



IHG[®]
HOTELS & RESORTS

Our next chapter
for diversity, equity
& inclusion

[START READING >](#)

Welcome, everyone.

I'm proud to say that IHG[®] Hotels & Resorts is a global organisation with a truly global outlook.

Working in hotels and offices in more than 100 countries, our 350,000 colleagues represent multiple nationalities and the many cultures, religions, races, sexualities, abilities, backgrounds and beliefs that make the world such a wonderful place. We have outstanding individuals, and we value and respect each and every one of them.

A cornerstone of our culture is our passion and commitment to 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. It's not just crucial to who we are, but also to how we work together and grow our business, and to the sense of belonging colleagues feel at IHG and the freedom to be themselves, which continues to build and be expressed in different ways around the world.

After all, we're a business all about people, and together as one team we create a diverse and inclusive culture that we know is increasingly valued by millions of guests staying in our hotels, thousands of owners investing with us, and the talent of tomorrow who choose to join our team.

We've chosen to focus on equity alongside diversity and inclusion because we know how important it is to not have one without the others, and we recognise that society increasingly feels this way, too.

Equity means making sure everyone has access to the same opportunities, by recognising and taking action to address any barriers that exist for them. We're clear in our commitment as a company to ensure we're fair in how we treat, compensate and develop our colleagues.

It's a very powerful thing when a company creates an environment that is truly understanding of others, is fair, and unafraid of difference, and that's what I know we have at IHG. However, such a culture requires consistent thought and attention, and while we're proud of the recognition we've received over many years, we know we can go further. As you'll read in these pages, we're determined to do just that and ensure our values are felt inside and beyond our business.

Through the right mix of policies, commitments and culture – including the activities of our increasing number of employee networks – we will continue to listen to colleagues and stakeholders and strive to be an even better organisation. And we will continue to give space to the rich variety of backgrounds, experiences and perspectives that bring the innovation and ideas needed to succeed as a global business and develop IHG and everyone within it.

We're proud to say that, at IHG,
everyone means everyone.





Baby Boomers & GenXers provides members with resources to share their experience and insights and encourage opportunities for professional development.

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.



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

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.



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.



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

Employee networks

Our employee networks are voluntary groups that provide members with connections and support, while promoting workplace diversity. 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 diversity, equity & inclusion is kept at the forefront of our minds. We're proud to have nearly 30 chapters of different networks globally.

Our **Family Network** offers parents and carers a space to share tips and resources on balancing children and work.



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

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



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

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



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 that we have our 2030 responsible business plan, Journey to Tomorrow.

Our commitments within this plan include specific diversity, equity and inclusion targets, which we will work to achieve over the next decade, supported by our people, programmes and policies.

As you'll read on the following pages, all of our efforts sit within one of three interconnected pillars designed to ensure we strengthen our culture of inclusion, increase the diversity of our leadership and talent, and put the right decision-making process around our actions.

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 continue to 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.

Strengthening our culture of inclusion



Strengthening our culture of inclusion

Why it's important

All colleagues should feel included, valued and respected – not just because it's the right thing to do, or the best way to behave – but because people are the best version of themselves when they feel these things.

When that happens, they are empowered to speak up with ideas, diverse opinions and perspectives that move us forward. This is important to the guest experiences we create, and to how we inspire colleagues to go above and beyond for our owners and for IHG, as we work to deliver our ambitious growth plans and create an environment where our people can thrive.



Our action plan

Roll out our successful conscious inclusion programme to all corporate employees. In 2018, more than 90% of our leaders attended the foundational workshop.

Increase colleague awareness through more DE&I focused events, strengthened policies, programmes and communications.

Improve the way we measure and report diversity, equity & inclusion, including piloting an inclusion metric.

Expand our employee networks to give a voice to diverse groups.

Create a more inclusive environment for Black colleagues and communities with a range of specific commitments.

Support colleagues working remotely with more flexible practices, guidelines and resources.

Emphasise the mental health and wellbeing of colleagues, with additional training for line managers on supporting employees throughout and after the Covid-19 pandemic.

