

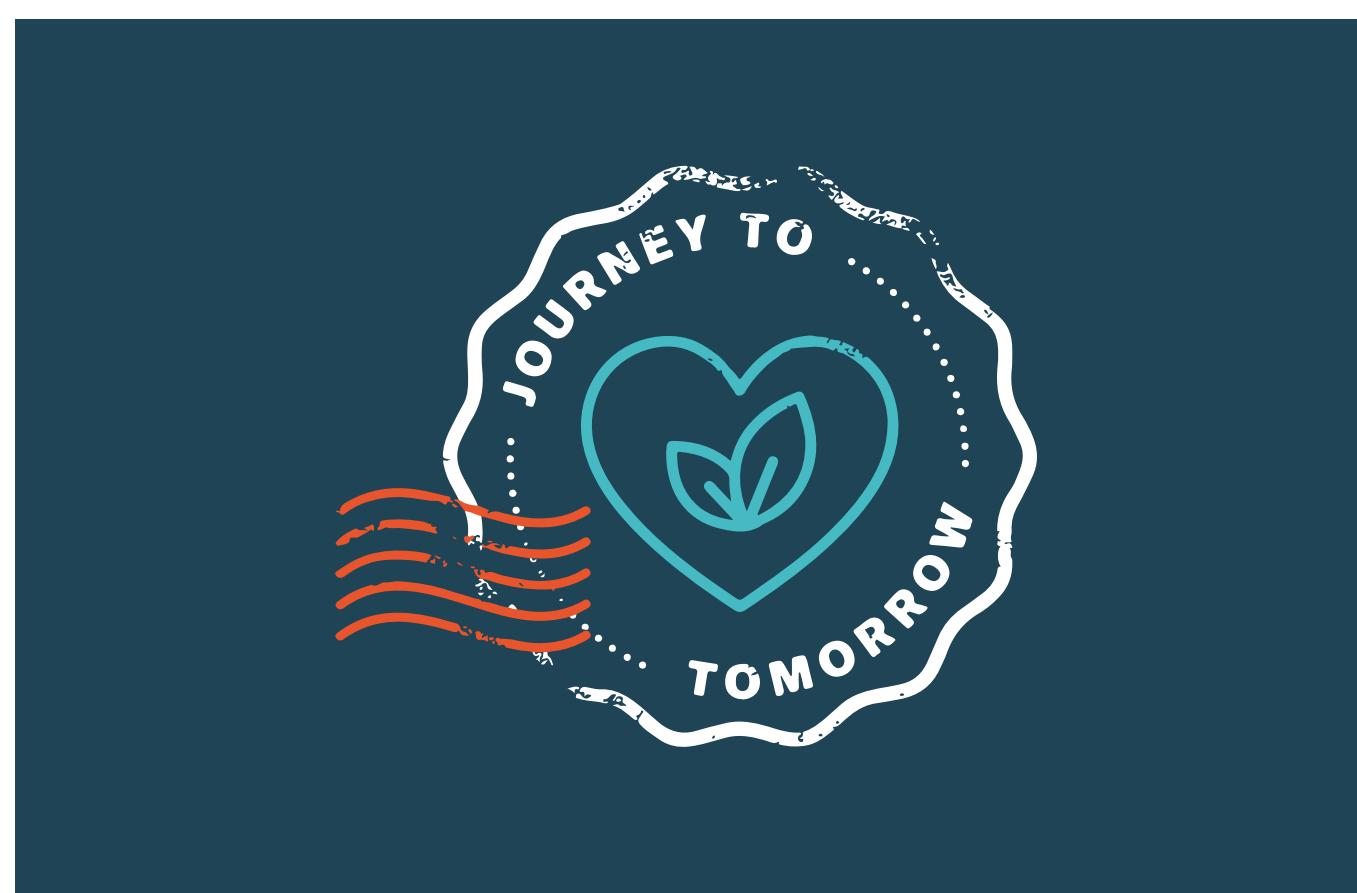


# Our business, for everyone

How we're doing on our Diversity,  
Equity & Inclusion journey

2022

PROGRESS REPORT



# We're making a difference across all our markets



I'm always very proud to say that IHG Hotels & Resorts is a company that understands the importance of ensuring all our guests are welcome and championing a culture where everyone can thrive.

A cornerstone of this ethos is a genuine passion for Diversity, Equity & Inclusion (DE&I), which sits at the heart of our purpose to provide True Hospitality for Good to our guests, hotels, owners, colleagues and communities.

We know our desire to make a difference brings with it great responsibility, including a commitment to keep challenging ourselves to do more. Recognising this, our Global DE&I Board, supported by our regional DE&I councils, has put a plan in place, aligned to our Journey to Tomorrow commitments, that's shaping our actions across our markets.

To ensure it lands correctly and keeps evolving, we're listening to our people and canvassing our leaders, staying across what's truly important to everyone at IHG by carefully considering what makes each of us unique as well as the similarities that bring us together.

Sharing our progress is fundamental to our ability to keep moving forward and we want everyone at IHG to easily understand, and take pride in, what we've achieved so far, as well as know we're being fully transparent when it comes to where we need to do more.

So, in this progress report, you'll read where we're at, where we're going, and how we're getting there when it comes to creating an inclusive and inspiring culture, closing the gender gap within our business, increasing the ethnic/racial representation of leaders in our markets, and making a difference at a local level.

Doing this isn't just critical to our people, but our business, too. As we grow, it's only through having diverse voices and representing different nationalities and ethnicities in our teams that we'll have inspired, engaged and fully committed colleagues fulfilling their own potential and driving IHG to the next level.

