHG Discover plugs us directly into communities by providing student workshops and a taste of what it's like to work in hospitality for people from different industries. In 2024, more than 220 Discover Workshops for more than 13,000 people were hosted by hotels around the globe, many of which honoured World Youth Skills Day in July.

>43k

participants across the globe enjoyed work experience, internships, apprenticeships and free online learning during the year.



IHG was joined by a panel of sponsors at the Jobs for America's Graduates (JAG) National Training Seminar in 2024.

More than 4,000 colleagues from over 30 IHG hotels joined forces to host You Can Change Their Destiny charity bazaar at the InterContinental Century City Chengdu, China, which raised funds to improve education in underprivileged areas.



IHG Skills Builder is our free online learning platform that's home to more than 250 courses. Since its launch in 2022, more than 50,000 courses have been completed.

IHG Career Launcher provides a range of structured, in-person programmes to help future IHG talent thrive. In 2024, IHG delivered more than 6,000 internships and 500 apprenticeships.

In the UK, we teamed up with Learning to Work, a charity connecting education and business to prepare young people for the world of work. We hosted an IHG Discover Day at our Global Headquarters in Windsor, where students were introduced to the IHG Skills Builder learning platform and given insights into the diverse career opportunities available in hospitality to help them make informed decisions on their future careers.

Enhancing partnerships

We continued to support more than 1,500 IHG Academy partners, including Jobs for America's Graduates (JAG). In the five years since our collaboration began, we have seen a 300% increase in students kick-starting their careers in hospitality, and in the last year we have helped to support 85,000 young people. We strengthened our support for the charity further this year by launching our first learning module called All About Hospitality on JAG's Headrush online training platform to help further inspire the next generation of talent.

In 2024, 38 interns took part in our Americas Summer Internship Programme, which this year achieved gender parity and had 55% ethnically diverse participants. In the UK, we welcomed paid summer interns from 10,000 Black Interns (a charity that supports Black or Black heritage students), 10,000 Able Interns and Leonard Cheshire Change 100 (charities that support talented university students and graduates who have a disability). This year, we leveraged our global reach by successfully piloting the INTERNational Buddy Programme to connect the UK and US interns, providing them with a greater awareness of our global business and the cultural differences across our markets.

To support the development of rural communities, IHG deepened its collaboration with Ant Foundation by jointly supporting the "Cyber Mulan" Homestay Manager Training Project. By offering more comprehensive resources and diversified career paths, the programme aims to provide career opportunities for women in the industry.

Disaster response

We are proud to be there for our communities in times of need, and with the increasing impact of climate change being felt around the globe, we continued to work with our humanitarian aid partners to support their relief and recovery efforts.



Hotel colleagues at the Crowne Plaza Atlanta Perimeter at Ravinia in the US organised donations to charities such as Caring for Others, which assisted those in need after hurricanes Helene and Milton.

In 2024, we responded to 27 natural disasters, including supporting those affected by the devastating hurricanes Helene and Milton in the southeast of the US, where we donated to the American Red Cross to support its critical recovery efforts. Fifteen hotels were hit by power outages, storm damage and flooding, and we activated our Disaster Colleague Assistance Fund to provide financial support for affected colleagues.

We also activated our Disaster Colleague Assistance Fund following Typhoon Yagi in South East Asia and China. We donated essential food items to help over 10,000 residents in affected communities in China, as well as donating to our disaster relief partners Blue Dragon and CARE International to help more than 750,000 people displaced by the typhoon. Hotels also donated food, linen, clothes and school supplies to those affected by Typhoon Yagi, while our Singapore office made an additional cash donation to Blue Dragon.

The severe flooding in and around Valencia - one of the worst natural disasters in Spain's recent history - IHG donated to the Spanish Red Cross and activated our Disaster Colleague Assistance Fund.

Communities continued

Collaborating to aid those facing food poverty

Food sits at the heart of our hospitality, nourishing people and communities, and yet sadly remains in desperately short supply for millions of people. An estimated one in three people globally are uncertain where their next meal is coming from as a result of poverty, conflict, inefficient food systems or climate change. To help tackle this, we are developing global and regional partnerships, and working with smaller food partners in local hotel communities on food security projects.

In August 2024, we announced a multi-year partnership with Action Against Hunger, one of the largest global NGOs working to combat hunger. For decades, it has been preventing, detecting and treating hunger, with its world-renowned screen, treat and sustain programme providing help across Africa, Asia, the Americas, Middle East and Europe.

IHG's CEO and Chief Sustainability Officer announced our multi-year partnership with the Executive Director of Action Against Hunger UK at IHG's Global Headquarters in Windsor.



IHG's Chief Product and Technology Officer, receives Action Against Hunger's 2024 Corporate Impact Award from Action Against Hunger's gala host.

➤ See page 10 for how IHG's, Meetings That Make A Difference contribute to Action Against Hunger.



Action Against Hunger – supporting nutrition programmes

IHG helps support and fund Action Against Hunger's nutrition programmes, with a specific focus on screening initiatives designed to spot early signs of malnutrition in children and provide potentially life-saving treatment through local community outreach programmes. For example, the National Family Health Survey in India reports that almost 40% of children under five are stunted and short for their age, and prone to more illnesses due to severe malnutrition. Action Against Hunger teams engage with communities in remote areas of India to identify and address the nutritional challenges among children.

IHG's funding supports home-based screening and treatment for malnourished children. The nutrition programme follows the First 1,000 Days model, targeting critical interventions during pregnancy and from birth through to age two. Parents and carers are educated on the causes and symptoms of malnutrition, and the importance of accessing clean water, sanitation and hygiene services. IHG is also growing awareness of this critical issue with millions of guests around the world and giving them the opportunity to donate IHG One Rewards points to the cause.



Communities continued

Stay for Good

In Australia, our OzHarvest collaboration celebrated its sixth year in 2024. This year was also the third September running where hotels were invited to participate in the Stay for Good campaign, where IHG hotels donate \$1 to OzHarvest for every guest stay – the equivalent of providing two meals to those in need. A total of 48 hotels participated in the 2024 campaign, which resulted in the equivalent of more than 144,000 meals being donated to our partners OzHarvest and KiwiHarvest across Australia and New Zealand.



>144,000

meals donated to OzHarvest and KiwiHarvest as part of the Stay for Good campaign in September

As part of IHG's purpose to provide True Hospitality for Good, our work with Action Against Hunger complements existing regional and hotel-level partnerships in many local markets that aim to strengthen the food system in a community. This includes our support of the Global FoodBanking Network and food provision charities in more than 50 countries, including Green Food Bank – The Global FoodBanking Network's Certified Member from mainland China.

As well as the support we provide through our direct food bank partnerships, we are helping children get the meals they need through our collaboration with the No Kid Hungry campaign, which aims to end child hunger in the US. Since 2014, our support has helped kids get the meals they need to thrive in school, at home and in life.

In addition to our collaboration with OzHarvest (see left), we continued to extend our support to its sister organisations JapanHarvest, VietHarvest and KiwiHarvest. IHG's support of VietHarvest in 2024 helped deliver 87,000 meals to those in need and 43,500kg of food rescued from going to waste.

To help mark World Food Day 2024, hotel colleagues at InterContinental Hanoi Landmark72 and InterContinental Hanoi Westlake (pictured below) in Vietnam organised food drives, which resulted in InterContinental Hanoi Landmark72 donating essential food supplies to VietHarvest.

In the US, we have continued to work with food recovery and distribution company Goodr, with its app and logistics network making it quick and simple to pick up excess and expiring food from our hotels and donate it to local non-profit organisations. Our hotel food waste recovery programme has donated 28,800 meals since its launch in 2022 – the equivalent of more than 34,500lb of food diverted from landfill.



IHG attended the Global Business Travel Association (GBTA) Convention in Atlanta alongside our community partner Goodr to discuss our ongoing collaboration in the US.



On World Hunger Day, InterContinental Hanoi Westlake prepared 100 nutritious meals for underprivileged individuals in the VietHarvest community and donated food to three local centres.

Carbon and energy



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

Our 2030 commitments:

Implement a 2030 science-based target that delivers 46% absolute reduction in carbon dioxide emissions from our franchised, managed, owned, leased and managed lease hotels

Target 100% new-build hotels to operate at very low/zero carbon emissions by 2030

Maximise/optmise the role of renewable energy

Supporting the UN SDGs:



We are delivering pioneering hotels with industry-leading low- carbon credentials

Launched our Low Carbon Pioneers programme to accelerate the number of hotels that are energy-efficient, have no fossil fuels combusted on-site and are fully powered by renewable energy where available.



We are actively working with owners to help reduce their emissions

Upgraded our environmental data collection platform, assisting hotels to track their sustainability targets and performance.



Continuing to roll out energy conservation measures across our hotels

We have incorporated 17 distinct measures into our brand standards since 2022.

Carbon and energy continued

By taking action to decarbonise and reduce our environmental impact, we help our hotel owners manage rising operational costs, create more secure supply chains and reduce financial risks linked to climate change, while strengthening IHG's reputation. Our predominantly asset-light business model means that the majority of our hotels are owned by third parties, so we work closely with hotel owners and their teams to lower energy use and carbon emissions.

Primary decarbonisation levers

Implementing energy efficiency measures in hotels



+ Please see page 26 for more details.

Pioneering low-carbon hotels



+ Please see page 27 for more details.

Supporting hotels source renewable energy



+ Please see page 28 for more details.

Our decarbonisation strategy

Our plan to reduce emissions across our business focuses on three objectives: implementing energy efficiency measures in hotels; pioneering low-carbon hotels; and supporting hotels in sourcing renewable energy.

Our fee-based, asset-light business model allows for rapid growth and higher returns with lower economic risk, but it also means we have limited control and influence over a significant proportion of our emissions – more than 60% of the emissions covered under our carbon target are generated by our franchisees. We are committed to working closely with them, many of whom are small business owners, to support their efforts in decarbonising their assets and improving operational efficiency.

Using our global scale, we actively engage with external stakeholders to support hotel owners, including to reduce operational costs, boost revenue and meet industry standards for sustainability, ultimately benefiting both the industry and our communities.

We are proud members of key organisations such as the GBTA, WSHA and WTTC. Through these partnerships, we share best practices and develop industry-wide sustainability tools. By collaborating with our peers, we harness collective expertise to enhance our environmental performance and drive decarbonisation efforts across the sector. For example, in 2024, we co-hosted an industry event during Climate Week NYC, bringing together senior travel and business leaders to discuss progress and future opportunities for the business travel industry in the context of climate change.

+ Please see page 8 for more details of on our industry work and how we engage with our stakeholders.

In 2021, we set an ambition to reduce our greenhouse gas (GHG) emissions 46% by 2030 from our 2019 baseline. This target is validated by the Science Based Targets initiative (SBTi) and covers our Scope 1 and 2 GHG emissions and material Scope 3 emission sources from our franchised hotel's energy consumption and Fuel and Energy Related Activities (FERA).