Supporting Black colleagues and communities

The significance of privilege, and how it impacts inclusion at both a societal and corporate level, came to the fore in 2020 and remains at the front of our minds. IHG Hotels & Resorts will continue to take important steps to highlight our response to racial injustice and enable colleagues to show their support within our organisation and our communities.



Our commitments include:

Working with our Black Employee Resource Group (BERG) and our IHG Americas Diversity & Inclusion Board to make a positive impact for our Black colleagues and in our local communities.

Holding Town Hall conversations in the Americas – which are open to all across the globe – to hear our Black employees talk about their experiences.

Publishing communications and resources guiding colleagues to educate themselves on racial injustice and ethnic inclusion.

Offering paid leave to our US corporate employees who wish to vote in national elections.

Continuing to advocate for important causes in the fight for equality. For example, IHG called for the passage of the Georgia Hate Crimes bill and supported efforts to pass it (ratified in June 2020). We also worked with the Atlanta Committee for Progress to condemn injustice and abuse of power.

Partnering with organisations such as the National Urban League, National Center for Civil and Human Rights, and Jobs for Americas Graduates to improve the employability of under-represented talent.

Offering IHG[®] Rewards members the chance to donate loyalty points to support US partners that promote racial justice and equity.

Supporting colleagues with disabilities

IHG works with several charities and non-governmental organisations globally to create a supportive environment for colleagues with disabilities.

We'll continue to build on some excellent partnerships:

We look forward to extending our relationship with the Leonard Cheshire Disability charity, with whom we have partnered on The Change 100 programme in the UK for the past four years. This fantastic initiative creates three-month paid work experience opportunities with top employers for talented students and graduates with disabilities, and we are proud to have placed around 35 interns across our business. In 2020, the programme was implemented virtually due to the Covid-19 pandemic, but still produced an incredibly rewarding experience centred on creating sustainable solutions for our hotels.



Holiday Inn[®] Golden Mile Hong Kong partnered with the local non-profit IDEAL to provide learning and skills development opportunities within the hotel laundry department for a group of intellectually diverse workers.

We have also created DAWN, our Disability and Wellbeing Network, which promotes wellbeing, equality and inclusion at IHG by encouraging its members to share their personal experiences and offer advice to one another.

Promoting our people's wellbeing

The physical and emotional wellbeing of our colleagues means a lot to us and we will develop a strategy and invest in programmes and initiatives that bring it to life, including:

Flexible working practices across the company, which have been strengthened in response to the Covid-19 pandemic.

Our WorkLife Summit – a virtual hub where employees can meet and find tips and resources to take care of their wellbeing. The hub includes training for managers on supporting carers working from home.

Our Employee Assistance Programme, which provides access to free mental health resources, including counselling, for all corporate employees.

A Family Network that offers parents and carers the chance to share experiences and advice and make use of a wide range of resources.

Marking World Mental Health Day by hosting a series of webinars and podcasts that share advice and experiences from people around the business.

Diversity in our supply chain

We want to work with suppliers who share our diversity, equity and inclusion values and are focused on increasing the representation of diverse suppliers in our direct spend through our Supplier Diversity Programme. In 2020, we directly spent more than \$50 million with diverse companies in North America. Minority-owned businesses, women-owned businesses and small businesses were the three largest groups to benefit. The next phase of our programme launched in the Americas last year and will roll out in other regions in 2021/22. Suppliers can register their interest to work with us [here](#).