A handwritten signature of Keith Barr in black ink.

# Our next chapter for Diversity, Equity & Inclusion



One of our four strategic priorities as a company is to care for our people, communities and planet, and to help us achieve it we have Journey to Tomorrow, our 2030 responsible business plan.

Among its commitments are specific DE&I targets, which we will work to achieve over the next decade, supported by our people, programmes and policies.

## PURPOSE

**True Hospitality for Good**

## PRIORITY

**Care for our people,  
communities and planet**

## AMBITION

**Champion a diverse  
culture where everyone  
can thrive**

## 2030 commitments

We will drive the changes that champion a diverse culture where everyone can thrive, by:

- Driving gender balance and a doubling of under-represented groups across our leadership
- Cultivating a culture of inclusion for our colleagues, owners and suppliers
- Supporting our colleagues in prioritising their own wellbeing and that of others
- Driving respect for and advancing human rights

# We've had an active DE&I agenda for many years. Here's our journey to date...

2018

- Global D&I Board is established
- Listed in Hampton-Alexander Top 10 companies for female representation
- Pilot of RISE programme for aspiring female General Managers and EXCOM talent in New Zealand and Australia
- Keith Barr becomes a founding member of Women in Hospitality Travel & Leisure (WiHTL)



2019

- Regional D&I councils and action plans established
- RISE successfully expands across all regions
- Inaugural Global IHG Pride celebrations
- Signatory of CEO Action on Diversity Charter & UN LGBTQ Standards



2020

- Respond to racial injustices in AMER with action plan of 12 DE&I commitments which include increasing racial/ethnic diversity of our US leadership, driving specific actions to Listen & Learn, Advocate and Act
- Global 7% increase in female GMs v 2017
- ERGs established in all regions
- Signatory of Valuable 500 and BITC Race at Work Charter

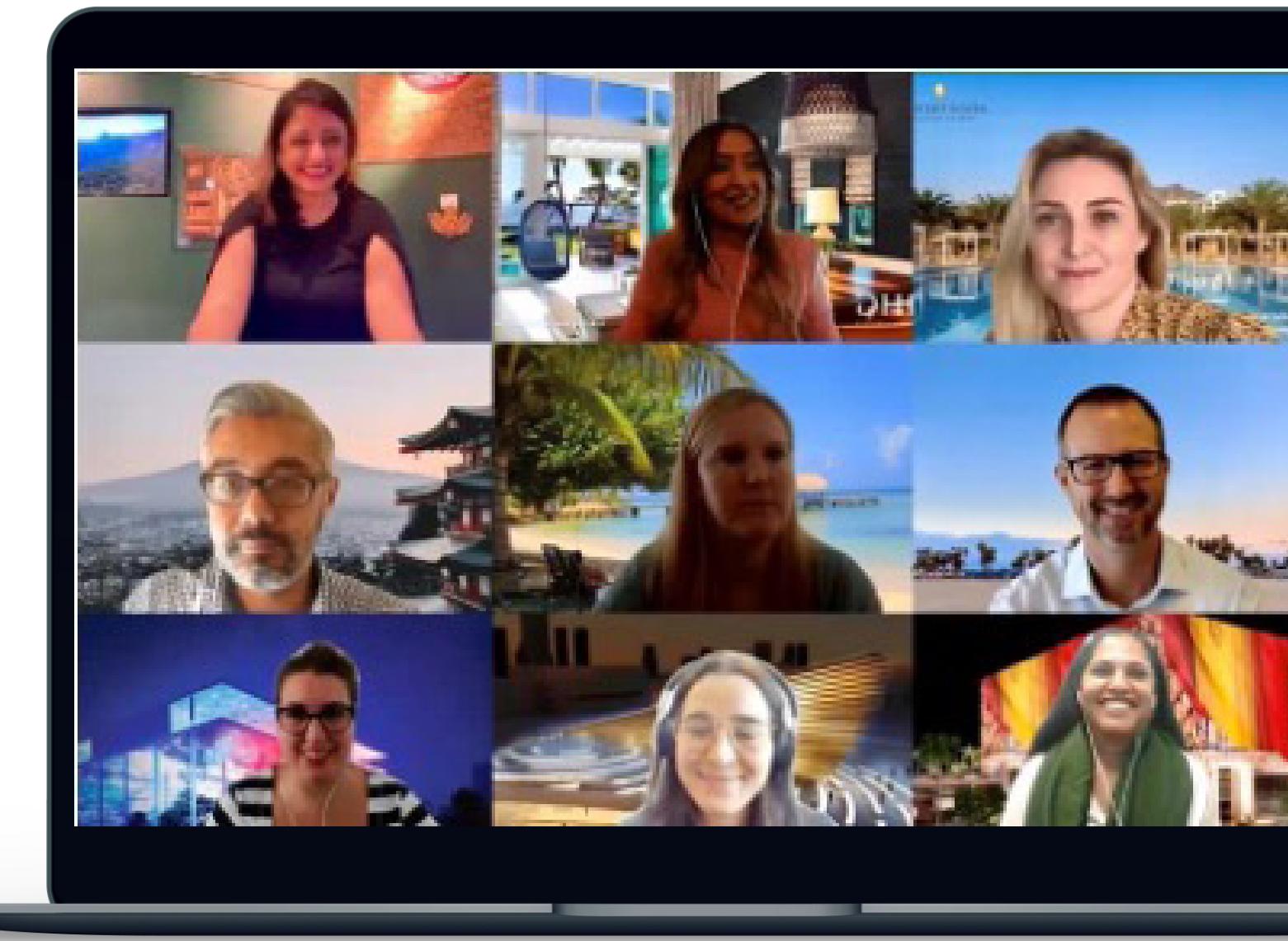


2021

- Roll out of conscious inclusion training to corporate colleagues and selected hotel leaders
- Launch of inclusion index, as part of the employee engagement survey
- Inaugural IHG Global Inclusion & Wellbeing Week
- Mental health guidelines and training for corporate and hotel people leaders
- Focused developmental support for racial/ethnic minority colleagues in the UK and US with launch of our Ascend and WiHTL Ethnic Minority Future Leadership programmes



