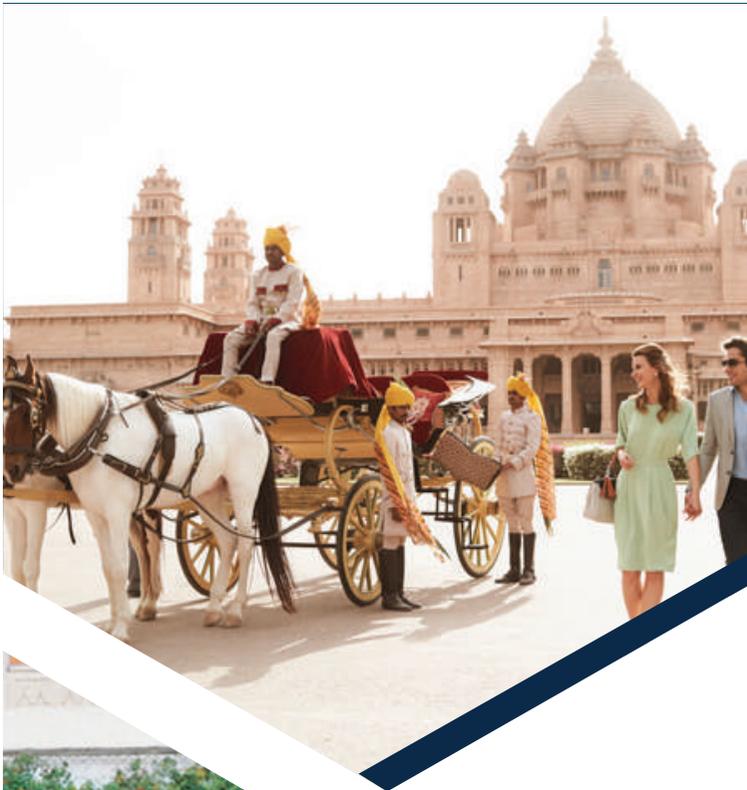




IHCL



Towards
**Reshaping our
Common Future**



IHCL Sustainability
Report **2019-20**



SELEQTIONS

VIVANTA

GINGER

EXPRESSIONS



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Message from the Managing Director & Chief Executive Officer

The COVID 19 pandemic is continuing to reshape the global economy. Today, one of the most oft used phrases is “The New Normal”. The present and the immediate future, whether it is with regards to the vaccine for the virus or the recovery of the economy, is still relatively unknown. However, as we have seen, it is uncertainty that ignites change and change stimulates progress. At IHCL, we have moved swiftly and led through these challenging times with agility and purpose.

Puneet Chhatwal - Managing Director & Chief Executive Officer

IHCL was doing well and had significantly progressed on achieving the targets set out in the company's five- year business strategy Aspiration 2022, when the COVID 19 pandemic broke out. The strategy enabled us to deliver nine consecutive quarters of profitable growth. In just over two years, we added over 50 new hotels to the pipeline and opened close to 20 hotels. In FY 2019-20, we recorded the highest full year PAT up by 24% Y-O-Y and the highest full year EBITDA. This momentum was interrupted by the unprecedented pandemic which brought the world to a halt.

Stragility: To navigate this challenging terrain, the need of the hour was what we call 'Stragility' – executing a clear strategy with agility. IHCL defined a five-point strategy named 'R.E.S.E.T 2020' to address the challenges posed by the historic global crisis and help the company tide through these difficult times. The strategy provides a transformative framework to help the Company overcome the COVID-19 related challenges and achieve Revenue growth while upholding Excellence in operations and optimizing Spends across the board. Effectively managing our assets and exercising Thrift and financial prudence helped us mitigate the adverse impact of the pandemic. The implementation of R.E.S.E.T 2020 strategy has started yielding results.

Service to the Nation: JRD Tata once said, “No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair and honest means.” In line with this ethos and Tata Group values, IHCL is honoured and humbled to have played a role in being of service to the nation in its fight against ongoing Coronavirus pandemic. The company distributed almost 3 million meals to healthcare providers and migrant workers affected by the spread of COVID-19 in Mumbai, New Delhi, Bangalore, Coimbatore and Agra. We also worked closely with various state and central governments in hosting the medical staff at many of our hotels. Over 70,000 room nights were utilised across the country.

Sustainability: The crisis has brought us all much closer than ever before. Diversity and inclusion are embedded in our culture and by collaborating and using the power of collective experience,

new ideas and opportunities have emerged. IHCL believes in walking the extra mile to ensure the best for its stakeholders. Our commitment to environment conservation echoes this philosophy, whereby we are constantly innovating to adopt best practices that could become industry benchmarks. We have set clear goals for environment indicators and have measurable parameters to monitor the KPIs. Our Renewable Energy Quotient has increased from 7% to 24% over a period of 4 years. We have been able to reduce our specific water consumption by 5% before our target deadline. Our focussed approach towards elimination of single use plastics from our system led us to replace plastic straws from all hotels and install bottling water plants at 7 properties, to reduce the use of PET bottles. We aim at further reducing and eventually stopping the use of disposable plastic in product packaging

Societal Responsibility: IHCL leverages CSR as an instrument to serve the country's skill building & livelihoods needs, while also building a talent pipeline that serves our fast-growing industry. Our Corporate Social Responsibility programme is focused on skill building programmes in the hospitality and tourism industry for underprivileged and school dropout youths, thus generating livelihood for the underserved sections of the society. In the year 2019-20, we have been able to train & certify over 1900 youth through our CSR programmes. IHCL's eclectic value chain offers unique opportunities for inclusion and creating shared value. In line with our sustainable sourcing philosophy, we have developed and nurtured over 30 social impact organisations as supply chain partners for procuring materials and services. Our initiatives are also aligned towards preserving India's rich heritage. This includes the restoration and upkeep of our authentic palaces, in addition to promoting the indigenous culture of our regions, including its natural, cultural & culinary heritage.

Safety & Security of our guests and associates has always been of paramount importance to us. Our hotels have implemented enhanced hygiene and safety protocols delivered with a renewed and strengthened commitment to Tajness.

Stepping Up: Our associates are our most valuable assets, and they continue to make us proud showing their commitment to our core values while staying focussed on business goals. I am tremendously proud of how our employees have stepped up & served the healthcare professionals & other front liners during this pandemic.

Our commitment to Stragility, Service, Sustainability and Societal responsibility with an enhanced focus on Safety and Security will help us Step up as One IHCL to create shared value for all our stakeholders, achieve our sustainability goals for IHCL and help shape a better and brighter future.





Message from the Executive Vice President & Global Head - Human Resources

It is my pleasure to present IHCL's Sustainability Report for 2019-20. We continue to be committed to sharing our sustainability journey with all our stakeholders.

We are living in extraordinary times. While the coronavirus pandemic has substantially altered life as we knew it, the world had been grappling with severe challenges related to sustainability. Rising temperatures, frequent extreme weather events, etc. plagued countries across the world. In 2019, 'Earth Overshoot Day' - the day humans exhaust the resources meant to last the full year - fell on July 29th 2019, the earliest ever recorded in human history. This pandemic has reinforced the need for Sustainability to take center stage. Today, there is discernible consensus that it has become even more important to chart a new tomorrow – one that is more sustainable, inclusive and secure. Whilst the creation of large-scale livelihoods will be of paramount importance, the other critical area for a sustainable future will certainly be the progress towards rejuvenating the environment and addressing climate change.

2019 was a year of Sustainability action and commitments from IHCL. Our Sustainability Framework provided an invigorating start to the year filled with commitments, engagements, partnerships, and progress towards our Sustainability Goals. It is our endeavor to continuously strive to achieve increasingly sustainable operations. We have aligned ourselves with international standards such as the United Nations Global Compact which reflects our commitment to build a sustainable future. We have reported a threefold increase in renewable energy over the past 4 years, been successful in our elimination of plastic straws, developed skills in local communities, and rolled out initiatives for employee well-being. Through this report, which also serves as our 'Communication

on Progress' (COP), we continue our commitment to the United Nations Global Compact. Our support to the SDGs, specifically Goal 8 (decent work and economic growth) and Goal 12 (responsible consumption and production) places our environmental and social programs within the larger global context and sustainability agenda.

We have partnered with Earth Check for benchmarking, reporting and sharing our performance based on international best practices. We are proud to share that 11 of our hotels have achieved an Earth Check Platinum certification in the year 2019-20 representing 11 continuous years of measuring and monitoring our social and environmental impact to ensure sustainable tourism management practices. Globally we have the highest no of Earthcheck certified Platinum & Gold Hotels. IHCL has been a proud recipient of numerous awards in this space including the Golden Peacock National Award in Corporate Social Responsibility and the Golden Peacock Global Award in Corporate Governance. We have taken significant steps to implement best practices for Guest and Associate safety, a significant one being our collaboration with a premier institute, NITIE, to enhance the skills & leadership capabilities for Sustainability by training our Chief Engineers on a specific module developed jointly by IHCL & NITIE. 57 action learning projects were implemented by the Engineers on 'cost and risk reduction' through Safety and Sustainability initiatives at their respective Hotels. These projects have resulted in savings without any investment.

We know that together with our employees, customers, partners, government, and communities, we can collaborate to find solutions to shared global challenges and achieve the future we seek.

About this Report

Scope and Boundaries

The 14th sustainability report of the Indian Hotels Company Limited covers the economic, social and environmental aspects of the business. It spans the period April 2019 to March 2020, corresponding with the Indian financial year. IHCL has been publishing its annual sustainability report since the financial year 2001-02.

This report covers all IHCL hotels including Ginger & Taj SATS. Details of all entities are available in Annexure - 1

This report covers 126 of our hotels & 6 locations of Taj SATS. It includes hotels owned by the Indian Hotels Company Limited (IHCL) and its subsidiaries Benares Hotels Limited (BHL), Piem Hotels Limited (Piem), United Hotels Limited (UHL), the joint venture Taj GVK Hotels Limited (GVK), Ginger Hotels and some hotels under management contracts. The complete list of hotels covered in this report is provided in Annexure 1. Except where specified, the disclosures in this report refers to this set of 126 hotels & 6 locations of Taj SATS. The data in this report pertains to all significant regions of operation. Data is therefore not segregated according to region.