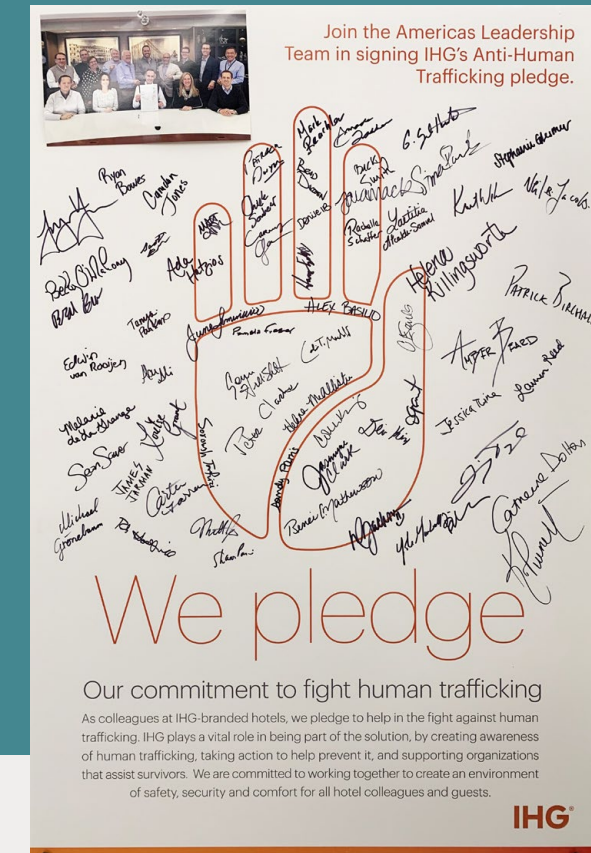
In the same year, we partnered with CARE International UK with the aim of making the textiles industry more gender inclusive. Together, we worked with our key suppliers to help achieve this, while establishing productive, resilient and secure supply chains for our hotels.



Human rights

We are committed to driving respect for and advancing human rights including for our colleagues, guests and the communities we operate in. We believe in undertaking ongoing due diligence to help us identify and address human rights risks.

This includes, for example, working to understand the journey of our colleagues from the moment they're recruited to help ensure we understand potential human rights impacts and to address these. We want the experience of working for our brands to be positive and fulfilling for all our colleagues.



Increasing the diversity of our leadership and talent



Increasing the diversity of our leadership and talent

Why it's important

We need to be clear how we value and promote diversity, equity & inclusion if we are to attract, build and retain the talent we need to succeed. Our colleagues quite rightly expect it.



Our action plan

To help increase the diversity of our leadership and talent, we're focused on rolling out programmes that provide support to areas of the business that need it the most:

Our Rise mentoring initiative, which started in EMEAA, has been launched globally. It aims to increase the number of women in General Manager and other senior positions.

In the US, we are launching "Ascend" – a nine-month multicultural talent programme designed to support and increase ethnic representation in corporate leadership roles.

In Greater China, a series of employee networks known as the Rose Alliance have been created for our female General Managers to support their further professional development.

Diversity, equity & inclusion in our leadership teams

We believe it is important to have a diverse, equal and inclusive group of leaders, and we've had clear targets in place to ensure we keep progressing.

As part of our 2018-2020 Responsible Business targets, we set out to increase the diversity of our senior leaders in terms of gender, nationality or ethnicity, and to increase the number of women working in General Manager and Operations roles in IHG's managed hotels.

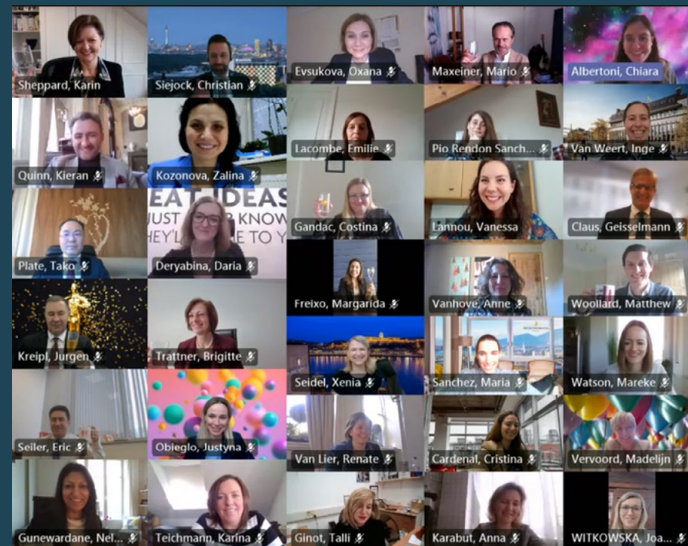


At the end of 2020, 38% of our senior leaders were women and we continue to strengthen the pipeline of female talent at deeper levels of the business. Prior to 2020, IHG had been included in the top 10 of the FTSE 100 for three consecutive years for female representation among senior leadership in the Hampton-Alexander Review.