# We're creating an inclusive and inspiring culture for all our people



1,300

Members and Allies

24

ERG Chapters



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

## Where we are now

At IHG, inclusion means creating a culture that truly values having colleagues from a wide variety of backgrounds and provides them with a positive and welcoming environment in which they can thrive. Our Employee Resource Groups (ERGs) are continuing to grow and now have 1,300 members and allies in 24 chapters worldwide, while colleague listening sessions and insights from our inclusion index are among the ways we're keeping track of our progress and identifying areas where we need to keep improving.

For more about our ERGs, see page 9.

## Where we're going

To retain and attract a more diverse range of talent with different experiences and backgrounds, we know we need to create even more opportunities for our people and consider their wellbeing, such as through flexible employment and hybrid working. For our colleagues to truly thrive, it's also important we have a healthy, growing business that reflects our approach to DE&I. So we're supporting our leaders to think and act inclusively, such as by using a diverse range of suppliers and ensuring our brands relate to all our customers.

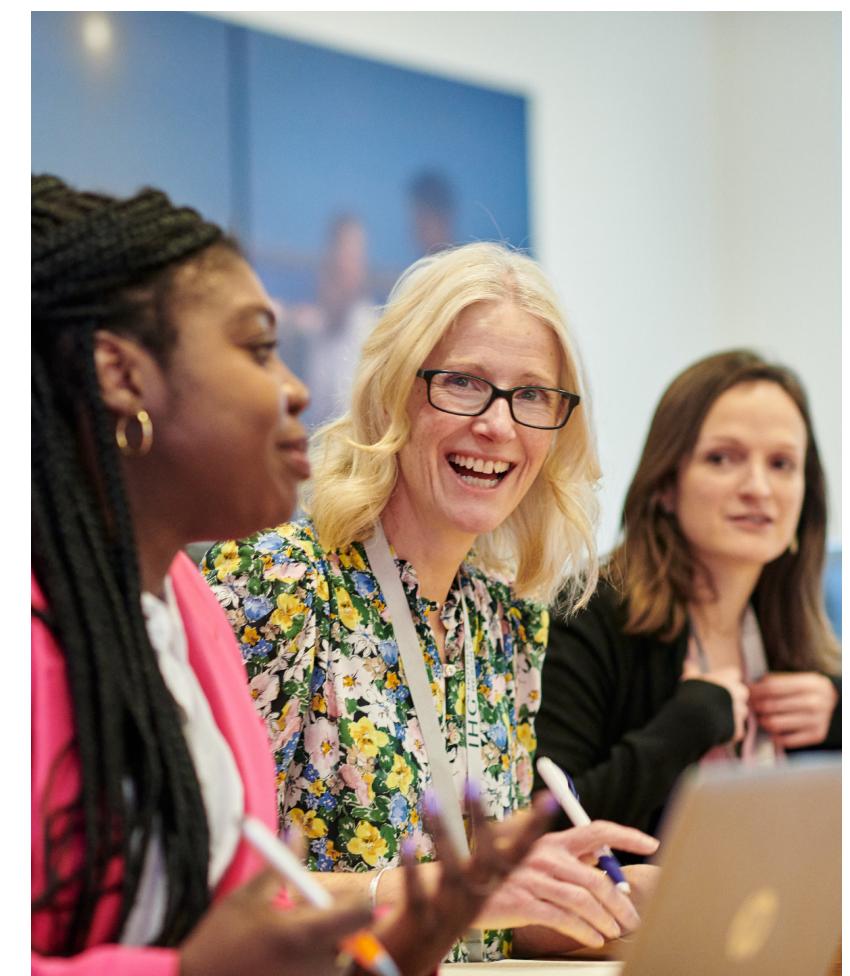
## How we're getting there

### Deepening our Global DE&I Education Series

We're bringing our leaders and colleagues together and deepening their understanding of the value of inclusion at regular points throughout the year by organising activities around five key global celebrations: International Women's Day, Global Inclusion and Wellbeing Week, Pride Month, World Mental Health Day and the International Day of People with Disabilities.

Having already rolled out conscious inclusion training for GMs and corporate colleagues in key markets, we're building on this foundation by extending the programme to frontline hotel employees.

Recognising the value of adopting an inclusive approach in everything we do, we're also supporting a range of region-specific programmes, such as race training in the UK.



**"We're seeking diverse opinions and perspectives, and purposefully recruiting more inclusively, including engaging with people who have lacked opportunities in the past. This has led us to engage more diverse external counsel, increasing our ability to address a wider breadth of issues."**



**CAROLYN DINBERG**  
GENERAL COUNSEL,  
GLOBAL COMMERCIAL & TECHNOLOGY AND  
GLOBAL MARKETING

### Inclusive hiring

We have begun embedding inclusive hiring practices (such as diverse slates and diverse panels) among our hotel and corporate teams to help us attract and hire people from a wide range of backgrounds. This ensures we are not limiting our search as we seek and select the best talent through diverse representation on our longlists and shortlists, and apply diversity of thought during the interview process.