The hotel units are at different levels of data tracking and implementation of sustainability practices. This sustainability report has helped us to identify gaps and areas for further improvement in standardizing performance measurement and disclosure practices. For additional clarity, we offer a description of data

coverage where appropriate throughout the report. There are no restatements of information from previous reports.

Changes in Reporting

Our priority material topics are consistent with the last report in 2018-19. This year we have explored these priority topics in greater detail.

The current report covers 126 hotels & 6 locations of Taj SATS.

This report has been prepared in accordance with the GRI Standards 2016: Core Option. The focus of the report is on topics that are material both to the business and to our stakeholders.

External Assurance

We have sought external assurance for this report, which has been carried out by Ernst & Young Associates LLP; the assurance provider's statement is presented in the final section of this report. External assurance for this report has been recommended and approved by the IHCL Sustainability Advisory Committee.



Company Overview

About the Indian Hotels Company Limited

The Indian Hotels Company Limited (IHCL) is among Asia's leading hospitality companies, with 200 hotels in 100+(operational & pipeline) locations globally. Launched in 1903, we offer a fusion of warm Indian hospitality and world-class service. We have evolved from being a hotel-only business to a comprehensive hospitality ecosystem.

Anchored to the pillars of Trust, Awareness and Joy, we are focused on creating value for each of our stakeholders.

Brands, Products and Services (102-2, 102-3)

Our portfolio spans multiple segments and customer profiles in the hospitality industry in India, North America, UK, South Africa, Zambia, UAE, Malaysia, Sri Lanka, Maldives, Bhutan and Nepal. Our iconic Taj hotels are the core of our luxury offerings, while the Vivanta hotels dominate our upscale segment. The Ginger brand addresses the midscale and economy segment. We offer adventure and back to nature experiences at our Taj Safaris lodges, and a holistic approach to wellness at the Jiva Spas.

TajSATS provides air catering services as well as non-airline services. Corporate products include Taj Wedding Studios, Timeless Weddings, Taj Holidays and the Taj Experiences Gift Card. All these, along with the Taj Salons, the Taj Khazana chain of lifestyle boutiques, and our specialty restaurants and bars, come together in a portfolio that aims to meet the high expectations of our luxury guests, business travellers and smart customers.

The company's registered office is Mandlik House, Mandlik Road Mumbai 400001, Maharashtra, India.



Organizational Presence



Legal Form: The nature of ownership and legal form is described in pages 109-130 of our Integrated annual report.

Workforce

As a global company emphasizing on quality of service, the diversity and operational skills of our employees are crucial for growth and competitiveness. Our aim is to acquire the best talent and provide opportunities for growth and learning, with a focus on local employment and enhancing the presence of women in the workforce. Our workforce is composed of permanent employees (72%)

and contractor employees (28%). Contracted employees perform operational roles in verticals such as horticulture, cleaning, security, kitchen stewarding and laundry, and are sourced through third-party contractors. Workforce data is compiled from the corporate HRMS, which consolidates data across all business units.

IHCL (INDIA + INTERNATIONAL)

TOTAL EMPLOYEES BY CONTRACT (PERMANENT VS CONTRACTUAL), REGION & GENDER



Grand Total: 27,722

The following data pertains to IHCL's business in its entirety in the detailed disclosures of this report.

GINGER (35 HOTELS AND ALSO CORPORATE & REGIONAL OFFICES) & TAJSATs (6 CATERING UNITS)



Grand Total: 8,128



The data provided is the basis for employee hiring and turnover calculations in subsequent sections



Collective Bargaining Agreements

Employee unions and collective bargaining entities are present in 18 of our hotels. In the hotels where collective bargaining platforms exist, 44.19% of our employees are members.

SUPPLY CHAIN (102-9)

As a hospitality business, we are large-scale buyers of a variety of products. Our procurement processes are organized at two levels—central and regional. Our Central Materials Group manages relationships with large, branded business partners who supply essential items to multiple locations based on our brand standards and through company-wide contracts. Our regional procurement is managed by Area Materials Managers and hotel Materials Managers, who organize procurement from local suppliers in each business location. They are supported by the Central Materials Group as required.

Our supply chain partners include major brands, small-scale suppliers of perishable items, and providers of entertainment services such as artisans and tourist guides, and third party contractors. Our larger value chain also includes providers of logistics and transport services, downstream services such as waste management, and professional support services such as auditors. The procurement of construction and building materials for new hotels and hotels under renovation is managed jointly by the corporate Real Estate and Technical Services team and the Central Materials Group. We are striving for many business changes associated with modifying our value chain. We want to optimize our infrastructure processes and systems and promote local procurement to deliver competitive customer service.

In 2019-20, hotels sourced INR 1823 lakhs amount of products by way of which we are supporting over 1309 no. of underprivileged beneficiaries in earning a regular livelihood.

SIGNIFICANT CHANGES TO THE ORGANIZATION AND SUPPLY CHAIN

In 2019-20, IHCL completed 29 new signings. A description of our share capital structure and any related changes is available in our Annual Report. The Company constantly endeavors to integrate sustainable practices into its supply chain. Given the widespread network of hotels, the Company understands the importance of efficiently managing its supply chain. In this regard, the Company has revamped its sourcing and distribution model. The traditional model of procurement by individual hotels has been replaced by a unified warehousing and distribution management system. In the new system, orders from hotels are consolidated, leading to full truck load shipments from vendors to warehouse and from warehouse to hotels. This has reduced transportation due to consolidation of shipments.

This initiative has helped the Company improve its supply chain efficiency and lower its carbon footprint, reduce stock inventories and optimize logistics by serving the hotel needs through regional hubs. The Central Warehousing programme covers 38 vendors and 300 stock keeping units with the business turnover of Rs. 58 Crore.

EXTERNAL INITIATIVES (102-12)

We support the UN Sustainable Development Goals, in particular Goal 12 (Resource consumption and optimization) through our environmental commitments, and Goal 8 (Decent work and economic growth) through our CSR programme. This is reinforced by our voluntary participation in the United Nations Global Compact (UNGC) since 2005. We also report to the CDP every year since 2010.

MEMBERSHIP OF ASSOCIATIONS

We participate in industry associations relevant to the hospitality sector and in trade associations, which are:

1. Hotel Association of India
2. CII - Confederation of Indian Industry
3. FICCI - The Federation of Indian Chambers of Commerce and Industry
4. WTTC - World Travel and Tourism Council
5. Indo-German Chamber of Commerce
6. The Council Of EU Chambers of Commerce In India
7. Ethical Board Group
8. Hospitality Financial and Technology Professional
9. Business in the Community
10. Bersin Membership
11. Matthaes Verlag GmbH
12. The Chamber of Tax Consultants
13. The Institute Of Company Secretaries of India
14. Pacific Asia Travel Association India Chapter
15. British Business Promotion Association
16. Federation of Indian Export Organisation
17. Hospitality Technology Next Generation
18. Services Export Promotion Council
19. Indo-Australian Chamber Of Commerce
20. Institute of Directors
21. Indian Institute of Corporate Affairs



Performance Highlights

PLANET

More than 24% of energy sourced from renewable sources like wind and solar
 Number of properties powered by renewable energy: 27
 Number of EarthCheck certified hotels: 78 | Platinum: 11 | Gold: 61 | Silver: 6

PEOPLE

1914 no of beneficiaries impacted by Tata Strive & Golden Threshold Livelihood Skilling program

Social Impact enterprises have been supported & engaged as suppliers benefitting over 1309 beneficiaries including less privileged women, artisans, differently abled & cancer affected people.

28 Engineers have been trained on Sustainability & Safety by IHCL in collaboration with NITIE. They have implemented 57 action learning projects on resource conservation and safety, leading to savings of INR 1.15 Crores*

Awards & Accolades

TAJ, INDIA'S STRONGEST BRAND Our rating as the nation's strongest brand by the one of the world's leading brand valuation consultancies bears testimony to our relentless pursuit of Aspiration 2022 to become South Asia's most iconic and most profitable hospitality company.

EARTHCHECK CERTIFICATIONS IHCL sets a global benchmark in hospitality for environmental sustainability with 11 of its hotels being awarded with Platinum certifications and 61 hotels receiving Gold certifications.

GOLDEN PEACOCK GLOBAL AWARD FOR EXCELLENCE IN CORPORATE GOVERNANCE 2019 IHCL was the winner of this prestigious award for Excellence in corporate governance.

GOLDEN PEACOCK NATIONAL AWARD FOR EXCELLENCE IN CORPORATE SOCIAL RESPONSIBILITY 2019 IHCL was the winner of this prestigious award for Excellence in CSR.

RECOGNITION AT THE Tata Affirmative Action Program (TAAP) external assessment in two categories

- 'Significant Adoption' under the category for facilitating Employability for lesser privileged sections of society.
- Unique Corporate Social Responsibility practices linked to our business value chain.

ETHICAL BOARDROOM CORPORATE GOVERNANCE AWARDS 2019

IHCL received three top honors at the Ethical Boardroom Corporate Governance Awards 2019 for the second consecutive year for the Leisure & Hospitality category in Asia including:

- Best Corporate Governance, Asia
- CEO of the Year, Asia
- Best Company Secretary, Asia

GLOBAL HOSPITALITY ICON OF THE YEAR AWARD AT THE PATWA INTERNATIONAL TRAVEL AWARDS

Mr. Puneet Chhatwal, MD & CEO was awarded for his contribution in the promotion of travel and tourism industry.