In the three-year target period, the percentage of women working in GM and Operations roles increased from 17% to 25%, with our Rise programme playing a significant role in this progress.

IHG® HOTELS &
RESORTS

Spotlight



Mentoring initiatives

Rise

Our Rise mentoring initiative, which aims to increase the number of women in General Manager and other senior positions, is being rolled out globally, following great success in EMEA.

Almost 130 hotel-based female leaders have so far joined the 12-month programme, with nearly a third of them having since been promoted.

Mentors and sponsors offer support in a number of ways, including providing mentoring sessions, career development workshops, high-impact learning modules and empowering conversations.

The programme aims to inspire confidence in its participants, helping to grow their networks and providing a range of opportunities for personal and professional growth. There are also benefits for the mentors and sponsors taking part, including the chance to establish a reputation as a leader invested in long-term talent growth.

Ascend

We are rolling out a new advanced talent programme in the US focused on recognising career growth opportunities for our diverse, multicultural talent pool.

The nine-month programme will support increased multicultural representation in corporate leadership roles, offering high-performing Black employees unique opportunities to advance their careers through development, sponsorship and 1:1 mentoring with senior leaders.

Putting the right
decision-making
processes around
our actions



Putting the right decision-making processes around our actions



Why it's important

We understand that a diverse and inclusive environment creates a sense of belonging among employees and a trust in our culture and values as a company. The actions we take in this area are important to all of us at IHG and we recognise that they are closely followed by many other stakeholders, too. We are committed to creating consistent policies and practices, setting clear ambitions and openly reporting on our progress.

Our action plan

Our Global Diversity, Equity & Inclusion Board, led by our CEO Keith Barr, was established in 2018, and is made up of senior leaders from across our business who are passionate about shaping our priorities and pushing for progress.

That year, the Board partnered with Accenture to gain an independent perspective on our organisation and this work has helped us identify areas of improvement.

Local diversity, equity & inclusion councils have been formed to work with our Board and talent teams and roll-out initiatives in market. The councils represent the voice of regions and specific markets, making sure we listen to employees and engage on local priorities and action areas.

Global Diversity, Equity & Inclusion Board

Chaired by Keith Barr, CEO, our Board features representatives from across our company who offer a breadth of experience from different cultures, industries and organisations. They hold a collective passion for the diversity, equality and inclusion agenda and work with stakeholders to ensure we continue to honour our commitments and strive for best practice.



KEITH BARR
CEO / Chair,
Global DE&I Board



YASMIN DIAMOND
EVP, Global
Corporate Affairs



WAYNE HOARE
Chief Human
Resources Officer



JULIENNE SMITH
SVP, Development,
Americas



WEIWEN WANG
VP, Business Reputation
& Responsibility,
Greater China



STEVE BROOKS
VP, Corporate
Procurement



JANICE GAN
VP, Business Reputation
& Responsibility,
EMEA East



KARIN SHEPPARD
SVP, Managing
Director, Europe



LOUISE BYRNE
VP, HR Global
Talent & Diversity



TOM ROWNTREE
VP, Global
Luxury Brands

Showing our support

We are proud to support a range of movements and campaigns aimed at driving change and improving the lives of people everywhere.

**CEO ACTION FOR
DIVERSITY & INCLUSION**



Recognition for the steps we've taken.

"Diversity is being invited
to the party. Inclusion is
being asked to dance."