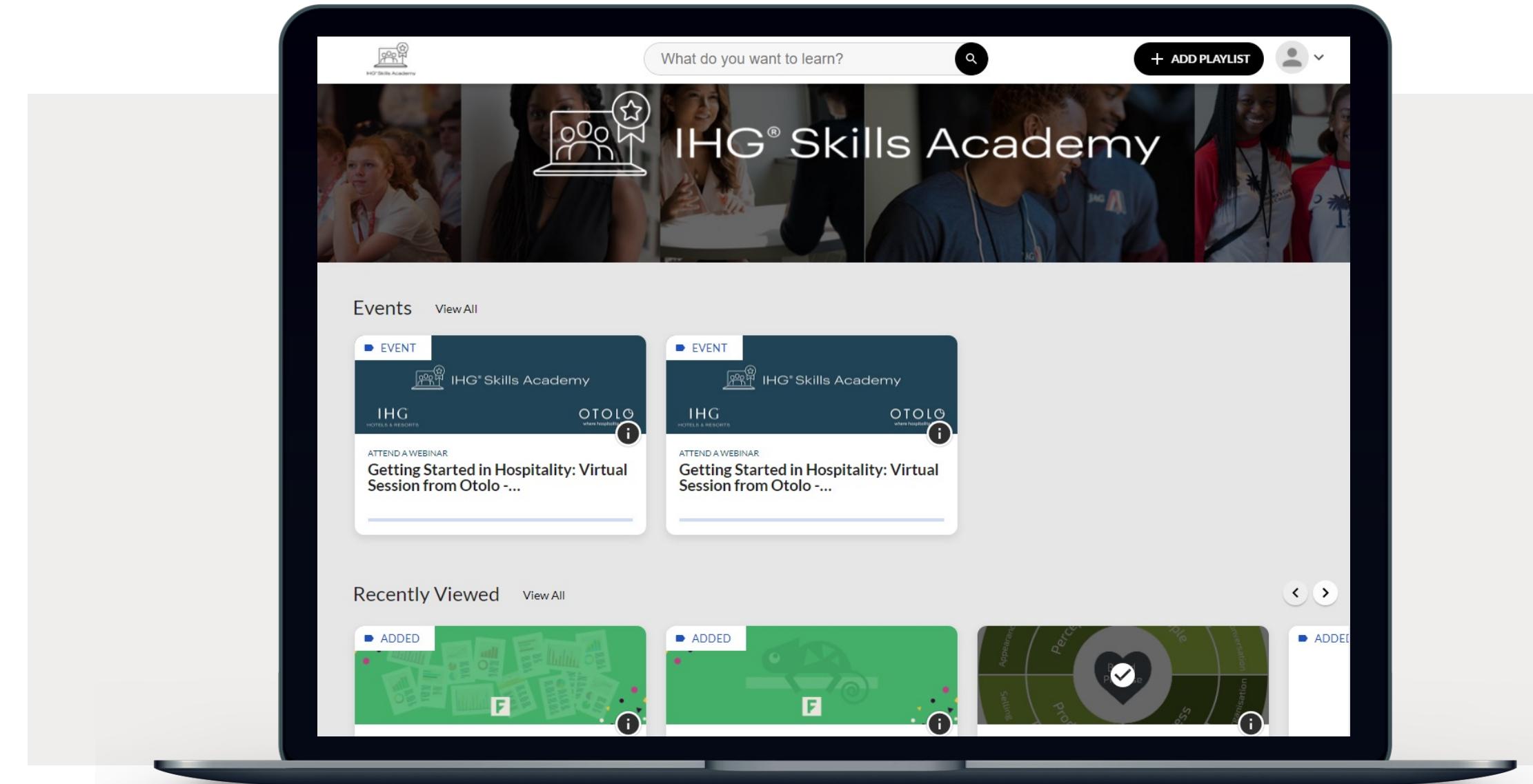


### Launching myWellbeing

We have introduced myWellbeing – our commitment to support our people in a range of important areas, including their health, lifestyle and workplace. By making the most of the myWellbeing suite of easy-to-access-and-understand resources, colleagues can quickly find the help they need, wherever they are, safe in the knowledge it's always within easy reach.

## Addressing social mobility

At IHG, we know that it's important to attract and develop colleagues from all areas of society, whatever their backgrounds or circumstances. By doing this, we're strengthening our teams by considering a wider pool of talent, and providing learning opportunities to those who may not previously have had access to a level of education that afforded them entry to our industry.



## IHG Academy

Since 2004, our IHG Academy programme has helped young people around the world gain valuable employment and life skills through work experience, internships and apprenticeships alongside some of the world's best hoteliers. In the past nine years alone, more than 80,000 people from all backgrounds have been offered a rich variety of free programmes to help them gain a job. Looking to the future, we expanded our offering in 2021 with the launch of a new best-in-class digital learning platform, IHG Skills Academy, in collaboration with charities, NGOs and a range of our suppliers.



**"Our commitment to working with diverse suppliers is important commercially because it shows our corporate customers that we're acting in the right way, and we're the kind of company they want to do business with. They often ask about our DE&I initiatives or the percentage of diverse suppliers that are IHG vendors – and it's great when our answers surpass their expectations, as they usually do."**



**TAMARA LASTER**  
VP, GLOBAL SALES STRATEGY



## Diversifying our supply chain

We're working with an increasing number of diverse suppliers through our supplier diversity programme EPIC – Engaging Partnerships through Inclusion and Collaboration – and engaging more companies who share our values. To support this, we're using a new analysis tool for hotel and corporate spending that allows us to create a more informed global picture and engage with an increasing number of small and diverse businesses.