CONDÉ NAST TRAVELLER READERS' CHOICE AWARDS 2019 – UK AND US

- The Best Hotels in the world
- Taj Lake Palace, Udaipur, ranked #3
 - Rambagh Palace, Jaipur, ranked #7

Top 15 Hotels in India

- Taj Lake Palace, Udaipur, ranked at #1
- Rambagh Palace, Jaipur, ranked at #2
- Taj Mahal Palace, Mumbai, ranked at #9
- Umaid Bhawan Palace, Jodhpur, ranked at #11
- Jai Mahal Palace, Jaipur, ranked at #12

CONDÉ NAST TRAVELLER GOLD LIST 2020

Taj Falaknuma Palace, Hyderabad and The Taj Mahal Palace, Mumbai have been featured in the 'Best Hotels in Asia' category

CONDÉ NAST TRAVELLER INDIA READERS' CHOICE AWARDS 2019

Five of IHCL's hotels have been recognized with these awards

- Favourite Leisure Hotel in India Taj Lake Palace, Udaipur
- Favourite New Business Hotel in India Taj Connemara, Chennai
- Favourite Safari Lodge in India Baghvan, A Taj Safari – Pench National Park
- Favourite Destination Wedding Hotel in India Umaid Bhawan Palace, Jodhpur
- Favourite New Overseas Hotel Taj Exotica Resort & Spa, Maldives

MICHELIN GUIDE

Quilon, Taj's award-winning coastal Indian cuisine restaurant in London, retained its Michelin Star for the 13th successive year

BEST NEW WELLNESS RESORTS IN THE WORLD: CONDÉ NAST TRAVELER HOT LIST 2020

Taj Rishikesh Resort & Spa, Uttarakhand is one of the top four wellness resorts across the globe to be featured in this acclaimed Hot List for 2020

CONDÉ NAST TRAVELER HOT LIST 2020

Taj Rishikesh Resort & Spa, Uttarakhand has been featured in the 24th edition of the coveted Condé Nast Traveler UK Hot List 2020, which features the best hotels across the globe

TRAVEL+LEISURE IT LIST 2020

Taj Rishikesh Resort & Spa, Uttarakhand, was featured in the coveted IT list 2020, which highlights some of the best new hotels and resorts from across the world

TRUSTYOU

The Taj Mahal Palace, Mumbai has been accorded the highest guest satisfaction score amongst its hospitality peers globally for the year 2019-2020 for the 3rd consecutive year. With an overall score of 94, it is ranked No. #1 and shares the top spot with five hotels globally.

NATIONAL TOURISM AWARDS 2017-2018 BY THE MINISTRY OF TOURISM, AND GOVERNMENT OF INDIA

Rambagh Palace, Jaipur was awarded the Best Five Star Deluxe Hotel in this honorable national award

Key Impacts, Risks and Opportunities

IHCL's industry-specific, company-specific risks and financial risks and opportunities are described in our annual report.

ENVIRONMENTAL

At IHCL, we constantly endeavour to grow responsibly and contribute to preserving the environment in a meaningful way. Our sustainability goals are aligned with that of the changing world we live in. As a business operating in several places of touristic and historical importance, as well as in major cities, our environmental impacts include creation of waste, discharge of sewage, energy and water usage, and CO2 emissions from our operations. Creation and transport of hazardous waste, Air Pollution and effluent discharge although are important topics but have not been recognized as significant impacts for our Industry. However, we are cognizant of the fact that we do operate at few remote areas places of higher tourist footfall and could have long-term implications for the quality of the natural environment. For more information on our environmental

opportunities, risks and management of these risks, please refer to pages 21-39 of this report.

SOCIAL

In each location, the inflow of our guests and employees from diverse backgrounds calls for sensitivity to local cultures and practices. Potential impacts could include increased pressure on cultural heritage sites, dilution of local traditions due to commercialization, and immediate impacts such as increased traffic and noise. We aim to minimize these by implementing cultural and heritage conservation programmes designed in collaboration with local residents' associations and NGOs, by employing local staff, training our employees in culturally-

appropriate behavior, and sensitizing our guests to local practices and customs. For more information on our social opportunities, risks and management of these risks, please refer to pages 39-51 of this report.

ECONOMIC

COVID-19 has impacted the hospitality industry substantially, which is likely to abate over the next 6-12 months. In this scenario, health and safety have assumed utmost significance. Being a leader, we have proactively taken steps to enhance business practices, particularly customer service significantly. We believe that sharing the economic benefits of our business is imperative for successful and sustainable operations. We make focused efforts to ensure that local communities share in the benefits of our presence by maximizing local employment, providing business opportunities for suppliers, and training opportunities

for youth and women. Offering opportunities to artisans to display and sell their arts, extending scholarships to students, and implementing food security programmes to communities are all part of our efforts to share economic benefits with the community. For more information, please refer to pages 17-19 of this report.



Ethics and Governance

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos. An embodiment of the idea of 'Leadership with Trust', the Tata brand has, for years, signified the creation of long-term stakeholder value. IHCL is driven by the values of Integrity, Responsibility, Excellence, Pioneering, and Unity in all aspects of its functioning and organizational priorities. The core of IHCL's service ethos is TAJ-ness, based on the three broad pillars of

- Trust - that their guests bestow on them,
- Awareness - of what is happening around them and their responsibility to the Indian hotel industry, and
- Joy - that IHCL takes in providing service

The cardinal principles such as independence, accountability, responsibility, transparency, trusteeship and disclosure serve as means for implementing the philosophy of Corporate Governance.

The Corporate Governance philosophy is further strengthened with the adherence to the Tata Business Excellence Model as a means to drive excellence for tracking progress on long term strategic objective and also the Tata Code of Conduct along with the Tata Code for Prevention of Insider Trading and Code of Corporate Disclosure Practices.

VALUES, PRINCIPLES, STANDARDS AND NORMS OF BEHAVIOR

IHCL has adopted the Tata Code of Conduct, which lays down principles for management and employees to carry out their

responsibilities in an ethical manner. Adherence to the Code of Conduct is also essential for our key business partners. All new employees are inducted into the Code of Conduct, which is integrated into their employment contracts as well as contracts with suppliers, owners and other partners. Further, all senior executives have to annually sign off and adhere to the Anti-Bribery and Anti-Corruption policy. The Prevention of Sexual Harassment Policy is strictly enforced at all levels of the organization and reinforced through regular trainings. All these policies are placed on the company's intranet for easy access to all employees globally. These policies are also available on our website www.tajhotels.com/en-in/about-taj-group/investors/policies/

MECHANISMS FOR ADVICE AND CONCERNS

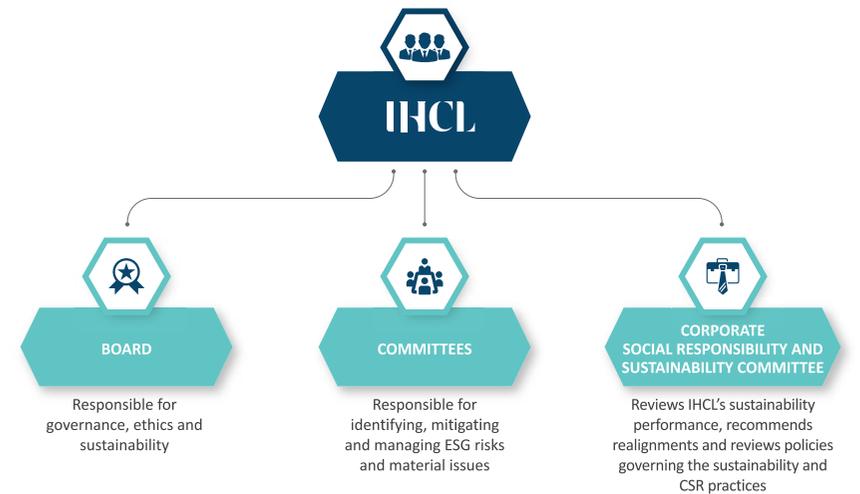
Training on these guidelines is part of the annual learning and development calendar of associates at our hotels, and is included in interactions with partners, such as the annual supplier meetings. Complaints and concerns can be raised through a third-party ethics helpline, which is monitored by the Chief Human Resources Officer to ensure investigation and closure. The Company has revised the Whistle-Blower policy to insert "reporting of incidents of leak or suspected leak of Unpublished Price Sensitive Information (UPSII)" in terms of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time and the revised policy was approved by the Audit Committee and the Board. The said policy is available on the Company's

website at <https://www.ihcltata.com/investors/>. Employees can use this mechanism to raise their concerns relating to fraud, malpractice or any other such activity by approaching the Ethics Counsellor or Chairman of the Audit Committee.

GOVERNANCE STRUCTURE

At IHCL, governance, ethics and sustainability are the overall responsibility of the Board, with its Committees playing key roles in identifying, mitigating and managing ESG risks and material issues. The Corporate Social Responsibility and Sustainability Committee reviews our sustainability performance, recommends realignments and reviews policies governing sustainability and CSR practices. At the management level, the Sustainability Advisory Committee

meets every quarter to mentor the sustainability and CSR teams. Its role includes reviewing performance, addressing major operational concerns, vetting new initiatives and suggesting improvements in implementation. The Sustainability and CSR teams report to the Global Head of Human Resources, and liaise closely with the Engineering, Procurement, HR, and Learning and Development departments in each hotel. Security, Food Safety, Fire and Life Safety being critical sustainability related verticals within the Company, these teams report directly to the IHCL Board.



Section 1: Generating Economic Value

Material Topic 1.1: Financial Performance

Management Approach

Strong business performance is a key expectation of our shareholders. It enables us to extend employment and livelihood opportunities to communities and suppliers, enable the growth of our employees, and offers our customers memorable experiences. As we achieve higher scale through an asset-smart strategy, our leading position across most brands enables us to command premium pricing compared to the industry average and with occupancies improving, our revenues have grown consistently. Another focus area for us has been to drive overall profitability by enhancing operational efficiencies. These strategies have paved the way for sustainable turnaround of our operations with demonstrated margin expansion.