Since establishing our target, we have conducted extensive work to outline the pathways for achieving it, identifying key initiatives to drive progress in areas we can control and influence. Our performance against this target is reported on page 29, while additional details on the factors affecting the speed and scale of our decarbonisation can be found in our 2024 Annual Report on pages 64 to 67.

Carbon and energy continued

Implementing energy efficiency measures in hotels

We collaborate with our hotels to improve energy efficiency and provide them with essential resources and support. This includes resources for owners to identify financial incentives to help fund energy efficient investments. For example, owners in the US and Canada can access our Efficiency as a Service (EaaS) programme. This financing and installation solution enables hotels to implement energy and water efficiency projects, with third-party providers paying for the equipment, installation and ongoing maintenance.

In 2024, we upgraded our hotel environmental data collection platform, Green Engage™, with an intuitive reporting dashboard that helps hotels to track their energy targets and performance against peers, along with enhanced alerts and action plans for energy reduction.

To maximise uptake of the options available, we have modelled the financial impacts of the emission reduction options for our hotel owners so that emissions reduction starts with changes requiring minimal resources. Options include end-of-life equipment replacement, high-efficiency retrofits, electrification measures and on-site and off-site renewable energy procurement. We are integrating energy conservation measures (ECMs) into our brand standards, prioritising those with paybacks of under five years. We provide implementation timelines and are developing additional standards specific to various regions and segments.

Over the past three years, we have incorporated 17 ECMs into our new-build brand standards, most of which are also in place for our existing hotels. These measures will reduce energy consumption in key areas, including kitchens, heating and cooling, lighting, and swimming pools. To drive further action, we set customised annual energy reduction targets for each

property, which are integrated into our broader hotel performance monitoring. These targets, designed for different regions, brands, and climate zones, are supported by reporting compliance goals and a focus on data quality.

We are taking steps internally to reinforce our commitments and drive action. We have aligned our Directors' Remuneration Policy with our People, Communities and Planet section of our corporate strategy and have incorporated carbon measures into our Long Term Incentive Plan (LTIP) for our Executive Directors and senior leaders. By integrating these strategies, we aim to create a cohesive approach that drives meaningful change across all levels of the business.

How IHG is helping hotels reduce carbon

Partnering with IHG gives our hotel owners access to the following tools and resources to build their knowledge, skills and awareness of ways to reduce their hotel's energy consumption and carbon emissions.



Energy reduction tool

The IHG Hotel Energy Reduction Opportunities (HERO) tool guides hotels on the most effective ECMs for their specific building.

The tool provides indicative capital costs, energy reductions and payback periods for a range of ECMs based on the hotel's facilities, climate and energy use. Since we launched the tool in 2022, more than 740 hotels have used it to guide their capital spending. The tool is now in all regions, having launched in Greater China in 2024.



Online environmental management platform

Every IHG hotel is given access to the Green Engage system, our online environmental management platform, which helps hotel teams make greener choices, charts their progress, and measures and reports their energy, water and waste data. It also provides more than 200 green solutions to drive utility efficiency. We launched Green Engage 2.0 in 2024 to enhance the interactivity and usability of the platform, giving hotels better insights into performance against targets.



Incentives

We are supporting hotels to identify financial incentives available to them to help fund energy efficient investments. Owners in our Americas region have free access to reports on the tax incentives and utility rebates available to their hotels. We have also collaborated with an EaaS supplier that can provide financing, installation and maintenance of energy and water-efficiency projects, then shares the energy cost savings with the hotel.



Carbon and energy training

Our hotel energy and carbon reduction e-learning modules advise hotel colleagues on how to reduce costs and drive revenue by providing effective strategies to reduce their hotel's energy use. These modules cover both the global context and the commercial and competitive advantages of sustainability efforts, as well as what hotels need to do to meet their energy reduction targets. Checklists and 10-minute training guides are also available to help General Managers implement the top no-cost energy - saving behavioural changes within their teams.



Centralised data collection

IHG continues to invest in utility data acquisition to improve data quality and assurance to enhance our reporting. This includes our collaboration with an energy specialist to offer all our hotels a centralised data feed solution to collect utility information, which is then sent directly into the Green Engage system. The collected data enables improved analytics for hotels to drive efficiencies in utility management and strengthen hotel RFP responses to corporate clients globally.

Carbon and energy continued

Pioneering low-carbon hotels

To support the future development of IHG hotels, we aim to test, learn and share insights on innovative approaches that can accelerate our efforts and inspire broader adoption of carbon reduction practices across IHG's estate.

We have collaborated with technical experts to establish a definition of a low-carbon building and in July 2024, we launched our Low Carbon Pioneers programme. This programme brings together energy-efficient hotels that have no fossil fuels combusted on-site* and are backed by renewable energy.

This group of low operational carbon hotels is the first group of its kind in the industry with the ambition to inspire other properties to join the programme and help encourage wider adoption of carbon reduction practices.

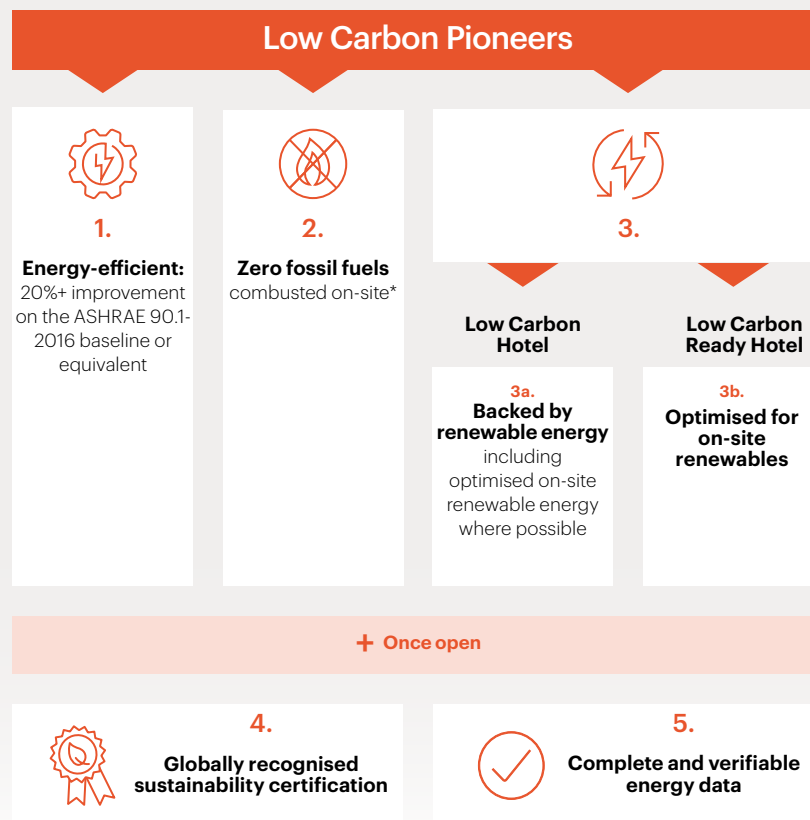
Guests seeking more sustainable stays will find hotels marketed as low-carbon or low-carbon ready across IHG's booking channels to make it clear which ones are energy-efficient, have no fossil fuels combusted on-site and are backed by renewable energy.

New programme launched in 2024

Low Carbon Pioneer hotels feature sustainable solutions such as high-efficiency heat pumps for heating and hot water generation, as well as fully electric kitchens. Every property also has a globally recognised operational sustainability certification, such as Green Key or a sustainable building certification, such as LEED, BREEAM or EDGE.

We are also developing a 'low-carbon ready' group of hotels in preparation for when it becomes possible to fully back all energy with renewables in countries or districts where this is not currently available.

Kimpton BEM Budapest was one of the hotels that joined our Low Carbon Pioneers programme. The hotel is leading the way with energy efficiency initiatives, including utilising solar PV panels to generate electricity, implementing heat recovery systems to reduce wasted energy, and employing hot water heat pumps to lower overall energy consumption.



* Except for backup generators that fall below 5% of the hotel's total annual energy consumption.

Carbon and energy continued

Supporting hotels source renewable energy

Helping hotels access renewable energy can enable them to quickly reduce emissions, particularly in regions with carbon-intensive electricity grids. While most of our hotels operate under franchise agreements, which limits our direct procurement capabilities, we are dedicated to helping hotel owners access renewable energy solutions.

- **On-site renewable options:** We are actively exploring ways to enable hotel owners to implement on-site renewable energy solutions. This includes mapping global opportunities and prioritising procurement in mature markets where we have a significant presence, such as the US, while also leveraging insights from emerging markets to enhance our strategy.
- **Community Solar programme:** Our Community Solar programme is available in select US states such as Maryland, Illinois, Maine and New York. It enables hotels to subscribe to local solar projects, providing them with Green-e® certified Renewable Energy Certificates and discounts on electricity bills, which can lead to cost reductions of up to 10%.
- **Negotiating renewable contracts:** Where credible renewable energy markets exist, we assist our managed hotels in negotiating renewable electricity contracts and several of our global offices, including our headquarters in Windsor in the UK and Atlanta in the US, are procuring 100% renewable electricity. We continue to explore the delivery of a broader renewable energy programme that can be accessed by a wider range of our hotels.



“We are excited to join the Community Solar programme, which will help us reduce our energy costs while also enabling our hotel to meet the expectations of increasingly sustainability minded guests and travellers. It’s a win-win.”

Nabil Moubayed

General Manager, InterContinental Chicago Magnificent Mile

Carbon and energy continued

Our carbon performance as a growing business

Our ongoing commitment to decarbonisation has driven an 11.5% reduction in carbon emissions per available room and a 9.4% reduction in energy per available room in 2024 compared to 2019. However, the lack of a clean energy infrastructure in our markets, alongside the opening of more hotels around the world, means that total carbon emissions are up 7.2% since 2019. This means we are not on track to meet our 2030 target of a 46% reduction.

Since setting our target, we have undertaken extensive work to map out the pathways to achieve it, identifying key initiatives to drive progress, focusing on the areas we can control and influence. However, some of the key external enablers that we anticipated would support our efforts have not materialised as expected:

- A challenging global economic environment coming out of the Covid-19 pandemic has hindered owners' ability to invest in initiatives.
- Grid decarbonisation has been slower than anticipated.
- There remains uncertainty regarding future consumer demand for higher-priced sustainable good and services.
- Limited access to suitable renewable energy options that are scalable. For example, current market conditions and available risk mitigation strategies for virtual Power Purchase Agreements do not make these a suitable option for IHG's asset-light business model – which typically does not involve responsibility for hotel-level energy procurement.
- We will continue to drive and constantly reassess initiatives across our decarbonisation pillars to maximise our impact, and we remain dedicated to the actions we are taking to assist hotel owners in reducing carbon emissions. While our programmes will require time to scale, the actions we are taking today will improve operational efficiency of IHG hotels and prepare us for accelerated decarbonisation once market factors are more favourable.
- Leveraging our scale and market position, we will strive to influence change across the hospitality industry. We are committed to sharing our learnings and best practices with industry peers and stakeholders to foster collective progress towards sustainability goals.
- We will also maintain ongoing, transparent reporting against our existing targets. This accountability is crucial for tracking our progress and identifying areas for improvement.