Measuring our spending with diverse suppliers is a key metric used to drive our progress, and in 2021 our top three highest spend diversity categories in the US were small businesses, women-owned businesses and minority-owned businesses. To broaden our network further, we have joined a selection of leading supplier diversity councils, including the Women's Business Enterprise National Council and the Georgia Minority Supplier Development Council.

## Protecting human rights

We're committed to driving respect for and advancing human rights for our colleagues, guests and communities. We're undertaking ongoing due diligence to help us identify and address any human rights risks associated with our people, seeking to understand the journey they're on or possible impacts to their ability to thrive from the moment they're recruited. This allows us to address any potential human rights issues and helps ensure the experience of working for IHG is positive and fulfilling for everyone.



# Employee Resource Groups

Our Employee Resource Groups (ERGs) bring together members of under-represented groups and their allies. Hosting celebrations and events throughout the year, they shine a light on the value of inclusion and provide a valuable voice to the business by creating a culture in which our leaders are constructively challenged, and DE&I is kept at the forefront of our minds. We're proud to have a global network of ERGs that comprises 1,300 members across 24 chapters, all of which play an active role in helping IHG keep pace with the evolving DE&I agenda.



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

AMER



**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.

Europe and AMER



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

Europe, AMER, GC and SEAK



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

AMER, Europe, SEAK, IMEA, JAPAC and GC



**SOMOS** promotes the cultural diversity and professional development of our Hispanic and Latino employees and creates a supportive and inclusive working environment.

AMER



**BERG**, our Black Employee Resource Group, aims to increase the impact of Black colleagues on our business and has been instrumental in enabling courageous conversations while driving change in support of our response to racial inequality in the US.

AMER



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

Europe and IMEA



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

AMER



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

Europe, AMER and SEAK



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

AMER



**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.

AMER

# We're driving gender balance globally

34%

of our leaders\* are female

58%

of all employees\*\* are female

\*

Leaders are defined as colleagues working at VP level and above.

\*\*

We directly employ individuals in our corporate offices, reservation centres, and managed, owned, leased and managed lease hotels. However, not all individuals in managed, owned, leased and managed lease hotels are directly employed.



## How we're getting there

**"We want women to be open to opportunities to grow their careers, and having the support of like-minded colleagues is very important, which is why Rose Alliance, the Lean In Circle ERG for hotels, is so valuable. It's growing, too, inspiring more female GMs all the time!"**



**RITA JIANG**

VP, COMMERCIAL, GREATER CHINA & LEAN IN LEAD, GC



### Creating connections through our Lean In circles

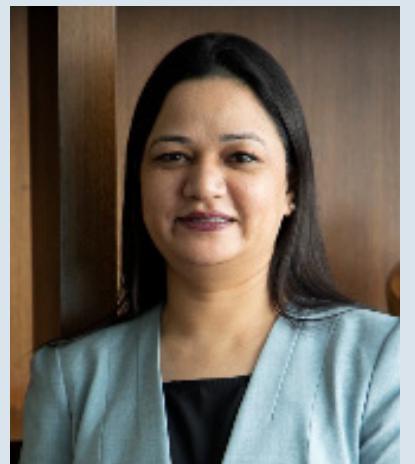
We're growing our global network of Lean In circles to empower our female colleagues to realise their ambitions by supporting one another through small peer groups that meet regularly. These help them to learn and grow together while providing advice and sounding boards. We want all our women to be in a position to consider opportunities that encourage career growth, and which help them fulfil their potential.



### Enabling more female leaders to RISE

Our global RISE mentoring initiative plays a key role in increasing the number of women in GM and other senior positions in our managed hotels. By Q1 2022, we were proud to say that more than 100 colleagues had graduated from the programme.

**"Thanks to RISE, I feel that I'm now in a stronger position to advance my career at IHG. As well as improving my leadership skills, RISE has helped me to become a more balanced individual. The knowledge and skills that you gain from the programme not only prepare you to progress, but also help you to differentiate yourself in the workplace. I would highly recommend RISE to anyone who is hoping to have a successful and rewarding future."**



**MUKTA KHANNA**

EAM HOLIDAY INN,  
MUMBAI INTERNATIONAL AIRPORT

## Refining our family leave policy

We're committed to helping all the parents and carers in our teams find the perfect work/life balance. We're leading the way through our market-specific family leave policies which, most recently, provided significant enhancements for UK and US corporate employees.



## Encouraging flexible working

We're supporting flexible working and are proudly sharing the success stories of the many corporate colleagues it's helping to prosper at work and home across our markets. Our Flexible Working Policy encourages them to organise their time in the best way for them and our business, while our hotel colleagues are also benefiting, such as through our myFlex initiative in Australia.



**"Taking extended paternity leave after becoming a dad made a big difference to me and my family. Afterwards, I returned to work four days per week, which allowed us to find the perfect work/life balance."**



**ALAN DRUCKMAN**  
VP, GROUP HEAD OF STRATEGY

# We're addressing under-representation in our leadership

## Where we are now

We're committed to having leaders who represent the truly diverse global nature of our business and drive our commitment to DE&I in all our markets. 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.