Policies and Commitments

We are committed to providing transparent and timely information to all our stakeholders. Our dedicated investor relations department ensures prompt responses to queries and concerns from institutional and individual shareholders, analysts, and other concerned stakeholders. This is in parallel to periodic press releases and other public communication about financial performance.

The financial and statutory data presented is in accordance with the Companies Act, 2013 (and rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation 2015 and Secretarial Standards issued by the Institute of Company Secretaries of India

More detailed information on our annual financial report and Dividend Distribution Policy is available on our website <https://www.ihcltata.com/investors/>

Actions and Targets

To make IHCL the most iconic and profitable hospitality company in South Asia, we rolled out a strategy plan called Aspiration 2022. The strategy articulates all the macro and micro focus areas to grow the business, capture emerging opportunities and enhance efficiencies and profitability significantly. Aspiration 2022 strategy is based on three Pillars, Re-Structure, Re-engineer & Re-Imagine. In Re-structure as a part of our plan, we focus on '3S' namely Scale, Simplify and Sell. We are increasing the scale and strength of our business to capture the opportunities presented by a booming travel and tourism industry in India. Re-engineer focusses on expanding margins, embracing technology and engaging with our people. We are expanding margins by strengthening a culture of operational excellence. We are re-imagining our service offerings, brandscape and reach. Our 3M approach (Manoeuvre, Manage and Multiply) enables us to build the new IHCL. We have performed encouragingly well in the first year and have exceeded some of our targets for the first year. We have achieved 123% increase in PAT figures, 29 new signings & 23.9 % EBITDA margin. Detailed strategy, results & scorecard is available in our Integrated Report from Page no. 113-130.

Our actions to tackle the current Pandemic situation

No one in the history has ever witnessed such outbreak which reaches pandemic level as the coronavirus has. COVID-19 has put fear into the minds of all travellers today. The industry which was glooming a few months back & was contributing to around 10% GDP to the nation is facing a major setback. In order to arrest the spread of the virus, governments around the world have been forced to suspend international flights and declare nation-wide lockdowns.

Most industry experts seem to agree that the year 2020 will be very challenging for the industry and dedicated efforts and strategies will be required for navigating through these difficult times. We recognize the need for extra-ordinary measures to navigate through these uncharted waters. In this regard, we have devised a five-point strategy called **R.E.S.E.T 2020**

to help us overcome the challenges in 2020 and emerge stronger than ever before.

With the initiatives outlined under this new strategy we are confident of overcoming the challenges posed by COVID-19 and emerging stronger to continue on our journey of sustained excellence.



Material Topic 1.1

Infographics: 201-1 Direct Economic Value Generated and Distributed

2019-20	
Economic Value Generated: Rs. 2877.88 Cr.	
Revenues	Rs. 2877.88 Cr
Economic Value Distributed:	Rs. 2458.20 Cr.
Operating Costs	Rs. 1266.18 cr
Employee Wages and Benefits	Rs. 725.07 cr
Payments to Providers of Capital (Finance Costs)	Rs. 237.55 cr
Payments to Government (Direct Taxes)	Rs. 162.38 Cr
Dividend paid out	Rs. 59.46 cr
Community investments (CSR)	Rs. 7.56 cr
Economic Value Retained: Rs. 419.68 Cr.	

The information above is according to the definitions provided by GRI. IHCL's detailed financial statements are available on pages 113-130 of our annual report.

Material Topic 1.2: Growth and Scale

Management Approach

Growth and scale implies widening our presence and pursuing business excellence through business intelligence, digitalization and process improvements. It involves creating shared values for our shareholders, employees, suppliers and local communities; economic rewards for the locations in which we operate; and a range of offerings to our guests in every market segment. Our focus on capturing all opportunities, staying relevant to customers, maximizing potential of our brands and driving prudent expansion across segments/locations will be the key catalysts.

Policies and Commitments

Our approach to growth and scale is built on the drivers of the Aspiration 2022 strategy: Re-structure, Re-engineer and Re-imagine. While we are a market leader in luxury and palaces segments, the focus ahead is to align our brands to dominate high-growth segments. This involves reducing

dependency on ownership and expanding across the business.

Actions and Targets

Our Aspiration 2022 strategy focuses on agile ramp-up of capacity. As a part of that growth blueprint, we have significantly enhanced the pace of new hotel launches. Our signings tripled from about 1,000 rooms annually in FY 2016-17 to 3,700+ rooms annually in FY 2019-20. Likewise, we delivered on our promise of opening one hotel every month in FY 2019-20, reflecting multi-fold growth over FY 2016-17, when we opened just five hotels. We identify locations with high growth potential (capitals of all states in India, spiritual destinations in India, among others) and evolve appropriate concepts for market traction. The strategy includes restructuring procurements, maximizing energy efficiency, optimizing the organizational structure and synergizing global shared services, along with reducing overhead expenses. We also aim to have 15 new signings by 2022.

Performance

- 29 new hotel signings during the year
- 10% increase in revenue since 2018-19
- 20% increase in EBITDA since 2018-19

Material Topic 1.3: Customer Delight

Management Approach

Our customers are always at the core of everything we do. The strong relationships and engagement with our customers is further enhanced by leveraging data analytic tools, optimized loyalty programme, improved user experience across our digital channels and periodic communication to craft hyper personalized experiences.

Policies and Commitments

We are among the strongest brands in hospitality globally, with a legacy that speaks of expertise and prestige. Their continued trust in our capabilities has helped us stay ahead. Our ability to evolve in sync with the emerging

preferences of our customers and best-in-class service are our key differentiators. Our customer-centric approach, along with the unwavering dedication of our people, has propelled our growth and maintained our lead for over a century. Our customers seek unique and memorable experiences, while also expecting the local flavors that distinguish our brand. Delighting our customers enables us to stay relevant and differentiate ourselves in a dynamic market. We offer customized service offerings, active digital engagement and an exceptional loyalty programme to create memorable experiences for customers across segments and price-points. We believe in 'best-in-class' customer service and higher base of loyal customers.

Actions and Targets

Our esteemed customers have made us what we are, and we cherish their long-standing association with us. We continuously refresh and realign our strategies to meet and exceed their evolving needs and preferences.

Amid heightened focus on safety in a post-pandemic world, travellers will prefer our trusted, reputed and time-tested brands. This, along with our proactive strategies to navigate these storms (R.E.S.E.T 2020) will help us come out of this crisis stronger. As the situation normalizes over the next year-year and a half, we are well poised to be among the early beneficiaries from the recovery. The industry is taking all possible measures to survive in the short-term, revive in the medium-term, and thus thrive in the long-term. This will prepare it for the "new normal", an era of changed customer perceptions about product consumption and services; an era that will see higher emphasis on hygiene and safety amongst businesses and customers alike, and an exponential increase in the use of digital solutions as the world deals with the concept of "contact-less" interaction among people. The Company continues to pursue emerging technologies with a focus on enhancing guest experience and productivity.

During the year, we took the following initiatives to step up engagement with our customers

- Digital Marketing – Introduced Brand specific websites, integrated booking engine with brand websites, introduced price check tool for Customers & launched Corporate Booking Portal for Corporate Customers
- Taj InnerCircle programme was refined and refreshed during the year

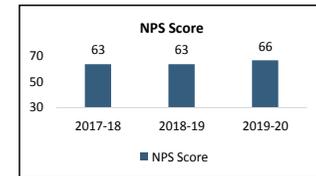
- A charity event was organized in Taj Palace New Delhi to commemorate 115 years of operations

Ready for the New Normal

COVID-19 has impacted the hospitality industry substantially, which is likely to abate over the next 6-12 months. In this scenario, health and safety have assumed utmost significance. Being a leader, we have proactively taken steps to enhance business practices, particularly customer service significantly. These can be read at www.tajhotels.com/en-in/tajness-a-commitment-restrengthened/

Performance

- Net Promoter Score for 2019-20 is 66



Material Topic 1.4: Brand, Reputation & Communication

Management Approach

As part of the 150 year old Tata Group, our brand and legacy is a core asset. It is essential for us to curate and maintain our brand as an emblem of service excellence among customers, high performance and integrity among shareholders and business partners, sustainability leadership in the industry, and a great place to work for our employees. We have undertaken a range of initiatives to strengthen our brand and the value shared with each stakeholder groups

Policies and Commitments

We continue to refine our hospitality offerings to elevate the promise of our brands. We have a strong portfolio of iconic and diverse brands which cater to the aspirations of customers across segments of luxury, upscale, affordable luxury and niche, curated experiences. We are strengthening individual service brands in the areas of exclusive business club, food and beverages, boutique and spa to offer a wide spectrum of hospitality services in accommodations and beyond. With a clearly defined and re-imagined brandscape catering to diverse customer segments through Taj, SeleQtions, Vivanta, Ginger and Ama Stays and Trails, its increased presence in cities and resorts, consolidation in destinations like Delhi, Dubai and Goa and entry in new destinations such as Andaman, Shimla and Tirupati, IHCL has further diversified its geographical footprint and is strategically placed to achieve its set goals. The year also saw strong performance of international hotels in the UK and the US until the onset of COVID-19 pandemic towards the end of FY 2019-20. Our brand value is closely linked to our reputation as a business that follows the highest ethical standards. In addition to the Tata Code of Conduct, our Anti-Bribery and Corruption Policy, the Whistle Blower and Vigilance Mechanism and the third party ethics helpline guide our associates and management in transparently managing each aspect of our performance.

Performance

- **Ethical Boardroom Corporate Governance Awards 2019**
IHCL received three top honors at the Ethical Boardroom Corporate Governance Awards 2019 for the second consecutive year for the Leisure & Hospitality category in Asia including:
 - a) Best Corporate Governance, Asia
 - b) CEO of the Year, Asia
 - c) Best Company Secretary, Asia
- **Golden Peacock Global Corporate Governance Award**
- 100% of ethics complaints received in 2018-19 were satisfactorily resolved
- 100% of TCOC complaints received in 2018-19 were satisfactorily solved

Material Topic 1.5: Digitalization

Management Approach

Our digitalization initiatives encompass all important functions and processes at the organization. We are deploying digital customer conversation platforms across channels, and building intelligent process automation tools to achieve higher operational efficiencies. Further, we are strengthening the digital apps and platforms used by our teams to offer increased convenience.