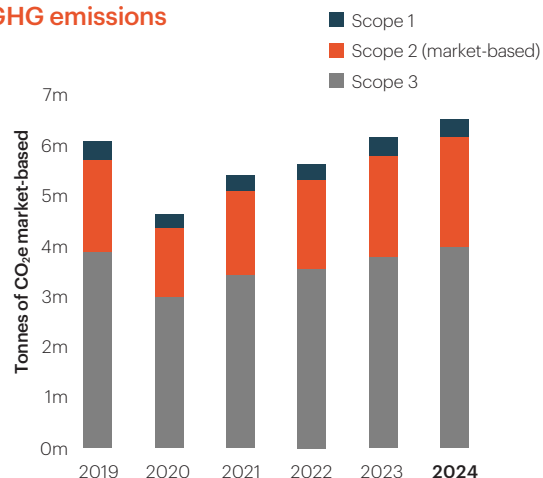
To be able to achieve our 2030 targets, several significant external shifts would be required, such as the development of a reliable clean energy grid across all our geographies and a commercial and operating landscape that supports energy efficiency and carbon reduction. Another critical factor is addressing the substantial pricing differences between electricity and gas, as this gap must be narrowed to make renewable energy more competitive and financially viable. For example, in the UK, electricity is around four times the cost of gas per kWh. Furthermore, advancements in market conditions and technology are essential, particularly in terms of lowering costs and increasing the availability of high-impact ECMs that can significantly reduce emissions.

Unfortunately, these necessary shifts are beyond IHG's control and are unlikely to occur quickly enough. As a result, despite our ongoing efforts, we are not on track to meet our 2030 target. We remain dedicated to the actions we are taking to assist hotel owners in reducing carbon emissions, including by the following means:

The sustainability standards landscape is rapidly evolving, making it essential for us to reflect on the implications for IHG. This includes re-evaluating our carbon reduction target and conducting a thorough review of emerging industry standards, as well as anticipated updates to carbon accounting standards, target validation criteria and evolving technologies. Focusing on how IHG can control and influence our decarbonisation efforts will also be essential, as these considerations will significantly shape our strategies and ensure that our initiatives remain relevant and effective across the regions and communities we serve.

+ See our 2024 Annual Report, pages 64 to 67, for more details on the factors that impact the speed and scale of our decarbonisation.

GHG emissions



Hotel Indigo Grand Cayman has implemented a range of ECMs, including LED lighting, high-efficiency shower heads and taps in the hotel. The hotel also uses ice banks to produce and store ice for chilled water storage during off-peak hours. This stored thermal energy is then used to provide cooling during peak periods, reducing reliance on chillers throughout the day and providing a cost and energy-efficient solution. Furthermore, the hotel uses geothermal wells for heat transfer, requiring less electricity, as it eliminates the energy losses associated with evaporative cooling and fan operation. It also has strong water conservation benefits, as the system is closed-loop, recycling the same water and reducing water usage.

Waste



Pioneer the transformation to a minimal waste hospitality industry

Our 2030 commitments:

Eliminate single-use items, or move to reusable or recyclable alternatives across the guest stay

Minimise food going to waste through a 'prevent, donate, divert' plan

Collaborate to achieve circular solutions for major hotel commodity items

Supporting the UN SDGs:



Continuing to eliminate single-use items

Introduced two new brand standards to eliminate plastic water bottles from guest rooms and meetings and events across all hotels in Europe.



Supporting hotels to reduce food waste

Since our global food waste training e-learning module was launched in 2022, it has been accessed by more than 2,700 hotels and over 53,700 courses have been completed by managed and franchised hotel colleagues.



New guide for environmentally responsible disposal of hotel commodities

US hotel owners now have access to our guide on the environmentally responsible disposal of major hotel commodity items during renovations.



Waste continued

With millions of guests visiting our hotels every year, we have the opportunity to support more sustainable travel by reducing the waste impact of the products and services we offer.

The world generates over two billion tonnes of waste each year, a third of which is not managed responsibly. In addition, an estimated 8-10% of global GHG emissions are associated with food that is not consumed, according to the UN Environment Programme.

Filtered water on tap

Eliminating the need for plastic bottles, in-room water filtration systems have been implemented across several hotels in Singapore with a payback of under three years. Building on this, Hotel Indigo Singapore Katong formed an alliance with local illustrator Yeni to produce water tumblers incorporating heritage designs, which can be purchased by hotel guests.



This year, we have advanced action plans across our three regions in line with our Journey to Tomorrow commitments, focusing on eliminating single-use items (SUIs), minimising food waste and improving circularity. Global waste data collection is a challenge across the industry, so our goals and KPIs are focused on the actions hotels can take to reduce waste effectively.

We recognise that we can also drive progress in this area through working with our supply chain partners to eliminate SUIs, and by delivering waste management solutions.

+ Please see page 49 for more details of our waste performance data.

Eliminating single-use items

In 2023, we partnered with a specialist to create a baseline methodology for calculating SUI usage during guest stays. This global, brand-specific baseline informs our strategy for eliminating SUIs and builds upon the work we have been doing for many years, including becoming the first global hotel group to commit to replacing bathroom miniatures with full-size amenities, which has since been incorporated into brand standards across all hotels worldwide.

Following last year's efforts that reviewed our brand standards to support our owners to drive sustainability in their hotels, we are now working with teams to remove, amend or establish new standards to reduce our environmental impact. For example, in 2024 we introduced two new brand standards to eliminate plastic water bottles from guest rooms and meetings and events across all hotels in Europe by December 2025. A guidebook was also developed to help hotels find alternative solutions, including water filtration systems and reusable bottles. Building on this momentum, we will be looking to expand these standards into other EMEA markets going forward.

In 2023, we launched a toolkit in collaboration with Travel Without Plastic that offers hotels a best-practice guide for reducing, reusing, replacing and recycling SUIs. Available globally, this toolkit features examples from our brands and insights tailored to properties with varied waste management infrastructures, prioritising waste elimination before considering alternative materials or solutions. Building on the work in EMEA to offer options for sustainable guestroom amenities, this year Greater China reviewed and updated its brand standards to incorporate guest-room amenities such as toothbrushes, combs and shavers with higher sustainability credentials for hotels to roll out by June 2025. For Premium and Essentials brands, options include guest-room amenities that are made from post-consumer recycled plastic and packaged in a bag made from sugarcane fibres. For Luxury & Lifestyle brands, guest-room amenities are made from bamboo and the packaging is printed using soy ink and is Forest Stewardship Council (FSC) certified. We have also strengthened guest-facing communications around sustainable guest-room amenities by encouraging guests to travel responsibly, while making some items on request to prevent waste.

Additionally, guests who forgo using the hotel's guest-room amenities – such as toothbrushes, toothpaste, soap and combs – during their stay earn green energy points through our collaboration with Ant Forest's tree-planting programme on the Alipay app, where users earn virtual points for low-carbon lifestyle choices. In 2024, we expanded the programme to reach 445 hotels in Greater China, which spans 11 brands and 116 cities.

Waste continued

A more sustainable breakfast at Holiday Inn Express

We work with innovative partners to ensure our hotels have a range of sustainable solutions. For example, to help reduce single-use plastics at Holiday Inn Express hotels, our Express Start® breakfast bars in the US are transitioning to bulk condiments, including reusable smallware equipment such as jams, ketchup and honey. This reduces costs for hotel owners, while guests have greater control over how much they consume, which also supports our goals to reduce food waste.



“Our new sustainable breakfast condiment solutions meet guest expectations, as they find them easy to use and appreciate the focus on reducing plastic waste, while our hotel teams also benefit from easier maintenance, less waste and cost-effectiveness. A true win-win.”

Justin Alexander

VP Mainstream Brands, Global Holiday Inn Express, Staybridge Suites® and Candlewood Suites®

Food waste

We have a global food waste training programme for all regions and hotels, which features an e-learning module that's available in 13 languages and is included in the General Manager training programme. Since launching in 2022, over 2,700 hotels have participated and more than 53,700 courses have been completed by managed and franchised colleagues. Based on a 'prevent, donate, divert' plan and the Waste & Resources Action Programme (WRAP) Guardians of Grub campaign for the hospitality industry, our training encourages hotels to monitor food waste and take action where required. To track progress, hotels are encouraged to record daily food waste and report monthly totals into the Green Engage environmental data management platform. The training is also supported by back-of-house posters with easy-to-implement food-saving tips, standardised labels for food waste bins and a detailed guide highlighting methods for reducing food waste.

This year, we have proactively gathered feedback from hotels, and we are set to roll out enhanced food waste training in 2025. These updates will emphasise the environmental and financial advantages of reducing food waste, while also aiming to boost the number of hotels reporting their data.

To further raise awareness, we have developed a guide for hotels in our EMEA region on how to donate and divert surplus food, which otherwise would have gone to waste. The guide, which will be rolled out in 2025, includes options such as donating to a food bank, charity, social enterprise or business. For example, we continued to successfully reduce our food waste through our collaboration with the Too Good To Go app in 119 hotels in Europe, which connects them with customers when they have unsold surplus food.

In 2024, over 41,000 meals were saved from going to waste, which increased by 33% from 2023. For more details on how we are supporting our communities to promote food redistribution from our hotels through regional collaborations, see page 23.

Supporting local circular agriculture reduces food waste

ANA Holiday Inn Resort Shinano-omachi Kuroyon gives its food waste to Omachi city composting centre, which farmers at the local Wappara farm use as a cost-effective and chemical-free compost to grow a variety of vegetables. The hotel purchases nasturtium flowers from the farm close by, which are then used in dishes served in the restaurant. This creates a circular solution to tackling food waste and demonstrates our commitment to sourcing responsibly.



Waste continued

Circular solutions

We recognise that products provided to guests staying in our hotels can collectively create significant amounts of waste if not reused or recycled. To address this, we aim to integrate circular economy principles by sourcing products that include recycled content or making sure items can be repurposed or reused after they leave our hotels. We also have a system in place to assess the environmental credentials of our suppliers and provide recommendations to our hotels where possible. For details on our progress in responsible procurement, see pages 40 to 43.

This year, we launched a guide for US owners of hotels undergoing renovations. The Renew, Renovate, Recover (3RE) playbook provides them with tips and resources on handling major hotel commodity items and how to dispose of waste in an environmentally

responsible way – recommending approaches and organisations with capabilities to manage these items, including potential opportunities to repurpose items through local donations. For example, we have collaborated with a refurbishment and recycling company to help US hotels recover and refurbish packaged terminal air conditioners to help extend the useful life of the products, assure proper management of refrigerants and reduce owners' disposal costs and risk. This is offered as a free service, and all technicians are certified by the US Environmental Protection Agency (EPA) for refrigerant recycling, recovery and reclamation. In the first nine months, 57 hotels participated in the programme, with over 880 units being picked up, diverting more than 44,000 kg of waste.