**21%**

Global leaders are ethnically diverse

**20**

Nationalities among our leaders



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

\*Leaders are defined as colleagues working at VP level and above.

\*\*Ethnically and racially diverse includes ethnic/racial minorities as per government guidance in the US and UK (i.e. Black, Asian, Mixed heritage and Hispanic/Latinx for 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. 78% of our leadership (VP and above) have self-disclosed globally.

## Where we're going

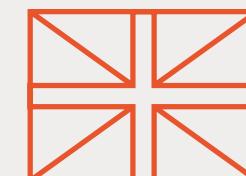
We'll increase the ethnic/racial diversity of leaders across our markets, including the US (where we've risen seven points since 2020 to sit at 20%) and UK (6%).

We have set 2025 (US) and 2027 (UK) as our target years to achieve these ambitions, which we're doing by developing a range of commitments, initiatives and action plans supported by stakeholders, including the AMER and Europe regional DE&I councils and a range of ERGs.



**20%**

Leaders  
(2025 ambition of 26%)



**6%**

Leaders  
(2027 ambition of 20%)

## How we're getting there in the US & UK

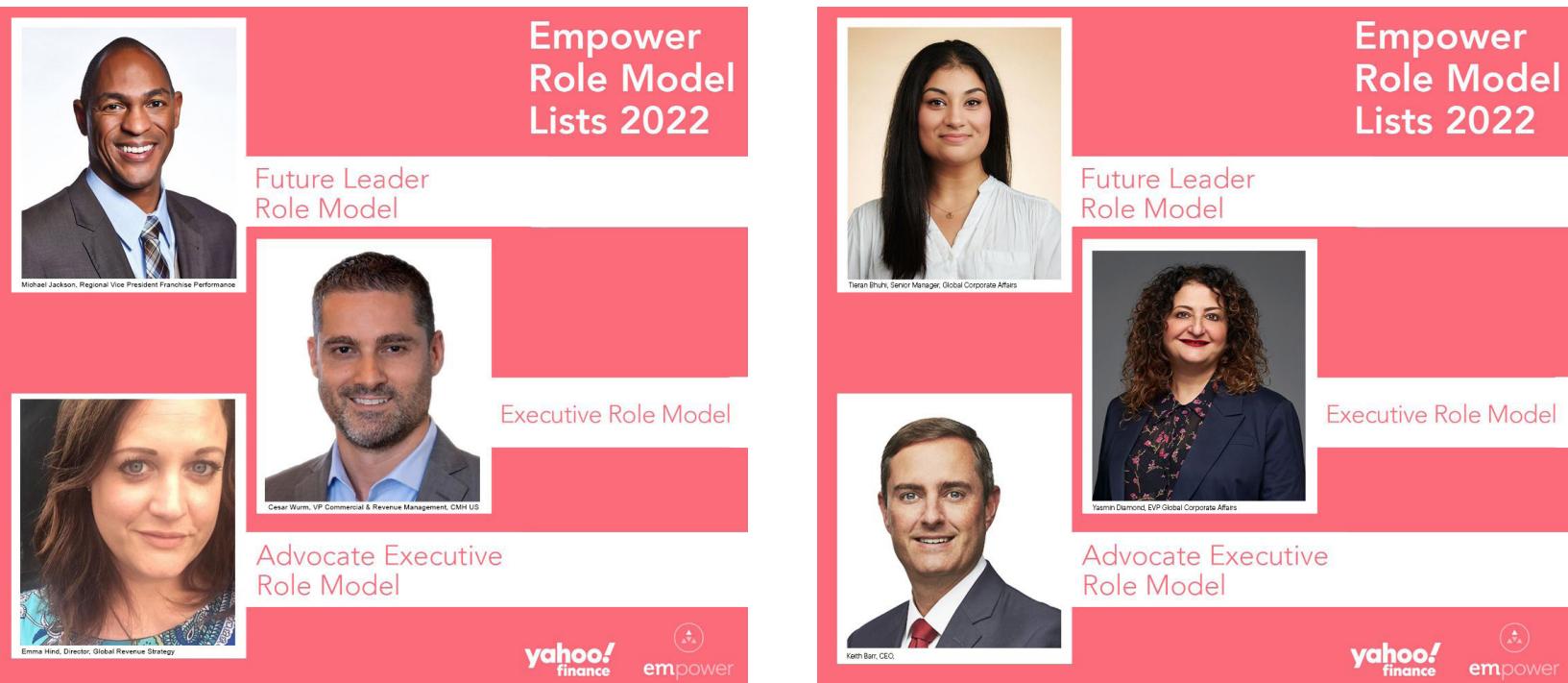
**"I have enjoyed promoting female leadership as a Lean In mentor and supporting our next generation of Black leaders as an Ascend sponsor. Our ambitions can only keep pace with the speed of our business if we have great leaders driving us forward and I am very excited to help people advance in pursuit of that goal."**



**DAVID JORDAN**  
SVP, CHIEF INFORMATION SECURITY OFFICER

## Empowering our people

Racial/ethnic diverse colleagues in Director roles selected for our Ascend advanced talent programme – which launched in the US in 2021 – are benefiting from executive sponsorship and the McKinsey Leadership Development Programme, which helps them gain the skills they need to take on more senior positions. In the UK, we're partnering with WiHTL, sponsoring its Ethnic Future Leader programme so that we can increase racial/ethnic minority representation in our leadership by investing in racially/ ethnically diverse colleagues, both internally and across our industry. We were proud to see one of our participants invited to join the WiHTL Board, which underlines the progress we're making.