Policies and Commitments

- IHCL's digital platforms ensure a seamless customer experience every time they engage with it. During FY 2019-20 the Company made requisite investments and launched multiple platforms, including:
 - Launched websites for each brand – Tajhotels.com, seletionshotels.com, vivantahotels.com, amastaysandtrails.com as well as the corporate B2B website ihcltata.com
 - Launched an integrated booking engine on the websites to provide a seamless on-brand website booking experience to our guests
 - Built a corporate booking portal for providing quick and direct access to bookers in the enterprises for corporate bookings. In addition, we revamped the Taj Inner Circle website with single sign-on implemented across all websites
 - Built a cloud-based application for digitizing and automating internal audit processes of Taj Positive Assurance Model (TPAM)
 - Rolled out our digital workplace framework – IDiWork – for our employees, which works on four key principles of
 - Anywhere, anytime access to critical applications
 - Providing best-in-class user experience
 - Secured access through remote devices
 - Managing and measuring insights

Performance

- This framework is helping the organization to collaborate better and communicate more effectively in a remote and yet secure work environment, thereby ensuring employee productivity even during the lockdown.
- Introduced an iPad-based Check-in and Check-out system. The system helps streamline property operations and eliminates the need for paper folios, reservation cards, permissions to share Personally Identifiable Information (PII), among others. It is integrated with the payment gateway, allowing guests to pay securely through a payment instrument of their choice. This has also helped us support sustainable hospitality practices by eliminating paper completely from the Check-in/ Check-out process. We now use emails to capture feedback for Guest Experience Measurement (GEM) survey, instead of physical forms.
- Digitized the process of capturing basic health information about guests arriving at the hotels using a QR code-based system, where they can furnish the details using their mobile devices.
- Developed a digital pulse survey, VConnect to capture frequently and timely feedback from our employees to get insights into their thoughts, feelings, engagement, and understanding. This is integrated with our tablet-based time attendance systems.
- Implemented a cloud-based tablet-driven Property Management System (PMS) for AMA Stays These products have received encouraging response from IHCL's patrons as reflected in higher conversion rate from e-commerce, higher number of transactions and healthy growth in web revenues.

- 4.2% Increase in conversion rate through our digital efforts.
- 16% Increase in revenues for Taj Holidays, strong growth in portfolio.

Section 2: Embracing Environmental Stewardship



Material Topics

- 2.1 : Energy
- 2.2 : Water
- 2.3 : Waste

Management Approach

At IHCL our aim is to grow responsibly while making an impact with efforts to rejuvenate the Environment. Our strategies are aligned with the United Nations Sustainable Development Goals. We continue to optimize our use of natural resources, while making efforts to reduce & manage our waste efficiently, thereby contributing to UN Sustainable Development Goals. We measure and disclose our performance on these parameters regularly through UN Global Compact, Carbon Disclosure Project, Integrated Reporting and Business Responsibility Reporting.

Policies and Commitments

Our sustainability approach is defined by the IHCL Sustainability Policy

<https://www.tajhotels.com/content/dam/thrp/investors/IHCL-SUSTAINABILITY-POLICY.pdf> which emphasizes creating long-term stakeholder value. The policy calls for the company to integrate sustainability considerations into all business decisions and key work processes, with the aim of creating value, mitigating future risks and maximizing opportunities. We work towards this through specific commitments including a dedicated governance structure

to oversee sustainability, action plans for each material area, and transparency in reporting and communication. The full text of the Sustainability Policy is available on our website www.ihcltata.com

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Our policy describes a Precautionary Approach that is applied to all aspects of the business. It specifies that sustainability considerations will be integrated into all business decisions and key work processes, and across the life-cycle of all the products and services. This is applied through environmental and social assessments conducted in the start-up and pre-opening phase of all new hotels, efforts to maximize environmental efficiency during operations, and to minimize emissions and waste produced during the course of business.

Actions and Targets

We have adopted an approach of continuous performance improvement over a rolling baseline for the material aspects of waste, water and energy. We are a socially responsible organization and are committed to maintaining the sanctity of the environment in our day-to-day operations. We have defined specific targets to ensure that we utilize our resources optimally and continue to contribute towards making our communities greener, and more sustainable. Optimum utilization of energy and water at all our properties and efficient waste management are three major focus areas for us, and we are making steady progress towards our goals.

Indicators	Performance (2018-19)	Targets (2019-20)	Year wise Targets					
			Targets (2025)	Target (2021)	Target (2022)	Target (2023)	Target (2024)	
Renewable Energy	23%	25 %	40% in 2025	25 %	30 %	35 %	40 %	50 %
Carbon Emissions	35.32 Kg CO ₂ eq/ Guest Nights	5 % reduction in specific emissions	10 % reduction in specific emissions	2 %	4 %	6 %	8 %	10 %
Water Intensity/ Water recycle / re-use	26.42% of total water consumption was recycled & reused by hotels	5% reduction in specific water intensity	70 % of total water consumption to be reused & recycled	30 % of total water consumption to be recycled	40 % of total water consumption to be recycled	50 % of total water consumption to be recycled	60 % of total water consumption to be recycled	70 % of total water consumption to be recycled
Waste Management	43 hotels recycle 100% of their organic waste	50% of the Hotels to recycle their organic waste	100 % Hotels to recycle organic waste	55 %	60 %	75 %	90 %	100 %
Plastic	Avoided 2 million straws	Avoided 1 million PET bottles, 7 hotels have RO bottling plants	Focus on eliminating single use plastic	10 Hotels to install RO bottling plant	20 Hotels to install RO bottling water plant.	Procurement to restrict purchase of Single use plastic items	35 Hotels to install RO water bottling plant	50 Hotels to install RO Bottling plant

As part of our commitment to transparency in reporting environmental performance, we have participated in voluntary reporting to CDP since 2007-8. We have maintained Band C, which is on par with the regional scores for the sector. We also participate in the UNGC disclosure each year.

The hotels under IHCL are getting stronger in the movement of going green. There has been considerable growth in the use of renewable energy, waste treatment and reduction in water consumption in the hotel. IHCL has partnered with Earth Check, the world's leading scientific benchmarking, certification and advisory group for travel and tourism, for the performance monitoring and verification.

In FY 2019-20, IHCL hotels has together used a total of 356 TJ from renewable energy sources, 53 hotels have achieved 100% recycling of organic waste preventing 5648.142 tons of organic waste from reaching the landfill. As of this year, 24 % of the company's electricity comes from renewable energy. 22.03% of total consumption was recycled and reused by the hotels through rain water harvesting and grey water treatment in onsite waste water treatment facilities.

IHCL sets global benchmark with Earth check Platinum Certification

IHCL has partnered with Earth check since 2008 for benchmarking its environment & social performance. Earth Check Certification is the world's leading environmental certification and benchmarking program for the travel and tourism industry.

Since 2008, a total of 78 IHCL hotels have achieved Earth Check Certification and generated significant savings. This year 11 hotels of IHCL have received platinum certification, 61 hotels gold certification, 6 hotels silver certification which has confirmed its position as a worldwide leader in responsible tourism and a genuine source of inspiration to the international tourism community. Globally, IHCL has the highest number of platinum and gold certified hotels.



Our actions to eliminate Plastic Waste

At IHCL we believe that the mission to end the plastic menace must include ending single-use plastics, promoting 100 percent recycling of plastics, corporate and government accountability, adapting to new technologies, promoting innovation to replace plastics and changing human behavior concerning plastics through guest engagements & various awareness sessions in our communities. In March 2018, IHCL decided to phase out single use plastic items and replacing them with biodegradable options. All plastic wrappers for in-room dry amenities in Taj hotels across the country have replaced with oxo-biodegradable wrapping. In addition, we have

replaced 14, 00,000 pcs of plastic straws with paper straw and approx. 12, 40,000 pcs of plastic disposable cutlery with wooden cutlery. IHCL has also phased out PET bottles from seven properties by installing water bottling plant i.e. Taj Exotica Resort & Spa, Andaman, Taj Samudra, Colombo, Taj Exotica Resort & Spa, Maldives, Taj Palace, Delhi, Taj Yeshwantpur, Bangalore, Taj Bentota Resort & Spa and Taj Coral Reef Resort & Spa therefore setting a benchmark for the hospitality industry in India. Single-use plastics such as the plastic packaging of in-room amenities has already been eliminated in most of the luxury properties across India.

Eliminating Single Use Plastic from Supply Chain: Taj Andamans

Taj Andaman **aimed at eliminating disposable plastic usage**. Plastics are a small component of waste by weight but a large component by volume. **An in-house glass bottling unit** was set up to eliminate the plastic bottle consumption on the property. We have avoided the use of thousands of plastic water bottles consumed till date.

Bathroom amenities may be small in size, but they play a large role in contributing towards disposable plastics. We use **refillable ceramic dispensers** avoiding to use of plastic packaging materials for these amenities. We also use **biodegradable toothbrush** and **earplugs** for all guest bathroom amenities which reduces our environmental impact while offering a number of benefits.

We only use **jute bags, cotton laundry bags and non-plastic packaging for tea and coffee amenities** in all our villas. The **private bar items like nuts have glass packaging**, which shall be reused not thrown after consumption. **Potato chips** is been procured with **bio degradable paper packaging**.

We only use **biodegradable bamboo straws and papaya stem straws** which are easily biodegradable. The **chop sticks** used in our restaurant are **made of sustainable bamboo and are completely biodegradable**.