VERNA MYERS

Cultural change influencer, thought leader and author



Human Rights Campaign
Foundation, Best Places to Work
for LGBTQ Equality



Great Place To Work,
Best Workplaces, Europe



AON Best Employer



Glassdoor, Best Places to
Work, Employees Choice



FTSE Woman Leaders
Hampton-Alexander Review
Top 10 2017-2019



Fortune, 100 Best Companies
to Work For, nine years on the list



Top Employer, Certified
Excellence in Employee
Conditions, UK and China

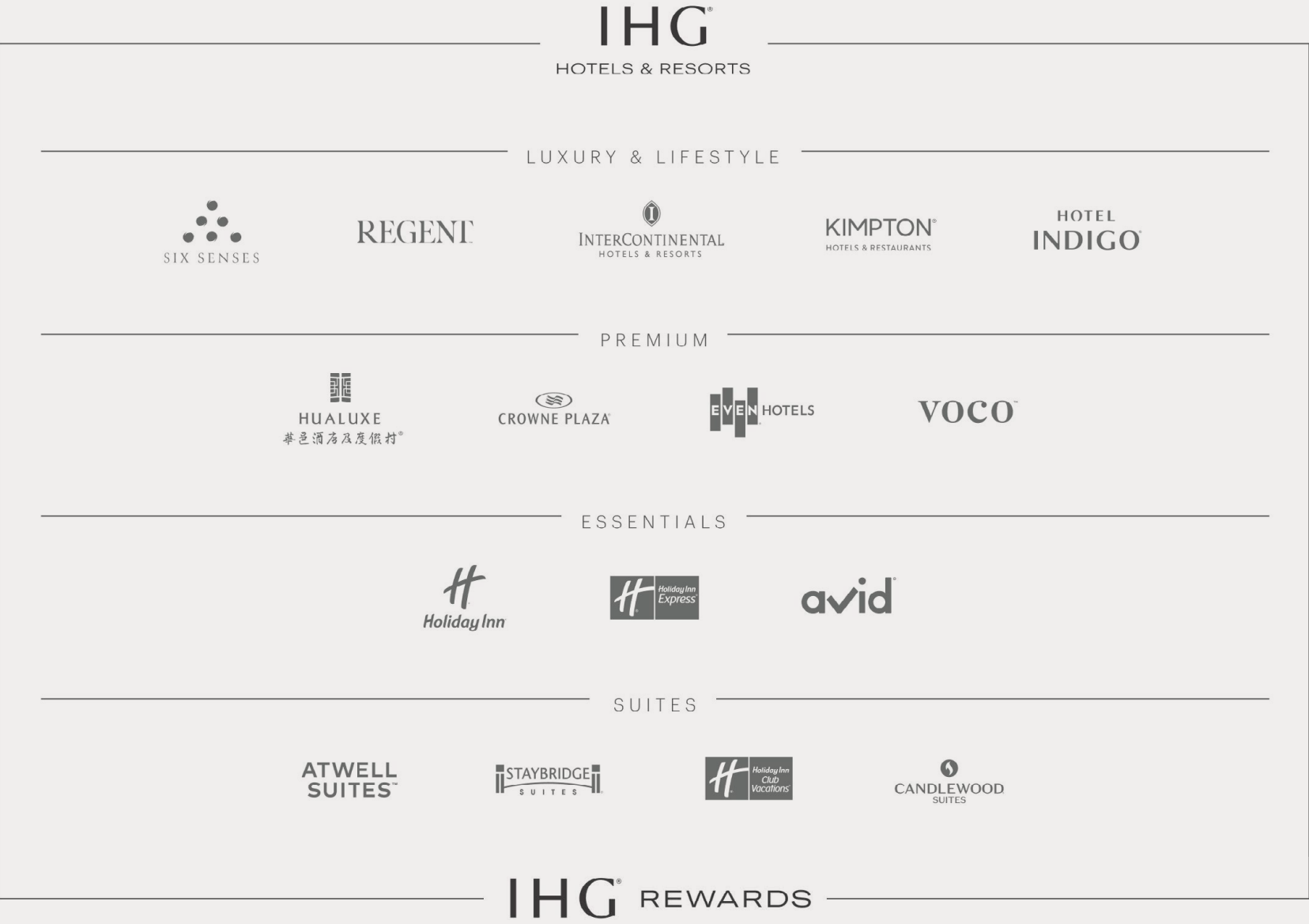


The JobCrowd, Top Companies
for Graduates to Work For



IHG CEO Keith Barr
ranked within the top 10
Advocates for Women in
Business by INVOLVE for
two consecutive years.

Please share your ideas and questions
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ihgplc.com/responsible-business