## Listening – and changing

Open to everyone across IHG, our ERGs give our diverse colleagues and allies a voice, and we use these insights to support them and drive change throughout our business. In the US, BERG (Black Employee Resource Group), SOMOS (Hispanic ERG), and PATH (Pan Asians for True Hospitality) support a wide range of ethnicities, while our Europe and IMEA chapters of EMbrace are there for our racial/ethnic minorities and their allies.



## Committing at the top

Every member of the Executive Committee has a DE&I-focused goal. Together with their leadership teams, they review talent quarterly, with a specific focus on diversity. For instance, in the UK, we've formed a steering group comprising EC, HR and ERG representatives to educate leaders on race and form an action plan to drive change.



## Supporting early careers

We're partnering with two Historically Black Colleges and Universities (HBCUs) in Atlanta – Morehouse College and Clark Atlanta University – and Georgia Tech to diversify our early careers pipeline and attract interns to summer programmes in the US.

## Standardising inclusive pay practices

We regularly review our pay practices to ensure fair, equitable, and consistent application.

## Making an impact with our regional DE&I councils

We know we can't have a one-size-fits-all approach when it comes to DE&I as the focus of each of our markets is unique.

Our six regional DE&I councils – connected to our Global DE&I Board – are chaired by an increasingly diverse leadership and are crucial to our progress as they prioritise local agendas and focus on what makes the biggest difference to the people around them.

We're supporting them as they focus their efforts on under-represented groups in their markets, and will keep sharing their many wonderful success stories...



**ELIE MAALOUF**

CHAIR, DE&I COUNCIL

AMER



"We're taking meaningful steps across the full breadth of the DE&I agenda, as well as increasing representation in our leadership in the US, which means so much to our people throughout the Americas region.

We built on our progress of the past two years by delivering a new 11-point action plan for 2022, focused on integrating all aspects of DE&I into our business strategy, including building accountability and inclusive leadership.

I am delighted that we established long-lasting relationships with Historically Black Colleges and Universities (HBCUs), engaging with them and sharing expertise and resources. Some 26 interns have already joined IHG for the summer – a great injection of early-career talent into our pipeline of future hospitality leaders.

We're continuing to champion sponsorship, with many of our senior

leaders supporting ethnically diverse colleagues participating in our accelerated talent programmes, through which we're increasing the diversity of our talent across the organisation.

Our internal efforts in the LGBTQ+ space are extending into the communities in which we live and work. We're a member of Pride Connection in Mexico and Latin America and continue to be a valued sponsor of Atlanta Pride. IHG was also recognised as a 'Best Place to Work for LGBTQ+ and Equality' in the Human Rights Campaign's Corporate Equality Index in the US for the eighth year in a row, and in Mexico for the first time.

It's also great to see the growing momentum of our ERGs, with 10 of them now thriving in our region, including the recently-launched SERVE, our first group for veterans in the US."



We're a member of Pride Connection in Mexico and Latin America and continue to be a valued sponsor of Atlanta Pride.



We were proud to be highly commended at the 2021 European Diversity Awards.



**"We're making progress in many areas as we bring the DE&I agenda to life across our markets, and were proud to be highly commended in the 2021 European Diversity Awards for Company of the Year. Our ERGs are going from strength to strength, connecting and supporting our hotel and corporate colleagues – and we're creating new ones, too, growing our network and celebrating even more of our members and allies.**

We were pleased to sponsor this summer's Pride in London event, which was extra special as it celebrated its 50th anniversary, while we're working with an external provider to deliver trans awareness training to our hotel teams throughout the UK.

Partnerships are playing a big part as well. For instance, we're extending our support for the Leonard Cheshire Disability charity's Change 100 programme. It's a fantastic initiative that offers three-month paid work experience opportunities to talented students with disabilities, and we're proud to have placed interns across our business, some of whom have taken on permanent positions. We're using what we've learned to see how we can support other initiatives across Europe."



**KARIN SHEPPARD**

CHAIR, DE&I COUNCIL

Europe





**HAITHAM MATTAR**

CHAIR, DE&I COUNCIL

India,  
Middle East  
& Africa (IMEA)



**"We're going all out to support our people in all our markets, such as across South West Asia (SWA) where our partnerships with Sarthak Educational Trust and Samarthanam Trust for the Disabled are helping us to recruit more inclusively. We had 55 disabled colleagues at the start of 2022, a number which increased to 69 just six months later, and we're delighted to say is continuing to rise. Both of these partners are also supporting us with sensitisation sessions and sign language training for our hotel colleagues.**

**In Saudi Arabia (KSA), we've created a dedicated DE&I workstream and launched a series of functional talent development programmes that are supporting the growth of our Saudi colleagues and fast tracking them into leadership positions. Last year, the government launched a mandate to increase the private sector employment of Saudi nationals – and although we already have more than 4,500 people working across our managed estate there – including GMs, many of whom are Saudi nationals – we want to do even more, so we launched our 'True Saudi, True Hospitality' campaign, with the aim of hiring 6,000 nationals in KSA by 2030."**



We've launched our 'True Saudi True Hospitality' campaign, with the aim of hiring 6,000 nationals in KSA by 2030.