We have also been actively involving our associates and guests in understanding the fragility and beauty of the

Islands. We believe that encouraging and empowering individuals to take an active role in the preservation and

Cleaning of our surroundings is critical for conservation of our natural resources. We have made it mandatory for all our associates to participate in cleaning up the Radhanagar beach twice a week on rotational basis.

Taj Andamans consumed 40,344 litres of water and prevented a total use of 60,336 disposable one litre and half litre plastic bottles in a duration of 12 months. This has been implemented at 7 properties of IHCL.

Wet Waste Management

Biogas is a renewable, as well as a clean, source of energy. Gas generated through bio digestion is non-polluting; it reduces greenhouse emissions. No combustion takes place in the process, meaning there is zero emission of greenhouse gases to the atmosphere.

Bio-gas is produced through a bio-chemical process in which certain types of bacteria convert the kitchen wastes into useful bio-gas. Since the useful gas originates from biological process, it has been termed as bio-gas. Methane gas is the main constituent of biogas. A biogas plant optimises the utilisation of waste and other organic materials by converting the biomasses into energy and valuable bio-fertiliser. It mainly comprises of hydro-carbon which is combustible and can produce heat and energy when burnt.



Biogas Production Unit within the Hotel

100 kgs of waste produces approximately 2.5 kgs of gas. Amount of gas produced: 628 Kgs

Promoting Biodiversity

Protecting Panna with the Pardhi Community Historically, the Pardhi community used to hunt tigers as their core means of livelihood. After the ban on tiger hunting, the nomadic community was pushed to the fringes and survived by engaging in poaching. The Indian Hotels Company Limited (IHCL) collaborated with the Last Wilderness Foundation and the Panna Forest Department to pilot an inclusive tourism model that created alternate livelihood opportunities for the community as nature tour guides. The Pardhis' natural flair for tracking animals and reading the forests was leveraged to create a unique, authentic tourist experience called '**Walk with the Pardhis**'. Taj Safaris trained 15 youngsters from the community, two of whom have now been placed in Taj Safaris as Naturalists. Additionally, 15 women were trained to shape their culinary skills. A grant of INR 8, 20,000 received through Tata Mumbai Marathon - United Way, two years ago was also invested in strengthening the community's communication skills, co-creating and embedding additional rural experiences to enrich the nature & cultural trail, and creating awareness & promotional materials.

Tourists have an opportunity to immerse themselves in local culture and enjoy an authentic engagement through the lens of a native and not just a naturalist. With around 40 tigers in the reserve today, the collaboration of scientific expertise, professional marketing acumen and the natural talent of the community in understanding the jungle, has created a viable alternate means of livelihoods for the Pardhis. This is the first generation of Pardhi youth, who are living a life of dignity, earning a stable income, and are now contributing to the tourism economy.



Walk with the Pardhis

Responsibilities and Resources

Environmental efficiency for water, energy, emissions and waste is managed by the Chief Engineers and their teams in each hotel, in collaboration with Learning and Development and Human Resources functions. Procurement teams at the central and unit levels manage all measures related to sustainable and local procurement. In hotels that are Earth Check certified, environmental performance is overseen by Green Teams, composed of the General Manager and the heads of key departments.

At the company level, environmental performance monitoring and improvement is the responsibility of the Sustainability Team, which is guided by the Sustainability Advisory Committee and reports to the Global Head of Human Resources. Environmental performance is guided by the Sustainability Advisory Committee, and overall governance rests with the Board CSR and Sustainability Committee.

Performance

Material Topic 2.1: Climate Change, Energy and Emissions Boundary

As a service sector industry, the most significant segment of our business for energy consumption is the operation of our hotels. Therefore, the boundary of energy and emissions performance measurement comprises the onsite activities in running hotels, and only energy consumption within the organization is calculated. Emissions reported are limited to Scope 1 and Scope 2. We

Energy Performance

IHCL Hotels

Energy Consumption	2017-2018	2018-2019	2019-2020
Fuel Consumption from non-renewable sources(TJ)	448.69	979.16	816.68
Fuel Consumption from renewable sources (TJ)	98.45	253.27	13.71606707
Total Electricity Consumption (TJ)	959.23	1347.57	1433.472438
Total Energy Consumption (TJ)	1506.46	2580.01	2263.87

have taken an operational control approach for accounting GHG emissions.

Methodology

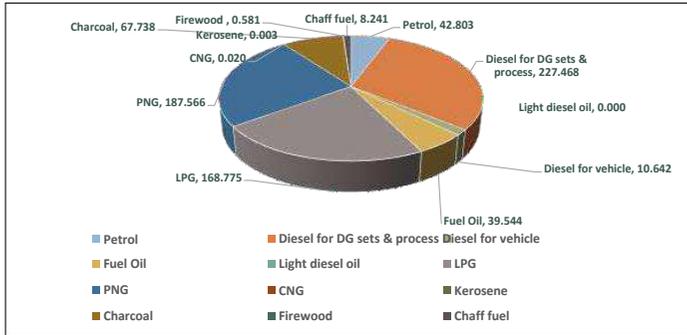
The emission factors for GHG accounting have been sourced from IPCC Guidelines for National Greenhouse Gas Inventories, 2006.

The unit of energy, water and waste intensity used in this report is a 'Guest Night'. This indicates resource use per occupant per night of stay in a hotel. The unit comprises overnight guest stays, staff overnight stays, non-resident or day guests and non-resident restaurant covers.

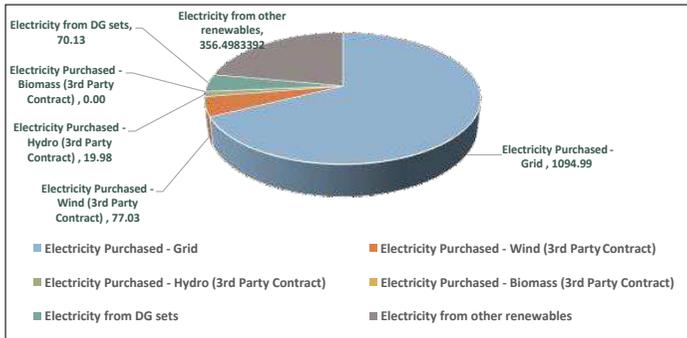
It is calculated as Number of Guest Nights = [Total Overnight Guest Stays + Staff Nights + (Total Day Guests/3) + (Non-resident Restaurant Covers/4)]

As the number of rooms in our portfolio varies year on year, the base year for all comparative disclosures is the company-wide specific energy and emissions intensity performance of the previous year.

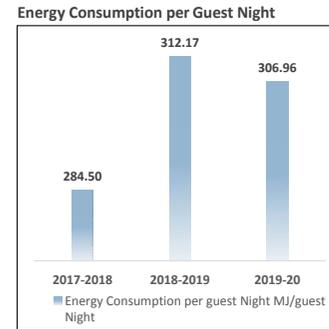
Fuel Wise Energy Consumption (Units TJ)



Electricity by Source (Units TJ)



Energy Intensity (302-3) (in MJ/Guest Night)



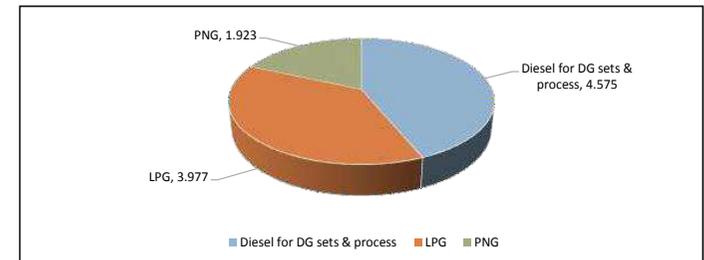
Guest Nights



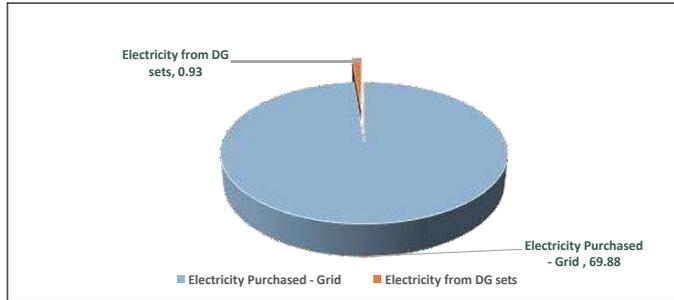
Ginger

Energy Consumption	2017-18	2018-19	2019-20
Fuel Consumption from non-renewable sources(TJ)	7.40	6.90	10.47
Fuel Consumption from renewable sources (TJ)	0	0	0
Total Electricity Consumption (TJ)	68.09	68.33	69.88
Total Energy Consumption (TJ)	75.5039234	75.23	80.35

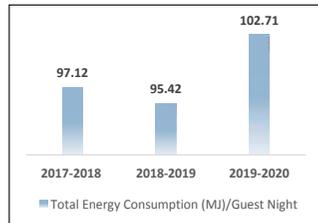
Fuel wise Energy Consumption (TJ)



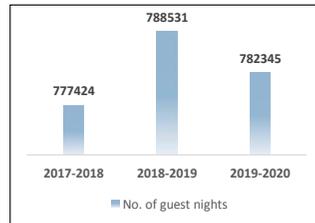
Electricity by Source (Units TJ)



Energy Consumption (MJ/Guest Night)



No. of Guest Nights

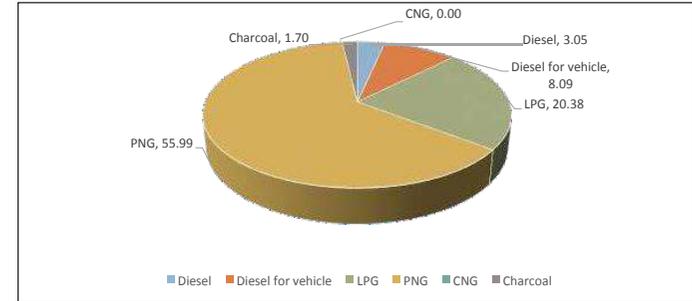


Taj SATS

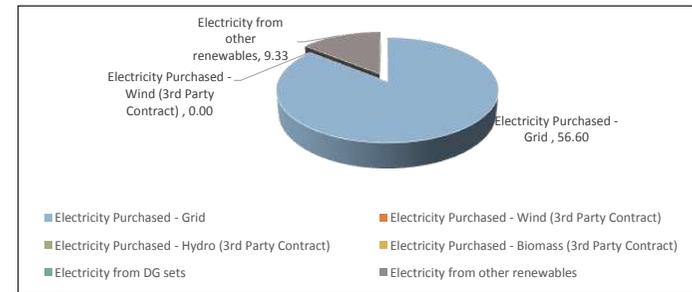
Energy Consumption	2017-18	2018-19	2019-20
Fuel Consumption from non-renewable sources(TJ)	98.91	132.81	46.90
Fuel Consumption from renewable sources (TJ)	2.75	6.43	65.32
Total Electricity Consumption (TJ)	68.15	69.27	56.60
Total Energy Consumption (TJ)	169.81	208.50	168.82

Energy from various fuels (in TJ)

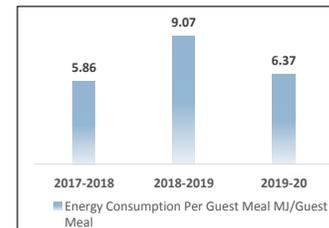
The energy performance data comprises fuel, electricity, heating and cooling.