Across our regions, hotels partner with innovative organisations to create circular solutions that reduce waste, and this year we have focused on piloting new solutions. For example, in Greater China we are working with a leading coffee provider to implement a coffee capsule recycling programme. Currently, 25 IHG hotels are participating, with recycling bins being placed in areas such as lobby lounges, banquet halls and guest rooms. The coffee grounds are reprocessed into nutrient-rich compost, which is a natural fertiliser for vegetables, while the aluminium packaging can be recycled indefinitely. In 2024, the programme has recycled over 5,800kg of coffee capsules – at a recycling rate of 45%.

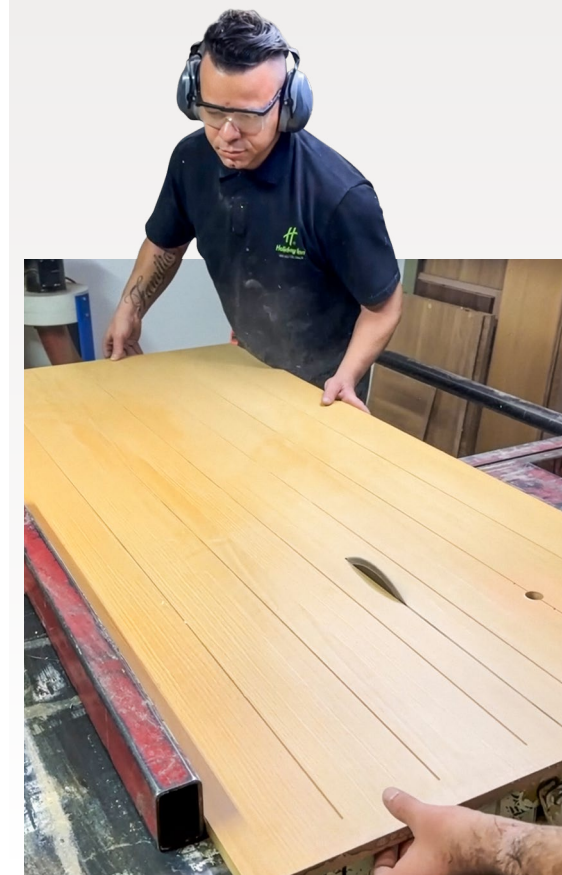
Turning plastic bottles into T-shirts in the UAE

In September, 18 hotels in the United Arab Emirates teamed up with a sustainable clothing manufacturer to test out an innovative circular solution. During the three-month pilot, the organisation installed Simply Bottles Recycling Bins in each property. Once the bottles had been collected, they were turned into T-shirts made from Greenspun™ yarn and given to the Al Noor Training Centre, a local charity for children with disabilities, so they could be sold at its annual fundraising event. We will use the findings from this pilot as we continue to explore further circular solutions.



A new lease of life for bedside cabinets

With Holiday Inn Sao Paulo Parque Anhembi undergoing renovation, the maintenance team came up with an innovative circular solution by repurposing materials collected from wooden bedside cabinets, headboards and panels to create lockers and coat hangers so hotel colleagues can keep their possessions safe.



Water



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

Our 2030 commitments:

Implement tools to reduce the water footprint of our hotels

Mitigate water risk through stakeholder collaboration to deliver water stewardship at basin level

Collaborate to ensure adequate water, sanitation and hygiene (WASH) conditions for our operating communities

Supporting the UN SDGs:



Brand standards that reduce water use

Continued to integrate water-reduction measures into brand standards globally, such as low-flow aerated showerheads and taps.

Water, sanitation and hygiene

Continued to act and collaborate to support adequate WASH conditions in vulnerable communities.



Regional plans that focus on highest-risk areas

In the Americas region we have been working to develop a water roadmap focusing on awareness, conservation and stewardship.



Water continued

As demand for water surpasses supply in many regions worldwide, it's important for us to contribute to the conservation of this valuable resource. To support this effort, we are integrating water-efficiency measures into both existing hotels and new properties.

Identifying and supporting hotels situated in areas facing high water stress or risk of drought is important in helping them adapt to reduce disruption to services and cut water consumption.



Our focus is on reducing water use, mitigating water risks, and supporting communities in need of adequate WASH conditions. To achieve these goals, we are implementing regional action plans that emphasise awareness, conservation and stewardship. This approach enables us to effectively address the diverse water-related risks and opportunities that exist across different markets, ensuring that our efforts are both impactful and sustainable.

In the Americas region, our action plan has included developing a toolkit to help hotels in conserving water and we are planning to roll it out in 2025. Building on this, plans for case studies and pilot projects to evaluate technologies for water conservation through high-efficiency toilets, irrigation systems and controls, and leak detection across all brands, are being finalised to

drive further progress against our Journey to Tomorrow commitments. Additional technologies are being considered for Premium and Luxury & Lifestyle brands where there are water-based heating and cooling systems. Key findings will be shared across EMEAA and Greater China regions to inform their next steps.

Water risk

To assess water risks at all hotel locations based on usage-to-supply ratios, we use the World Resources Institute (WRI) Aqueduct Water Risk Atlas. We disclose this information in accordance with the Sustainability Accounting Standards Board (SASB) framework (see page 58 in the appendix), which includes details on water use in regions facing extreme and high water scarcity. This data, combined with our assessment of factors such as flooding, drought and water depletion, informs our focus areas for effective water management.

Our ongoing assessment of water and other climate-related risks forms part of our work on TCFD, which can be found on pages 68 to 73 of our 2024 Annual Report.



Crowne Plaza Changi Airport in Singapore has been recognised as one of the Top 100 Sustainable Hotels & Resorts of the World at the 2024 Luxury Lifestyle Awards. This award showcases the hotel's dedication to sustainability with efforts like adding water aerators and in-room filtered water systems to reduce water use and waste.

Water continued

Water usage

We aim to improve water efficiency by implementing water reduction measures that we have integrated into our brand standards globally. These standards mandate existing hotels to have high-efficiency, low-flow aerated showerheads and taps by the end of 2025. On average, these initiatives can reduce water consumption by 11 litres and three litres per minute respectively (actual savings may vary by hotel). Additionally, in drought-affected areas, hotels are bound by local water restrictions, with examples of hotels implementing desalination and engaging with nature and local communities.



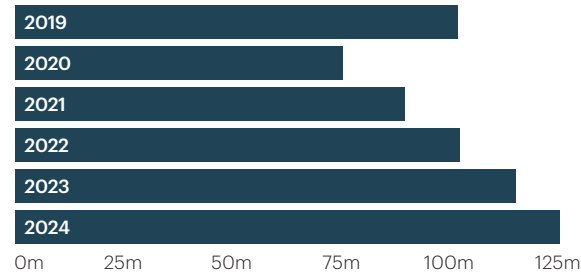
Letting off steam at Regent Chongqing

In recent years, Regent Chongqing has implemented an innovative approach to recycle wastewater by capturing steam from laundry services and cooling water from dry cleaning machine compressors in tanks, which is then used for cleaning the hotel.

We monitor our performance using Green Engage, our environmental data management platform, where hotels are required to regularly submit their water consumption data (for detailed water data, please refer to page 48 of our appendix).

In 2024, our water intensity (m³ of water use per available room) decreased by 1.8% compared to 2019. We anticipate that as we implement water-efficiency brand standards across our estate, this improvement will continue to grow. At the same time, our absolute water footprint has increased by 9% since 2023 due to our continued business growth.

Global water use m³



Award-winning water conservation

Six Senses® Hotels, Resorts & Spas has achieved the highest level of certification from Control Union, a certification body accredited by the Global Sustainable Tourism Council. This certification, based on third-party audits, verifies hotels' commitment to sustainability, minimising environmental impacts, enhancing cultural heritage and maximising local community benefits.

A notable example is Six Senses Zighy Bay in Oman, which was awarded the World's Leading Sustainable Water & Waste Innovation 2024 prize at the 2024 World Sustainable Travel & Hospitality Awards for its innovative water conservation efforts. The hotel uses data to create action plans focused on water conservation, leak prevention and system maintenance. It recycles 100% of its wastewater through an internal treatment plant and reed beds for irrigation and composting.

Additional sustainable practices include on-site recycling of glass, soap, candles, paper and cardboard, along with off-site recycling of cooking oil for biodiesel production.



23%

reduction in water consumption has been achieved at Six Senses Zighy Bay in Oman since 2019, which is equivalent to the volume of 13 Olympic-sized swimming pools during this period.

Water continued

Water partnerships

Since 2019, we have been part of the UN CEO Water Mandate, which represents a commitment to six principles aimed at mobilising business leaders around water, sanitation and the UN SDGs. As part of our involvement, we are members of the Water Resilience Coalition, which seeks to prioritise global water stress on the corporate agenda and preserve the world's freshwater resources through collaborative efforts.

We recognise that water issues impact local communities and so we also ensure our water partnerships align with our community impact commitments so that we are targeting initiatives that have dual benefit. For more on how we support our communities, see pages 18 to 23.

A number of voco™ hotels donated a proportion of their filtered water sales to Just a Drop. This funding has helped over 250 people in Trapeang Svay, Cambodia, gain access to better WASH facilities by providing 25 bio-sand filters for clean water and 30 latrines, along with hygiene education for the local community.



Enjoy water to give water

Since June 2023, voco The Hague has supported the Made Blue Foundation, allowing guests to contribute water to those in need for just five cents per room night sold. The hotel displays a QR code in rooms for guests to make personal donations to the foundation. This initiative has connected over 80 people to a permanent water supply in Nepal, Bangladesh, Ethiopia and Uganda, providing more than six million litres of clean water. As a result, there is a significantly reduced need to burn wood to boil water, preventing an estimated 900 trees from being used as firewood.

Nature

The actions we are taking to deliver our Journey to Tomorrow commitments contribute to protecting nature. This includes reducing energy and water use at our hotels, minimising SUIs and engaging with suppliers committed to fostering positive environmental change.

Through these efforts, we are not only strengthening our operational sustainability but also supporting broader ecological resilience and responsible use of resources. Additionally, we encourage our suppliers to support biodiversity conservation and regeneration, as outlined in our Supplier Code of Conduct here.



In 2022, the InterContinental London Park Lane launched a beekeeping initiative, looking after 10,000 bees on its rooftop, as part of its commitment to protecting the local environment. By 2024, the bee population had grown to 120,000 and produced around 80 gallons of honey for guests to enjoy.

Our planet commitments are backed up by our Environment Policy, which is accessible here.