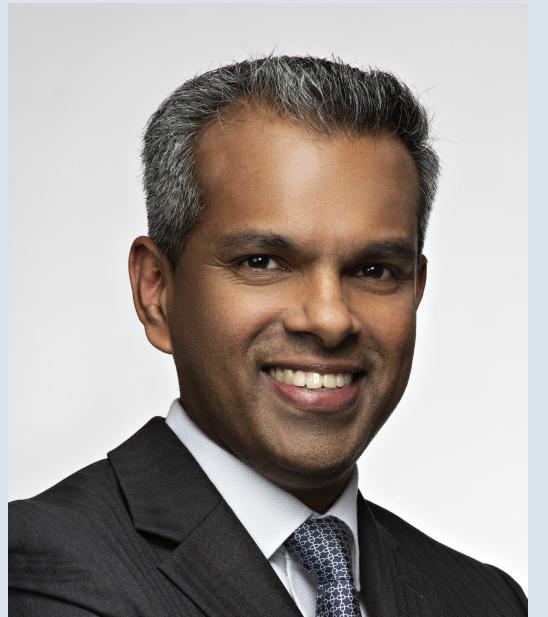


We're empowering teams across our markets to choose the DE&I priority that resonates most in their country.

"It's always good to talk and in SEAK we've launched the 'Great DE&I Conversation', empowering teams across our markets to choose the DE&I priority that resonates most in their country. Our SEAK DE&I Council is helping to facilitate and connect these conversations with the aim of creating an organic movement.

These include building an inclusive environment for working parents in Indonesia, supporting single parents in the Philippines, creating access to education and growth opportunities in Vietnam, and welcoming people with different abilities into our teams in Singapore and Malaysia.

We're also running Google's #IamRemarkable programme, which builds confidence and allyship in the workplace. Hundreds of hotel and support centre colleagues are benefiting from it, and we now have more than 40 IHG-trained #IamRemarkable facilitators to ensure we can deliver the initiative in a range of languages, as we run 50 workshops across six countries in 2022."



**RAJIT SUKUMARAN**  
CHAIR, DE&I COUNCIL

South East Asia & Korea (SEAK)





**LEANNE HARWOOD**

CHAIR, DE&I COUNCIL

Japan,  
Australasia &  
Pacific (JAPAC)



**"Back in 2018, 75% of our GMs in Japan were in the latter stages of their careers, so we challenged ourselves to harness their great experience and use it to inspire the next generation. We're proud to say we now have 55% mid-career and 45% late-career GMs, and an ongoing desire to develop the talent of tomorrow. We're also closing the gender gap in the country, where female GM representation moved from 2% in 2018 to 20% in 2021 as we grew our internal talent, supported by our RISE programme and Lean In ERG.**

**In Australia, we're supporting our hotel and corporate colleagues in many ways, with our Flexible Work Guidelines and myFlex initiative proving especially effective in offering our people the chance to find the perfect work/life balance. We've also established LINK – a shadow Board that encourages input, ideas and energy from all levels of our organisation, and the JAPAC Leadership Team is increasingly leveraging its views and insights."**



**In Japan, we now have 55% mid-career and 45% late-career GMs, and an ongoing desire to develop the talent of tomorrow.**



Innovation is at the heart of our approach... our RISE livestream event went viral.

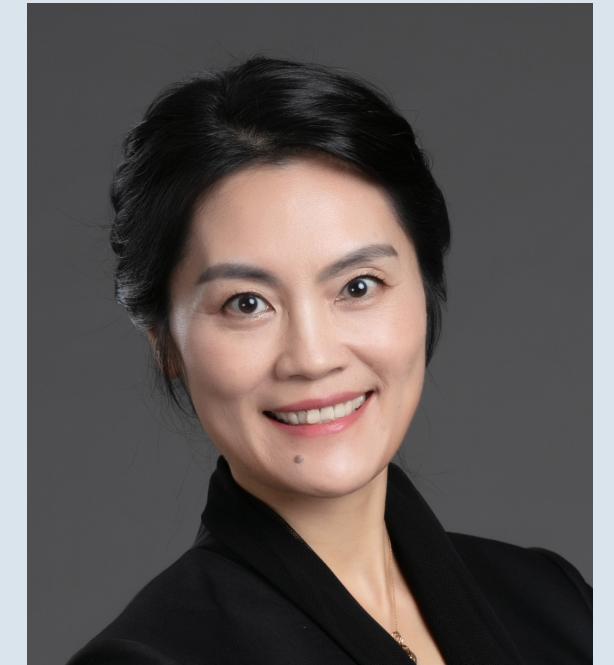


**"We have a holistic, multi-year plan to produce more women leaders in Operations in Greater China, where our female GM population has doubled in the past four years. Innovation is at the heart of our approach – for example, we leveraged social media for a RISE livestream event that went viral, attracting nearly 40,000 participants.**

**China has one of the world's fastest ageing populations, so we're offering the older generation a new opportunity – and harnessing its great knowledge and expertise – through extended work experience placements at our Holiday Inn Express hotels, ahead of expanding the initiative across all our brands in the region.**

**We're also supporting the disabled population by providing opportunities at Holiday Inn Golden Mile Hong Kong, and through a strategic partnership with special education schools to offer work experience in our hotels, starting with Wuxi Special Education School in East China for mute and deaf children.**

**We're proud that our efforts have been widely recognised, with leading media company Jiemian News of Shanghai United Media Group naming IHG as the 'Best Employer for Diversity, Equity and Inclusion in 2021', while we were one of just four companies selected to showcase our approach to DE&I by the Top Employers Institute."**



**WEIWEN WANG**  
CHAIR, DE&I COUNCIL

**Greater  
China (GC)**



DE&I means everyone can thrive.  
Let's do it together...

Please share your ideas and questions [GlobalDEI@ihg.com](mailto:GlobalDEI@ihg.com)