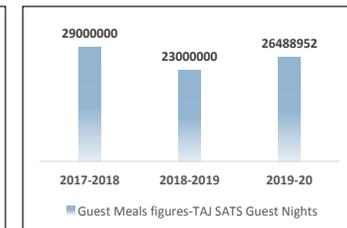
Electricity purchased from different sources (Taj SATS in TJ)



Total Energy Consumption MJ/Meals



Total no of Guest Nights



Reductions in Energy Consumption (302-4)

IHCL strives to reduce energy consumption rates through improved efficiency and adopting new technology or practices. Each of our hotels has implemented a range of energy conservation initiatives according to the specific requirements. IHCL has also **partnered with IFC** to put Energy efficient installations at place. Switching to LED lighting in several locations, infrastructure upgrades such

as installing VFDs on high power motors in condensers, exhaust fans, cooling tower fans and air handling units. Upgrading the infrastructure of cooling towers, installing heat pumps for water heaters, and even simple improvements such as improved insulation of hot water lines have all contributed to energy conservation and efficiency.

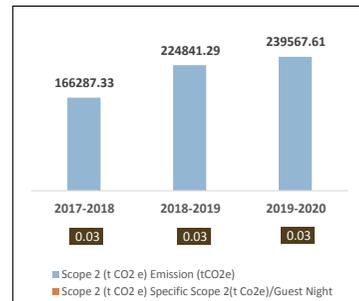
Emissions Performance (305-1, 305-2, 305-4, 305-5, 305-6)

IHCL (Emissions – Total & Specific)

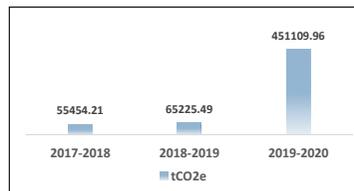
Scope 1 Emissions (in tCo2 eq)



Scope 2 Emissions (in tCo2 eq)

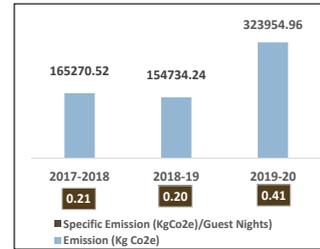


Total Avoided Emissions due to Green Energy (tCo2 eq)

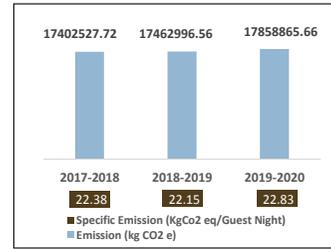


Ginger

Scope 1 Emissions (in KgCo2 eq)

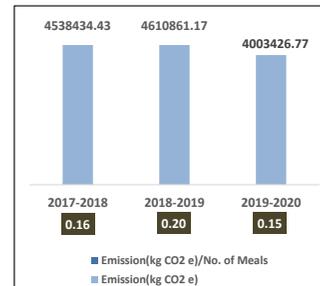


Scope 2 Emissions (in KgCo2 eq)

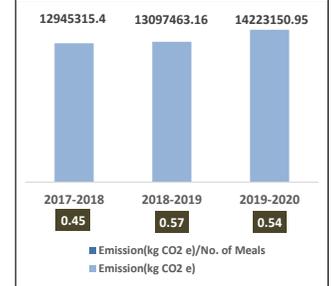


Taj SATS

Scope 1 Emissions (in KgCo2 eq)



Scope 2 Emissions (in KgCo2 eq)



Reductions in GHG Emissions (305-5): Expanding our renewable energy quotient has helped us avoid 65189.2 KgCO2eq of our total GHG emissions. The energy conservation measures mentioned above & usage of alternate fuels like Bio gasoline, Biogas, PNG, CNG has helped us reduce our Scope 1 emissions. We continue to focus on this sector by maximizing power purchase

agreements for renewable energy and onsite use of renewable fuels such as biogas and biodiesel.

24 % of the energy consumption of 96 hotels in the scope of this report comes from renewable sources (renewable fuels + renewable sources of electricity)

Material Topic 2.2: Water

IHCL & its stakeholders are cognizant of the fact that the continuous dipping into the earth's resources while yielding momentary pleasure, has a definite taxing effect in the long run. Water conservation is another frontier on which IHCL is rather active. IHCL Pledges to Reduce Water Intensity by 5% by 2021 across all its hotels. As the majority of the hotels are in India where potable water cannot be delivered, some hotels have created their own catchments and treat water onsite. The group has deployed a strategy of educating the staff and encouraging them to identify

best practices for water-saving. Our water efficiency efforts comprise upgrading to water-efficient equipment and having administrative controls in place. Through water recycling, increasing equipment efficiency and rain water harvesting, we aim to minimize our withdrawals of freshwater and preserve sources for communities. We completed a water security assessment of hotels in key cities to identify water-related risks and strengthen preparedness to manage them.

Water Performance

Specific water consumption has decreased by 22 % due to constant measures taken by the hotels to reduce water consumption & recycle waste water back into process. Following initiatives have been taken to improve efficiency.

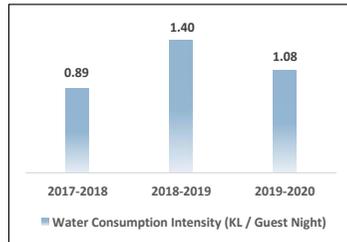
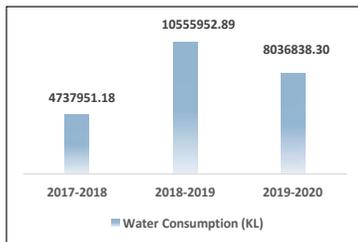
- Vivanta IT Expressway participated in the IHCL water SMART contest and planned initiatives like installation of aerators, recycling of sewage

treatment plant (STP) water in cooling towers, which will help the hotel save 1,350 KL/day.

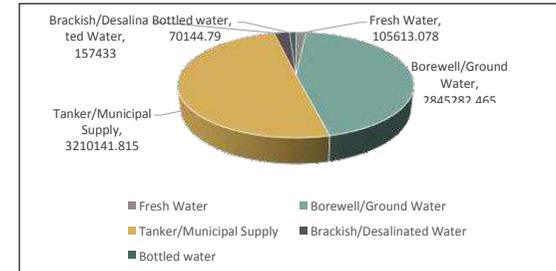
- Taj Connemara and Taj Coromandel have also planned water resource efficiency measures like revamping the current STP for water recycling in process, monitoring of cooling tower and operating the chiller under optimal condition.

IHCL

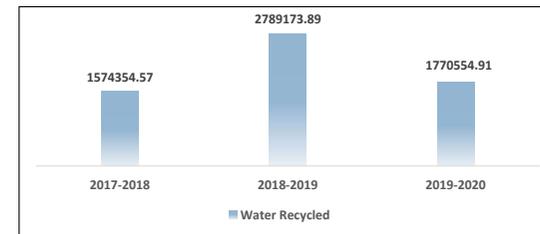
Water Consumption (in KL)



Water Withdrawal by source (in KL)

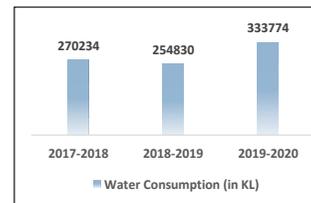


Water Recycled at IHCL (in KL)

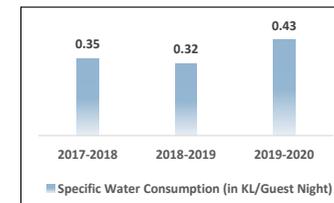


Ginger Hotels

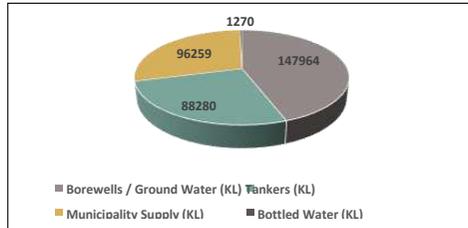
Water Consumption (in KL)



Specific Water Consumption (KL/Guest Night)

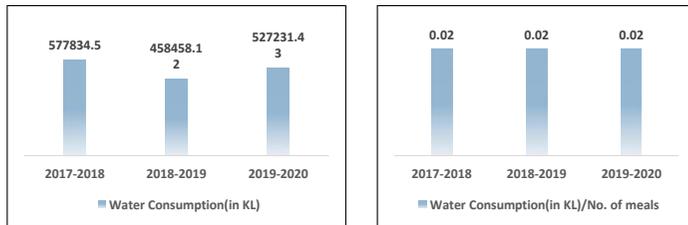


Water Withdrawal by Source (in KL)

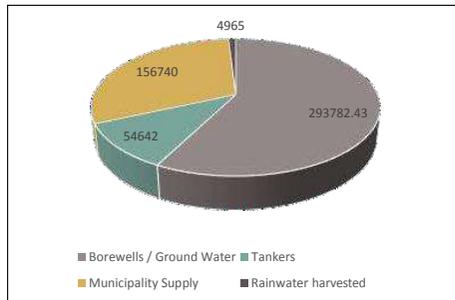


Taj SATS

Water Consumption (in KL)



Water withdrawal by source (in KL)



(303-2) Water Sources Significantly Affected

Water sources across the company vary according to the location, local water supply systems and requirements of each unit. In most hotels, municipal water supply largely from surface water bodies, and private water tankers supplying groundwater, are the dominant sources. A few hotels also withdraw a significant amount of water from

onsite bore wells. We take measures to protect onsite groundwater sources through rainwater harvesting and recharge. By treating output water in our sewage and effluent treatment plants, we ensure that water discharged from our units does not pollute surface water bodies or contaminate groundwater.