>270

projects dedicated to environmental protection, from beach and city clean-ups to planting trees during Giving for Good month

Mapping and mitigating our impact

We aim to protect and preserve biodiversity in the areas surrounding our hotels and offices. To support this, we have used the Integrated Biodiversity Assessment Tool (IBAT) to map biodiversity risk levels focusing on properties with the greatest exposure to biodiversity threats. Our risk mapping considers several factors, including proximity to species on the International Union for Conservation of Nature Red List and Species Threat Abatement and Restoration (STAR) metrics, which guide actions to protect vulnerable species. This analysis has enabled us to identify hotels near protected and key biodiversity areas (currently unprotected), which will help us provide hotels in the areas most at risk with bespoke information.

In addition to assessing our impact on biodiversity, we are gaining a deeper understanding of the impact of deforestation within our supply chain by collaborating with suppliers on selected commodities. We have introduced an updated Responsible Sourcing Guide for our suppliers and wider Global Procurement function that includes relevant third-party certifications and guidelines by commodity, including coffee, timber and paper products. For more details on our supply chain mapping and approach to responsible procurement, see pages 40 to 43.

Giving purchases a purpose

IHG has teamed up with Mastercard's Priceless Planet Coalition in aid of Conservation International for the second year running to support tree restoration projects. The collaboration raised \$2 (the approximate cost of restoring one tree) for every Mastercard transaction exceeding \$100 at select IHG properties in the US. As one of the largest corporate contributors, IHG raised \$2m in support of Mastercard's pledge to restore 100 million trees across 19 reforestation projects spanning six continents. This is in line with our Journey to Tomorrow commitments and enhances value for owners by increasing revenue from Mastercard transactions at their hotels.



Nature continued

Environmental stewardship

We encourage our hotels to operate with respect for their surroundings and to engage in conservation initiatives that protect local flora and fauna, helping to restore nature wherever possible. For example, Hotel Indigo Bali Seminyak Beach teamed up with Bali Blue Harmony conservation group during Giving for Good month to support a coral reef restoration programme at Lipah Beach. Volunteers helped plant seven reef stars, which provide a sturdy platform for coral to grow upon, along with 150 coral fragments. This was the second year the collaboration has taken place and is part of the hotel's ongoing efforts to preserve the rich marine biodiversity in Bali.



To celebrate World Mangrove Day, InterContinental Bali Resort teamed up with Balam Mangrove Heroes to plant around 3,000 mangrove seeds as part of the property's ongoing dedication to mangrove restoration and coastal protection in Bali.



In Greater China, we collaborated with the Nanjing Finless Porpoise & Aquatic Life Conservation Association to promote the protection of endangered Yangtze finless porpoise. IHG corporate colleagues and members of the team at voco Nanjing Oriental Pearl took part in educational activities, which included observing rare Yangtze fish species and learning about their conservation.

Planting trees with Eden: People+Planet

Recognising guest demand for more sustainable stays, the Crowne Plaza Amsterdam South gives guests the opportunity to rent umbrellas made from recycled fabric in exchange for a donation towards Eden: People+Planet, an NGO that rebuilds natural landscapes in developing countries. The initiative has been a huge success, helping Eden: People+Planet plant over 660 seedlings in 2024, demonstrating how local action can support global change to restore ecosystems.



Responsible procurement

We work with suppliers who share our commitment to operating responsibly and adopt ethical work practices that positively impact people, planet and communities. Empowered by our digital solutions, which were upgraded in 2024, our procurement teams play a crucial role in performing due diligence checks on centrally managed suppliers.

About our supply chains

Our corporate supply chains cover categories such as technology, office buildings and facilities management, and professional services, including marketing and communications, human resources and management consultancy. Our work with several global technology and outsourcing providers has also been identified as a strategic supplier relationship due to the critical nature of their services. We regularly engage with these suppliers to harness innovation, provide customer service, and manage risk. We annually review this list of strategic suppliers and their delivery of our business objectives.

Procurement of hotel goods and services required for building, opening, renovating and operating a hotel, such as energy, operating supplies and equipment, uniforms, food and beverage, furniture, fixtures and fittings, and maintenance services, predominantly occurs at a local hotel level, with goods purchased by our franchisees. In key markets, the IHG Procurement Team has created procurement programmes for certain goods and services. Hotel owners and IHG-branded hotels can purchase from suppliers under centrally negotiated contracts in these markets, leveraging IHG's system-wide scale. IHG provides procurement programmes in the US, Canada, Mexico, the Caribbean, Greater China, the UK and Australia, and has been expanding this support across the EMEAA region in countries such as France, Germany, the United Arab Emirates, India, New Zealand, Japan and Singapore.

Our Global Procurement function, supported by our digital solutions and policies (like the Supplier Code of Conduct and the Procurement Policy), plays a pivotal role in setting our expectations for suppliers and business stakeholders to conduct business ethically. This involves ensuring that responsible business criteria are incorporated into our supplier selection process. Our Responsible Procurement Team offers training and guidance to our employees, including procurement managers in our corporate offices and managed hotels.

As part of our continuing education programme, we organised a specialised session for our colleagues that source textiles across all regions, educating them about potential supply chain risks. With the Human Rights Team leading, we also conducted a training session on broader human rights risk in the supply chain for all procurement colleagues. The session focused on building awareness of human rights risks in our diverse supply chains and the role of our team in prevention and mitigation.

The Responsible Procurement Team conducted regular refresher supplier due diligence learning sessions for both Hotel and Corporate Procurement colleagues across all regions. These sessions emphasised our updated Due Diligence questionnaires that cover environmental and human rights topics. We also provide core training modules annually, including legal and contract training and category management training for all new joiners.

Launch of a sustainability-orientated new coffee brand at voco

A new coffee brand has been introduced by voco Hotels, made from organic beans sourced from Pu'er, Yunnan. The brand combines local speciality ingredients and focuses on sustainability. By sourcing from farms that follow organic planting standards and limit chemical fertiliser and pesticide use, this minimises environmental impact and supports local biodiversity.



In 2025, we will review our Procurement Policy and Supplier Code of Conduct to align with our two-year review cycle for these governance documents.

Supply chain risks

In 2024, we strengthened our supply chain risk management programmes and collaborated with procurement colleagues globally to update risk profiles based on IHG's material supply chain risks.

This helped us identify control mechanisms and mitigate current risks. Our Supply Chain Risk Council engages in cross-functional collaboration, meeting quarterly with senior leaders across IHG to understand enterprise supply chain risks and identify emerging risks.

We also significantly upgraded our digital procurement solutions. This included implementing new source-to-contract software and an updated financial risk rating tool that offers improved scope for both public and private businesses.

Our new source-to-contract software includes a supplier management module that provides enhanced visibility of IHG's supply chain focus areas, such as labour practices, sustainability, and financial risks. These modules help us identify new opportunities and manage and mitigate supply chain disruptions.

Responsible procurement continued

Sourcing responsibly

Further strengthening our commitment to growing our business sustainably and delivering long-term value for owners, hotels and guests, our pre-contract criteria include questions on where products are sourced and manufactured to improve our understanding of our supply chain. To build on our sustainable sourcing plans and to ensure suppliers operate in a manner that meets our expectations, we have included social and environmental reporting provisions in our standard contracts.

For new suppliers of higher-risk products or services, we ask additional due diligence questions regarding labour practices. These cover key human rights risks, including passport retention, payment of recruitment fees and costs, worker accommodation and grievance mechanisms. In 2024, 81 responsible procurement due diligence questionnaires were completed, with 22 of these suppliers completing the additional questions on labour practices.

In 2024:

263

suppliers completed the Sustainability Questionnaire, with

44%

of business awarded to IHG Green suppliers

100%

of new corporate suppliers signed the Supplier Code

Our IHG Sustainable Supplier Questionnaire is mandatory for all new suppliers during the tender process, helping us assess their environmental credentials. The questionnaire features sustainability related questions regarding raw materials, manufacturing methods, transportation and the product lifecycle, in addition to understanding practices surrounding carbon and energy, waste and water.

This year, we streamlined our digital processes by merging our previously separate environmental and human rights due diligence questionnaires into a single IHG Sustainability Scorecard. This scorecard will be administered to suppliers who are not partaking in our EcoVadis programme in 2025.

We recognise the potential environmental and social impact of our supply chain and the need for our suppliers to operate with the same principles, integrity, and respect as we do. To ensure this, IHG requires new corporate suppliers to confirm their acceptance of the Supplier Code of Conduct (Supplier Code) at the onboarding stage (or demonstrate that they have equivalent policies in place). This requirement is also a contractual obligation for centrally negotiated procurement programmes from which our hotels can purchase. These standards apply to suppliers' businesses and across their supply chains. Under the Supplier Code, suppliers are expected to support the protection of labour practices through their business activities related to forced labour and human trafficking, as well as standards relating to the environment, which align with IHG's responsible business agenda. While we strive to work with suppliers to resolve any issues identified, material breaches of the Supplier Code may lead to the termination of a supplier's contract with IHG.

We also continued to incorporate the Supplier Code into the supplier set-up process where providers are selected by our owned, leased and managed hotels. In addition to the UK in 2023, new markets that went live in 2024 include France, Portugal and Spain. Our primary focus for 2025 will be to expand this to more hotels.



Implementing sustainable practices across our design teams

IHG's Europe Interior Design Team collaborated with a third-party consultancy to develop and build sustainability material guidance into our brand design guide documentation. These guides are utilised by architects, interior designers and hotel owners to enable informed and sustainable material choices during new hotel builds and renovations.

Supporting Journey to Tomorrow

Procurement remains instrumental in implementing our Journey to Tomorrow responsible business plan. We collaborate with internal stakeholders to explore supply chain solutions, including ECMs in both existing and newly constructed hotels. Supporting this, our in-market teams have negotiated renewable energy tariffs for several managed hotels. Additionally, our centrally negotiated supply chains are securing improved conditions for owners in various areas such as pool covers, demand-based kitchen ventilation, variable speed drives and packaged terminal heat pumps. For more details, please see page 26.

Assisted by an external consultant, we are developing an updated Scope 3 inventory, which includes emissions estimates for purchased goods and services. As part of the Journey to Tomorrow decarbonisation strategy, we have continued to support the rollout of renewable energy initiatives, including US Community Solar programmes and purchase activity related to renewable energy certificate procurement options. We also continue to evaluate renewable energy opportunities in feasible markets.

[+ For more details, please see page 28.](#)

The guides outline detailed minimum sustainability requirements, aimed at promoting greater consideration of sustainability at product selection stage. The refreshed content has been incorporated into our Global InterContinental Journey by Design book and our Kimpton, Crowne Plaza, Hotel Indigo and voco EMEA Design Handbooks.

Responsible procurement continued

Supplier engagement

Our supplier engagement programme, Engaging Partnerships through Inclusion and Collaboration (EPIC), aims to drive impact among a broad set of diverse supplier groups.

EPIC at the National Minority Supplier Development Council (NMSDC)

The NMSDC hosted its annual conference in Atlanta this year, with IHG Procurement colleagues meeting businesses from various industries and building connections to drive their integration into our supplier base. The IHG Chief Procurement Officer (CPO) participated in the CPO Summit during the conference, offering insights into how IHG is building a more inclusive supply chain. Hotel Indigo Atlanta also hosted the NMSDC Hospitality Industry Group meeting, bringing together leaders from across various hospitality organisations, and was identified as a preferred hotel site for NMSDC attendees.



This year, we have shaped EPIC's activities into four strategic priorities:

1. Expanding global impact

EPIC took our Tier 2 reporting global by inviting key EPIC Allies to share their global inclusive spend and inviting 19 UK-based suppliers to the programme. By expanding beyond North America, we are helping our suppliers support entrepreneurs around the world.

2. Creating value for IHG and owners

Through our collaboration with IHG Business Edge, small businesses now enjoy hotel discounts, loyalty perks, and travel spend tools. EPIC and IHG Business Edge also proudly co-sponsored the Minority Supplier Development UK (MSDUK) Innovation Challenge, offering winners reward points to fuel their growth and business travels.

3. Building recognition for EPIC

In 2024, our VP of Procurement Excellence, was celebrated as one of DiversityPlus Magazine's Top 25 Women in Power. EPIC was also honoured with award nominations from MSDUK and the European Diversity Awards. At the NMSDC conference, we connected with businesses to help expand IHG's inclusive supplier base.

4. Growing EPIC into a world-class programme

EPIC invited IHG colleagues to mentor small businesses, sharing insights on procurement and brand growth. With successes in North America and the UK, EPIC will expand further in 2025.



Supporting local artists

IHG properties in Edinburgh have been working with local artists and galleries to celebrate the city's heritage. Guests are welcomed to Kimpton Charlotte Square by being offered a hand-drawn map of the city by the Edinburgh Sketcher, who has also been commissioned for the hotel's Christmas cards and invited to sell his works at pop-up shops in the hotel. At InterContinental The George, artist Ella Williams of the Edinburgh College of Art (pictured right) now has her work titled *Studies from Ferrier's The Inheritance* on permanent display in our new Ferrier Suite.



Supply chain transparency

To evaluate supplier risk and sustainability performance, we partnered with EcoVadis in 2022, a global leader in business sustainability performance assessment. EcoVadis requires suppliers to report on criteria such as working conditions, energy usage and GHG emissions, biodiversity and operational effects on forests.

After an EcoVadis benchmarking exercise, we expanded our usage and increased the number of suppliers we invite to participate, now covering more of our hotel supply chains and Greater China supplier base. To date, we have requested 188 suppliers globally to participate in the EcoVadis sustainability assessment. We use supplier performance insights from the scorecards to identify social and environmental risks in our supply chain and to better collaborate with suppliers to enhance their sustainability performance.

In 2023, IHG became a founding member of the Hospitality Alliance for Responsible Procurement (HARP). Through HARP, this year we kick-started a decarbonisation learning plan for specific suppliers, including a webinar to help shortlisted suppliers build their own decarbonisation strategies. Next year, we will continue to strengthen our collaborative relationships within the HARP network and plan to deliver content to support suppliers around human rights.

We commenced a supply chain engagement exercise to learn more about transparency in the supply chain. Surveys were distributed in 2024 and learnings will be addressed in 2025.

Responsible procurement continued



Responsible procurement in our UK managed estate

Our procurement team has been working with our suppliers to ensure hotels have a range of sustainable solutions – for example, laundry suppliers committing to replace the plastic wrapping used in their linen deliveries with crates and fabric bags. So far, this has been implemented in Scotland, with one supplier adopting the practice. In 2025, we will collaborate with other UK laundry suppliers to encourage adoption of similar practices.

We have also been working with two hygiene and cleaning solution suppliers that utilise advanced technology to provide hotel staff with sustainable, on-site production of chemical-free cleaners with reusable bottles. As well as being environmentally safe to dispose of in traditional waterways, the on-site generation reduces a hotel's carbon footprint by eliminating the need for cleaning consumables to be delivered, alongside reducing plastic packaging waste. Having piloted and integrated the use of these chemical-free cleaning solutions at voco Oxford Spire and Kimpton Charlotte Square, the hotels have eliminated an average of 281 litres of chemical solution per hotel annually.

In 2024, we began collaborating with a leading third party to pilot supplier audits in the Americas and EMEA, focusing on labour and environmental practices. This builds on the existing on-site supplier audit programme in Greater China.

Embedding best practices across the business

We promote responsible procurement best practices for corporate, managed and franchised colleagues through our education programme. So far, the programme has been completed more than 22,700 times since its launch in 2019.

This year, we have updated our Responsible Sourcing Guide for suppliers and wider Global Procurement function. This includes relevant third-party certifications and guidelines listed by commodity and is intended to support our colleagues and suppliers in higher-risk supply chains.

Food and beverage

Given that millions of meals are served in hotels around the world each week, we assess where we source our food and beverages to limit our environmental impact. We offer a diverse range of dining options for both business and leisure travellers, prioritising their health and wellbeing, and ethical sourcing practices. For instance, some of our brand standards mandate that hotels provide locally sourced food, which reduces the carbon footprint.

We work closely with our suppliers to source cage-free eggs wherever possible across our estate, particularly in key markets like the US, so that we can make the most significant impact. In 2024, we further advanced our efforts by introducing cage-free egg brand standards across several prominent European markets. Over 4,600 hotels in our system are now aligned to IHG's cage-free egg commitment, including almost our entire US estate. As we look to 2025, we will continue exploring further opportunities for expansion where availability and cost allow, while training on cage-free sourcing remains available to all colleagues globally.

Performance data



In this section:

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Responsible Business data – introduction

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

Metrics cover activities by IHG during the period 1 January to 31 December 2024 and previous years as indicated. Our 2024 Responsible Business Report and 2024 Annual Report and Form 20-F provide additional context. Copies of all of our key reports, current and archived, can also be found at ihgplc.com.

Environmental data methodology

In 2024, a review of the energy, carbon and water data methodology was conducted to implement improvements in reporting and reduce the amount of estimation by moving the process in-house. These improvements have been applied to both current and historical data, including our 2019 baseline in line with our restatement methodology.

A more detailed breakdown of our environment methodology can be found on pages 75 and 76 in the Streamlined Energy and Carbon Reporting (SECR) section of our 2024 Annual Report.

Global presence*

Number of hotels	Franchised	Managed	Owned, leased and managed lease	Total
Americas	4,319	168	4	4,491
Europe, Middle East, Asia & Africa (EMEAA)	931	406	12	1,349
Greater China	346	443	0	789
Total system size**	5,596	1,017	16	6,629

* The figures above outline our regional presence of hotels and total system size as of 31 December 2024. These are not the same figures used to estimate our environmental data, as current-year December data is estimated based on average values from the previous December. Any differences between estimated and actual data will be incorporated in next year’s restated inventory.

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

IHG business model

Key elements of the three main ways we operate

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

* For the purposes of Responsible Business data, the franchised estate does not include our Exclusive Partner brand, Iberostar Beachfront Resorts.

** 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.

*** 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 the hotels are recorded in IHG’s financial statements.

Environmental data – global GHG emissions

Data description

To calculate GHG emissions, (CO₂, N₂O, CH₄, HFCs), the GHG Protocol Corporate Accounting and Reporting Standard is used, along with the most recent emission factors provided by sources including IEA, USEPA and DESNZ*, with all emissions reported in metric tonnes of carbon dioxide equivalent (tCO₂e).

Emissions reporting aligns with IHG's science-based target, focusing on material emissions approved by the Science-Based Targets initiative (SBTi). Scope 3 emission categories included Category 14 Franchises and Category 3 FERA.

Intensity metrics are calculated using tCO₂e per total gross revenue (TGR) and available room nights (the actual number of available rooms during the year).

Our ongoing commitment to decarbonisation has driven an 11.5% reduction in carbon emissions per available room in 2024 compared to 2019. However, the lack of a clean energy infrastructure in our markets, alongside the opening of more hotels around the world, means that total carbon emissions are up 7.2% since 2019. In 2024, 77% of the reported GHG emissions is derived from data reported by hotels, while the remaining 23% is estimated.

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

Global GHG (tCO₂e)

		2024	2023	2019
Managed hotels, owned, leased and managed lease hotels and corporate offices	Scope 1 (fuel from boilers, furnaces, generators and company-owned vehicle fuel)	359,349	373,652	378,110
	Scope 2 (electricity, heat, steam and cooling)	2,187,060	2,014,601	1,846,670
	Scope 2 market-based	2,225,936	2,037,390	1,852,422
	Scope 2 location-based			
	Scope 3 FERA	582,181	541,528	484,407
Franchised hotels	Scope 3 Franchise	2,823,595	2,688,267	2,844,304
	Scope 3 Franchise FERA	591,022	561,956	552,908
Global	Total GHG market-based emissions	6,543,207	6,180,004	6,106,399

Global GHG market-based intensity metrics (tCO₂e)

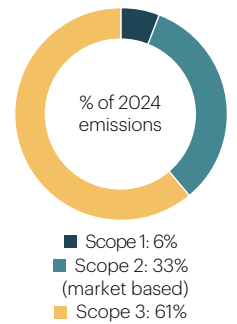
		2024	2023	2019
Managed hotels, owned, leased and managed lease hotels and corporate offices**	Scope 1 + 2 per total gross revenue (\$000)*	0.2082	0.2060	0.1861
	Scope 1 + 2 per available room night	0.0116	0.0114	0.0129
Franchised hotels**	Scope 3 Franchise per available room night	0.0057	0.0056	0.0069
Global***	Total GHG emissions per available room night	0.0092	0.0090	0.0104

* Denominator is total gross revenue (TGR) associated with our managed hotels and our owned, leased and managed lease hotels only (figure provided on page 87 of our 2024 Annual Report).

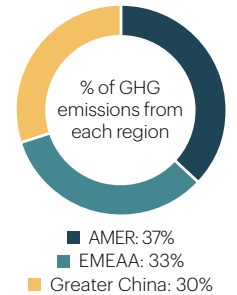
** Excludes FERA emissions.

*** Global includes all GHG emissions aligned to SBT (including managed FERA and franchised FERA emissions).

Distribution of emissions



Regions



Environmental data – global energy

Data description

Energy data are reported in megawatt hours (MWh) and includes all hotels, including franchises, as well as corporate offices.

To ensure robust reporting, only validated renewable electricity is included, where corresponding Renewable Energy Certification or energy contracts confirm that the purchased electricity is 100% renewable. This evidence is validated by internal teams and a third-party verification provider. Energy use from hotels utilising renewable energy without proper evidence will not be counted as renewable. Efforts are underway to enhance this reporting process to validate more renewable energy at hotels.

Our ongoing commitment to decarbonisation has led to improved energy efficiency, achieving a reduction of 9.4% in energy per available room compared with 2019.

Global energy use (MWh)

		2024	2023	2019
Managed hotels, owned, leased and managed lease hotels and corporate offices	Fuel from boilers, furnaces and generators and company-owned vehicle fuel	1,799,167	1,832,591	1,808,870
	Electricity, heat, steam and cooling (from non-renewable sources)	4,380,270	4,041,486	3,519,282
	Validated renewable electricity*	157,093	130,211	120,373
Franchised hotels	Fuel from boilers, furnaces and generators	3,284,796	3,331,516	3,341,608
	Electricity, heat, steam and cooling (from non-renewable sources)	5,361,021	5,084,420	4,910,854
	Validated renewable electricity*	51,585	54,771	43,940
Global	Total energy	15,033,932	14,474,995	13,744,927

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

Energy intensity (MWh)

		2024	2023	2019
Managed hotels, owned, leased and managed lease hotels and corporate offices	Energy per available room night	0.0289	0.0288	0.0317
	Energy per available room night	0.0177	0.0178	0.0200
Global	Total energy per available room night	0.0212	0.0211	0.0234

Environmental data – global water

Data description

Water data are reported in cubic metres (m³) includes all hotels, including franchises, as well as corporate offices.

Hotels have also been mapped against the WRI Aqueduct Water Risk Atlas Tool and reported as water use from hotels in areas of water stress.

In 2024, our water intensity (m³ of water use per available room) decreased by 1.8% compared to 2019, while our absolute water footprint has increased by 9% since 2023 due to our continued business growth.

In 2024, 69% of the reported water use is derived from data reported by hotels, while the remaining 31% is estimated.

Water use (m³)

Managed hotels, owned, leased and managed lease hotels and corporate offices

Franchised hotels

Global

2024	2023	2019
54,377,673	49,768,484	43,741,116
71,119,509	65,590,489	58,050,148
125,497,182	115,358,973	101,791,264

Water intensity (m³)

Global

Total water use per available room night

2024	2023	2019
0.3583	0.3493	0.3649

Water use (m³) in water stress areas

High and extremely high water stress

Medium water stress

Low water stress areas

No data/arid areas

2024	2023	2019
50,391,282	46,760,204	41,336,972
36,969,381	34,604,473	30,335,846
33,349,582	31,495,323	27,872,065
4,786,937	2,498,973	2,246,381

Environmental data – global waste

Data description

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

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

In 2024, 8% of the reported waste production is derived from data reported by hotels, while the remaining 92% is estimated and therefore year-on-year comparisons are not recommended. Global waste data collection is a challenge across the industry, so our goals and KPIs are focused on the actions hotels can take to reduce waste effectively.

Waste productions (metric tonnes)

	2024	2023	2019
General waste (not recycled)	216,648	206,714	185,383
Recycled	88,190	81,561	70,319
Food waste	79,747	76,767	62,586
Total waste production*	384,585	365,042	318,288

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

A reporting error was identified in the waste data published on February 27, 2025, and was subsequently corrected and republished on July 18, 2025. The error related to a discrepancy affecting the scale of certain figures within the waste data, resulting in a downward revision of the original figures. Due to lack of industry data for composting, the figures for food waste (not recycled) and composting have been consolidated. The following amendments were made to the data points for 2024: the general waste (not recycled) figure was corrected from 1,761,122 tonnes to 216,648 tonnes; the recycled waste figure was corrected from 903,468 tonnes to 88,190 tonnes; the food waste figures were corrected from 653,152 tonnes (not recycled) and 284,826 tonnes (composting) to a combined total food waste figure of 79,747 tonnes. The total waste production figure which includes general waste, recycled waste and total food waste, was corrected from 3,602,569 tonnes to 384,585 tonnes.

For the 2023 data points, the following corrections were made: the general waste (not recycled) figure was corrected from 1,713,675 tonnes to 206,714 tonnes; the recycled waste figure was corrected from 881,307 tonnes to 81,561 tonnes; the food waste figures were corrected from 638,422 tonnes (not recycled) and 278,274 tonnes (composting) to a combined total food waste figure of 76,767 tonnes. The total waste production figure which includes general waste, recycled waste and total food waste, was corrected from 3,511,678 tonnes to 365,042 tonnes.

Additionally, the data points for 2019 were amended as follows: the general waste (not recycled) figure was corrected from 1,283,050 tonnes to 185,383 tonnes; the recycled waste figure was corrected from 702,757 tonnes to 70,319 tonnes; the food waste figures were corrected from 540,813 tonnes (not recycled) and 236,911 tonnes (composting) to a combined total food waste figure of 62,586 tonnes. The total waste production figure which includes general waste, recycled waste and total food waste, was corrected from 2,763,531 tonnes to 318,288 tonnes.

Environmental data – Americas GHG emissions

Americas GHG emissions (tCO₂e)

		2024	2023	2019
Managed, owned, leased, managed lease hotels and corporate offices	Scope 1 (Fuel from boilers, furnaces, generators and company-owned vehicle fuel)	45,226	47,554	51,725
	Scope 2 (Electricity, heat, steam and cooling)	132,208	121,965	139,536
	Scope 2 market-based	132,582	123,206	141,578
	Scope 2 location-based	41,680	39,218	39,822
Franchised hotels	Scope 3 FERA	1,781,472	1,763,032	1,987,138
	Scope 3 Franchise	383,008	376,480	387,727
	Scope 3 Franchise FERA	2,383,594	2,348,249	2,605,948
Total Americas	Total AMER market-based GHG emissions			

Americas GHG market-based intensity metrics (tCO₂e)

		2024	2023	2019
Total Americas	Total Americas GHG emissions per available room night	0.0063	0.0064	0.0078

Environmental data – EMEAA GHG emissions

EMEAA GHG emissions (tCO₂e)

		2024	2023	2019
Managed, owned, leased, managed lease hotels and corporate offices	Scope 1 (Fuel from boilers, furnaces, generators and company-owned vehicle fuel)	111,803	125,472	130,900
	Scope 2 (Electricity, heat, steam and cooling)	1,039,683	954,809	913,874
	Scope 2 market-based	1,076,616	974,517	913,683
	Scope 2 location-based	301,659	279,821	248,600
Franchised hotels	Scope 3 FERA	609,460	569,193	586,478
	Scope 3 Franchise	122,177	114,638	111,153
	Scope 3 Franchise FERA			
Total EMEAA	Total EMEAA market-based GHG emissions	2,184,782	2,043,933	1,991,005

EMEAA GHG market-based intensity metrics (tCO₂e)

		2024	2023	2019
Total EMEAA	Total EMEAA GHG emissions per available room night	0.0116	0.0112	0.0130

Environmental data – Greater China GHG emissions

Greater China GHG emissions (tCO₂e)

		2024	2023	2019
Managed hotels and corporate offices*	Scope 1 (Fuel from boilers, furnaces, generators and company-owned vehicle fuel)	202,320	200,626	195,485
	Scope 2 (Electricity, heat, steam and cooling)	Scope 2 market-based	937,827	793,260
		Scope 2 location-based	939,667	797,161
	Scope 3 FERA	238,842	222,489	195,985
Franchised hotels	Scope 3 Franchises	432,663	356,042	270,688
	Scope 3 Franchises FERA	85,837	70,838	54,028
Total Greater China	Total Greater China market-based GHG emissions	1,974,831	1,787,822	1,509,446

Greater China GHG market-based intensity metrics (tCO₂e)

		2024	2023	2019
Total Greater China	Total Greater China GHG emissions per available room night	0.0135	0.0134	0.0150

* There are no owned, leased and managed lease hotels in Greater China.

Social data – communities and people

Data description

We joined Business for Societal Impact (B4SI) in 2021 and have retrospectively aligned our community reporting to the B4SI framework against a 2021 baseline in line with our Journey to Tomorrow commitment. Data have been assured by B4SI, which is accessible [here](#).

As part of our Journey to Tomorrow communities commitments we have pledged to improve the lives of 30 million people by 2030. Lives improved is defined as a direct beneficiary under the B4SI framework, a recognised standard for measuring corporate community impact. The cumulative lives improved figure reported is the sum of the annual totals since 2021.

The IHG Academy table outlines the number of people participating in one of our IHG Academy programmes. This includes participants in IHG Discover sessions, the number of registered users on the IHG Skills Builder platform and the number participating in our Career Launcher programme (internships, apprenticeships and work placements). Our sustained participation indicates the strength of our progress in creating career-building opportunities and engagement with the communities in which we operate.

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

For further gender and ethnic diversity data breakdown, please see pages 56 and 57 of the 2024 Annual Report.

Global volunteering and donations

Volunteering and donations	2024	2023	2022	2021**
Number of colleagues supporting community impact projects*	33,799	39,808	23,435	27,883
Number of hours volunteered by colleagues*	172,458	121,967	60,430	49,306
Funds donated to community impact projects (\$m)***	0.9	1.3	1.9	1.2

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

** 2021 data have been restated.

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

IHG Academy

Number of people participating in the IHG Academy	2024	2023*	2022*	2021*
Total number of people	43,285	35,021	8,909	16,577

* 2021, 2022 and 2023 figures have been restated due to improvements in data collection and reporting.

Employee engagement survey*

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

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

Procurement data – cage free eggs

Data description

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

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

2024 figures accounts for all of our system size, as defined on page 45.

Cage-free eggs (liquid or whole egg)

	2024	2023
Americas	89.8%	90.0%
US	99.5%	99.6%
Canada	7.6%	6.7%
Other Americas	2.7%	2.4%
EMEA	47.1%	16.4%
Europe	70.5%	23.7%
IMEA	5.5%	4.1%
EAPAC	4.1%	3.6%
Greater China	0.0%	0.0%
Global Total	70.3%	65.6%



Appendix

In this section:

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Sustainability Accounting Standards Board (SASB)	58
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External ESG ratings performance

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

Our reporting integrates the recommendations of the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI). See pages 58 to 63 for our reporting standards accounting.



In 2024, IHG received an ESG Risk Rating of 16.4 and was assessed by Morningstar Sustainalytics to be at low risk of experiencing material financial impacts from ESG factors. See more here.



IHG scored a C in the Climate, Water Security and Forests questionnaire during the 2024 CDP disclosure cycle.



IHG was ranked 'best-in-class' in the ISS Environmental & Social Disclosure QualityScore and achieved an overall ISS ESG Corporate Prime Rating of C+ (as of as of 23 September 2024). See more here.



In 2024, IHG received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.*



FTSE4Good

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



IHG participates in the Workforce Disclosure Initiative (WDI) to disclose its workplace practices and performance. In 2024, our Disclosure Score (based on the amount of information submitted) was 79% (against a sector average of 65%).

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

UN Sustainability Development Goals (SDGs)

The 17 UN SDGs are a call to action by countries across the globe to promote people's health and prosperity while also protecting the planet. We are committed to ensuring our responsible business goals contribute to the UN SDGs to tackle societal problems, along with the challenges that need to be met if the worst consequences of climate change are to be avoided. We have included some examples of how we have contributed to the goals in 2024 here, and throughout the Responsible Business Report we have identified where we support the SDGs more broadly.

The SDGs we focus on



Journey to Tomorrow commitments key



People



Carbon and energy



Water



Communities



Waste



Contribution

- We have been part of the UN CEO Water Mandate since 2019, which represents a pledge to six core commitments to water and sanitation aligned with the UN SDGs.
- A number of voco hotels donated a proportion of their filtered water sales to Just a Drop. Funds to the NGO have supported access to greater WASH facilities for over 250 people in Trapeang Svay, Cambodia.
- We have focused our water partnerships to align with our community impact commitments so that we are targeting initiatives that have dual benefit.



Contribution

- This year, we have focused EPIC's activities into four priority areas: expanding global impact, creating value for IHG and owners, building recognition for EPIC and evolving EPIC into a world-class programme.
- We have continued to embed our Responsible Labour Requirements across our managed estate and our owned, leased and managed lease hotels, supporting them to identify, prevent and mitigate modern slavery risks and promote responsible labour practices.



Contribution

- IHG Academy offerings saw more than 43,000 participants benefiting from skills training, work experiences, internships, apprenticeships, and free online learning
- Supported 27 relief efforts around the globe, in response to natural disasters, including devastating hurricanes Helene and Milton in the southeast of the US.
- Colleagues dedicated more than 79,000 hours during Giving for Good month.
- Over 4.2m lives improved through our collective action and work with our charity partners since 2021.



Contribution

- We launched our Low Carbon Pioneers programme, which brings together energy-efficient hotels that have no fossil fuels combusted on-site and are backed by renewable energy.
- Collaborated with our hotels to enhance energy efficiency and provided them with essential training, tools and resources.
- We updated our mobile app to help guests choose more sustainable stays, so they're now able to filter and see key information at a glance, such as sustainability certification, low-carbon hotels, EV charging facilities and public transportation.



Contribution

- IHG continues to be a member of organisations such as WSHA, GBTA and WTTC.
- IHG are a founding member of HARP. The EcoVadis-powered sector initiative helps to accelerate positive impact across the industry by improving the sustainability performance of hospitality suppliers.
- We collaborated with Jobs for America's Graduates, Leonard Cheshire Change 100 and Ant Foundation to boost youth career opportunities.
- We have continued to team up with Mastercard and the Priceless Planet Coalition to support global reforestation initiatives.

Sustainability Accounting Standards Board (SASB)

Reporting against SASB and GRI

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

1. SASB: standards are a small number of sector-specific, environmental and social standards, which investors see as likely to materially impact the operating performance and profitability of a company.
2. The GRI Standards create a common language for organisations large or small, private or public to report on their sustainability impact in a consistent and credible way. This enhances global comparability and enables organisations to be transparent and accountable.

We recognise that our disclosures are limited in part by current data availability and are working to improve our data against the reporting metrics.

Code	Topic	Accounting metric	Response
SV-HL-130a.1	Energy management	Total energy consumed Percentage grid electricity Percentage renewable	2024 Responsible Business Report Environmental Data – Energy (p. 47)
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	2024 Responsible Business Report Environmental Data – Water (p. 48)
SV-HL-160a	Ecological impacts	Description of environmental management policies and practices to preserve ecosystem services	Environment Policy 2024 Responsible Business Report Preserving nature (pp. 38 and 39)
SV-HL-310a	Labour practices	Description of policies and programmes to prevent worker harassment	Code of Conduct
SV-HL-000.A	Number of available room nights	Number	2024 Responsible Business Report About IHG Hotels & Resorts (p. 2)
SV-HL-000.B	Average occupancy rate	Rate	2024 Annual Report and Form 20-F Other Financial Information (pp.273 to 275)
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	2024 Responsible Business Report About IHG Hotels & Resorts (p. 2)

Global Reporting Initiative (GRI)

GRI Indicator	Description	Section	Response
2-1	Organisational details	1. The organisation and its reporting practices	2024 Annual Report and Form 20-F Strategic Report (p. 3) Glossary (pp. 313 to 315) Chair's overview: Compliance and our dual listing (p. 113) Accounting policies (pp. 163 and 260) Contacts (p. 317)
2-2	Entities included in the organisation's sustainability reporting	1. The organisation and its reporting practices	2024 Responsible Business Report Performance data – introduction (p. 45)
2-3	Reporting period, frequency and contact point	1. The organisation and its reporting practices	2024 Responsible Business Report Contents: In this year's report (p. 1) 2024 Annual Report and Form 20-F Statement of data methodology (p. 75 and 76) 2024 Annual Report and Form 20-F Contacts (p. 317)
2-4	Restatements of information	1. The organisation and its reporting practices	2024 Annual Report and Form 20-F Statement of data methodology (p. 75 and 76)
2-5	External assurance	1. The organisation and its reporting practices	2024 Annual Report and Form 20-F Statement of Director's Responsibilities (p. 179) 2024 Responsible Business Report Contents: In this year's report (p. 1) Our Reporting Apex Assurance Statement for Water Apex Assurance Statement for Carbon and energy Assurance Statement for Communities
2-6	Activities, value chain and other business relationships	2. Activities and workers	2024 Responsible Business Report About IHG Hotels & Resorts (p. 2) Responsible Procurement (pp. 40 to 43) 2024 Annual Report and Form 20-F Strategic Report (p. 3) Our business model (pp. 22 to 27) Our Strategy (pp. 28 to 37) Responsible procurement (p. 80) Directors' Report (p. 278)

Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-7	Employees	2. Activities and workers	2024 Annual Report and Form 20-F People (pp. 53 to 57) 2024 Responsible Business Report People (pp. 11 to 17) UK Gender Pay Gap Report
2-8	Workers who are not employees	2. Activities and workers	2024 Annual Report and Form 20-F People (pp. 53 to 57) 2024 Responsible Business Report People (pp. 11 to 17)
2-9	Governance structure and composition	3. Governance	2024 Annual Report and Form 20-F Governance (pp. 112 to 177) 2024 Responsible Business Report Governance (p. 7)
2-10	Nomination and selection of the highest governance body	3. Governance	2024 Annual Report and Form 20-F Nomination Committee (pp 136 and 137) Nomination Committee Terms of Reference
2-11	Chair of the highest governance body	3. Governance	2024 Annual Report and Form 20-F Our Board of Directors (pp. 114 to 118) Statement of Compliance (pp. 176 and 177)
2-12	Role of the highest governance body in overseeing the management of impacts	3. Governance	2024 Responsible Business Report Governance (p. 7) Engaging our stakeholders (p. 8) 2024 Annual Report and Form 20-F Our culture (pp. 77 to 80)
2-13	Delegation of responsibility for managing impacts	3. Governance	2024 Responsible Business Report Governance (p. 7) 2024 Annual Report and Form 20-F Responsible Business Committee Report (pp. 134 and 135)
2-14	Role of the highest governance body in sustainability reporting	3. Governance	2024 Annual Report and Form 20-F Responsible Business Committee Report (pp. 134 and 135)

Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-15	Conflicts of interest	3. Governance	2024 Annual Report and Form 20-F Statement of Compliance (pp. 176 and 177) 2024 Responsible Business Report Engaging our stakeholders (p. 8)
2-16	Communication of critical concerns	3. Governance	2024 Annual Report and Form 20-F Governance (pp. 122, 126)
2-17	Collective knowledge of the highest governance body	3. Governance	2024 Annual Report and Form 20-F Responsible Business Committee Report (pp. 134 and 135)
2-18	Evaluation of the performance of the highest governance body	3. Governance	2024 Annual Report and Form 20-F Board effectiveness evaluation (p. 127) Audit Committee Report (pp. 128 to 133) Statement of Compliance (pp. 176 and 177)
2-19	Remuneration policies	3. Governance	2024 Annual Report and Form 20-F Directors' Remuneration Report (pp. 138 to 166)
2-20	Process to determine remuneration	3. Governance	2024 Annual Report and Form 20-F Directors' Remuneration Report (p. 154)
2-21	Annual total compensation ratio	3. Governance	2024 Annual Report and Form 20-F Directors' Remuneration Report (p. 151)
2-22	Statement on sustainable development strategy	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Strategic Report (pp. 36 and 37) 2024 Responsible Business Report Our strategy (p. 6)
2-23	Policy commitments	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Our culture (pp. 77 to 80) Our risk management (pp. 44 and 45) Responsible Business Committee Report (pp. 134 and 135) 2024 Responsible Business Report Governance and managing risk (p. 7) List of public policies
2-24	Embedding policy commitments	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Responsible Business Committee Report (pp. 134 and 135) 2024 Responsible Business Report Governance and managing risk (p. 7)

Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
2-25	Processes to remediate negative impacts	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Our culture (pp. 77 to 80) Our risk management (pp. 44 to 45) Responsible Business Committee Report (pp. 134 and 135) Risk factors (pp. 280 to 289) 2024 Modern Slavery Statement Reporting and investigating concerns (pp. 18 and 19)
2-26	Mechanisms for seeking advice and raising concerns	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Voice of the Employee (p. 135) 2024 Modern Slavery Statement Reporting and investigating concerns (pp. 18 and 19)
2-27	Compliance with laws and regulations	4. Strategy, policies and practices	2024 Annual Report and Form 20-F Risk factors (pp. 280 to 289) Legal proceedings (p. 295)
2-28	Membership associations	4. Strategy, policies and practices	2024 Responsible Business Report Governance (p. 7) Managing risks (p. 7) Engaging our stakeholders (p. 8) Our people (pp. 11 to 17) Communities (pp. 18 to 23) Carbon and energy (pp. 24 to 29) Waste (pp. 30 to 33) Water (pp. 34 to 37)
2-29	Approach to stakeholder engagement	5. Stakeholder engagement	2024 Responsible Business Report Engaging our stakeholders (p. 8) 2024 Modern Slavery Statement Due diligence, risk assessment and management (pp. 10, 12)
2-30	Collective bargaining agreements	5. Stakeholder engagement	2024 Annual Report and Form 20-F Risk factors (p. 282) Working Time Regulations (p. 293)
3-1	Process to determine material topics	2. Disclosures on material topics	2024 Annual Report and Form 20-F Delivering on the recommendations of the TCFD (p. 68 to 72) 2024 Responsible Business Report Our approach to responsible business (p. 7)

Global Reporting Initiative continued

GRI Indicator	Description	Section	Response
3-2	List of material topics	2. Disclosures on material topics	2024 Annual Report and Form 20-F Delivering on the recommendations of the TCFD (p. 68 to 72) 2024 Responsible Business Report Our approach to responsible business (p. 7) Driving respect for and advancing human rights (p.17)
3-3	Management of material topics	2. Disclosures on material topics	2024 Annual Report and Form 20-F Delivering on the recommendations of the TCFD (p. 68 to 72) 2024 Responsible Business Report Journey to Tomorrow (p. 9 to 43) Our approach to responsible business (p. 7) Engaging our stakeholders (p. 8) Driving respect for and advancing human rights (p.17)



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