(303-3) Water reused and recycled

Given above

Material Topic 2.3: Circular Economy

Waste management is an integral part of the groups' environment management endeavors, with 24 properties achieving 100% recycling resulting in no waste being sent to landfill. In the year 2019-20, IHCL has mostly focused on monitoring Effective management of organic waste and minimizing plastics. Waste data presented here pertains to IHCL units only. As a bulk buyer of various products, our waste generation is closely tied to the structure of our supply chain and the availability of alternative materials. We have done certain innovations with the waste generated in bulk from our Hotels like making Biodiesel from Waste Cooking Oil.

Innovation & diffusion of new technologies are indispensable for Business Sustainability. One such innovation project for converting waste oil into bio diesel by Taj West End Bangalore that can power vehicles was recognized at Tata Innovista 2019. This project has been adopted by few more hotels in the group & will impact the social ecosystem by creating more jobs in the responsible recycling sector.

Waste by type and disposal method

Non Hazardous Waste	Units	
Kitchen Waste	Tons	4276.95
Plastic	Tons	468.55

The company has also addressed to single use plastic waste. In March 2018, IHCL decided to phase out single use plastic items and replacing them with biodegradable options. All plastic wrappers for in-room dry amenities in Taj hotels across the country have replaced with oxo-biodegradable wrapping. In addition, we have replaced 14, 00, 000 pcs of plastic straws with paper straw and approx. 12, 40,000 pcs of plastic disposable cutlery with wooden cutlery. The waste disposal methods have been directly confirmed from individual business units. The methods of waste disposal include composting and biogas production from organic waste in several hotels. Dry waste generated in our premises is sent to licensed recyclers for safe handling. All our hazardous waste recyclers are certified by the pollution control board of the State in which in the hotel is located. Sludge from sewage treatment plants is safely disposed by the agencies contracted for the management of these units.

Section 3: Deepening Social Engagement

Material Topic 3.1: Talent Management and Retention

We have embraced a culture of excellence and meritocracy to nurture our people. We believe in selecting the right talent, training them and instilling in them the spirit of

Policies and Commitments

Our core commitment to each employee is providing a safe, enabling and positive work environment. Policies to support employee wellness include providing day care centers, eliminating break shifts, and productivity-based wage settlements. Rigorous background checks for all new hires ensure that no children under 18 years of age are employed anywhere in our operations.

The workforce at each hotel is composed of permanent staff, Fixed Term Contracts (FTC) and contracted employees. Each hotel has guidelines for benefits to be extended to staff in each of these categories. In the case of staff contracted through a third party, we also monitor the contractor's compliance with statutory norms.

Workforce engagement is assessed through the annual Employee Engagement Survey, and through periodic assessment of HR indicators such as grievances, attrition rates, exit interviews etc. Growth and skill development is addressed through a comprehensive Learning and Development System, delivered through experienced

Actions and Targets

Our induction program for new employees (Taj Swagat), the annual calendar of skill and knowledge training, and a social-media style internal communication network are among the initiatives to enhance employee engagement and performance. Our flagship recognition programme STARS was launched with an enhanced tiered structure and an online redemption feature on the platform.

Tajness. We engage closely with our people and build a strong talent pipeline to deliver industry-leading outcomes for today and tomorrow

trainers in each hotel. Our colleagues' career progression and succession planning is charted through joint discussions between the employee and their manager. This data is then reviewed by the Hotel, Functional, Regional and National Talent Councils within the company for broader action.

To improve the participation of women in our workforce, we have committed to filling 50% of our available vacancies with female candidates during campus recruitment, and recruiters are incentivized to fill positions with female candidates. We have collaborated with Tata Consultancy Services to create a source for trained female workforce to fill our front line roles

Gender diversity as on March 2020 stands at 17.7%, up from 17.3% a year earlier. Our hospitalization policy offers support to women employees who are facing hurdles in starting a family, by covering medical expenses including various fertility treatments.

Over 11,200 colleagues were covered by the STARS initiative and over 22,000 of gratitude exchanged on the Platform, 'The Difference you Make' A new initiative, 'Grooming Champion' was piloted at Taj Wellington Mews, Mumbai. We have implemented various engagement initiatives during the year. Some of them are listed below.

Leadership development

All potential General Managers are assessed through Leadership Assessment & Development Center (LADC). We have seen a 50 % Cost reduction post moving to LADC to a virtual platform. 40 Heads of the department have undergone the assessment so far.

The Talent Identification and Development Initiative (TIDI) was launched covering 200+ Deputy Head of Departments in a completely virtual assessment. We initiated the IHCL Sustainability Leadership Development Programmes for our chief engineers. This was designed and executed in collaboration with National Institute of Industrial Engineering (NITIE), Mumbai. This is focused on Environment, Health, Safety and sustainability. 28 Chief engineers completed their action learning projects on resource conservation and safety risk reduction. We have seen savings of 1.15 Cr INR as a result of completing action learning projects.

Online learning

Online learning was further strengthened by leveraging the Josh Bersin platform for 25 HR leaders. Hello English learning app was successfully used by 576 learners across 31 hotels to enhance their communication skills. LEAD platform was relaunched with curated learning paths for all executives.

A Corporate calendar was launched with online and classroom offerings focused towards understanding of Financials, Cultural sensitivity, Millennial management, Revenue management amongst others. Over 550 colleagues attended these programmes

Tajness Learning App was piloted with All Mumbai hotels to include 400 executives and managers

Performance

401-1 Number and Rate of New Employee Hire

- Total number and rate of new employee hires during the reporting period, by age group & gender

IHCL	Age Band	2017-2018		2018-2019		2019-2020	
		Female	Male	Female	Male	Female	Male
Permanent	<30	934	2453	1100	2473	951	2461
	30-49 years	182	775	187	785	116	487
	>50 years	9	34	7	35	-	19

VConnect

Developed a digital pulse survey, VConnect to capture frequently and timely feedback from our employees to get insights regarding their thoughts, feelings, engagement, and understanding. This is integrated with our tablet-based time attendance systems.

Performance Management

Launched Talent Identification and Development Initiative (TIDI) launched covering 200+ deputy HoDs in a completely virtual assessment. Q-Chat initiative now covers 100% of our operations and has been moved online completely. To further strengthen Performance Management Process, Corporate Scorecard has been aligned with Aspiration 2022 goals; work is underway to move this to an online platform in FY 2020-21.

Responsibilities

Organizational responsibility for talent management and retention lies with the Global Head of Human Resources, supported by the VP-Human Resources Operations and the VP-Organizational Effectiveness and Development. The latter role also oversees the Learning and Development System.

These functions are enabled by Regional HR heads, who support the HR Managers and Learning and Development Managers in each hotel. Certified Departmental Trainers in each department of each hotel, who are subject matter experts, work closely with the Learning and Development Managers to implement training and skill upgradation programs.

This data pertains to permanent employees across 112 IHCL Domestic & International hotels, and corporate offices. Permanent employees are those employed directly by IHCL, and excludes staff employed by third party contractors deployed to IHCL. This data pertains to

permanent employees across 51 hotel units, 4 regional office & 1 corporate office for Ginger. 6 catering units along with Corporate Office has been considered for Taj SATS HR data disclosure.

People Group	Age Band	2019-2020 (Ginger)		2019-2020 (Taj SATS)	
		Female	Male	Female	Male
Permanent	<30	71	219	0	4
	30-49 years	4	63	1	18
	>50 years	0	0	1	1

401-1 Number and Rate of Employee Turnover

- Total number and rate of employee turnover during the reporting period, by age group & gender

IHCL	Age Band	Employee Turnover Data					
		2017-2018		2018-2019		2019-2020	
		Female	Male	Female	Male	Female	Male
Permanent	<30	814	2034	814	2034	714	1907
	30-49 years	211	891	211	891	131	720
	>50 years	25	171	25	171	9	134

People Group	Age Band	2019-2020 (Ginger)		2019-2020 (Taj SATS)	
		Female	Male	Female	Male
Permanent	<30	71	154	6	10
	30-49 years	3	23	3	17
	>50 years	0	2	12	7

This data pertains to permanent employees across all hotels covered in this report, and corporate offices. Permanent employees are those employed directly by IHCL, and excludes staff employed by third party

contractors deployed to IHCL. Attrition figures include Transfers / Movements within the group and well as involuntary attrition.

401-2 Benefits provided to full time vs temporary employees

The table below displays benefits provided to permanent employees and contractual employees, ranging from life insurance, flexible working hours, leave and other benefits

Benefits provided to full time vs temporary employees

	Life insurance	Medical coverage	Disability and invalidity cover	Parental leave	Retirement/Pension Plan
Permanent employees	All employees	All employees	All employees	All employees Paternity Leave is available for employees in the category of Executive and above	All employees, through the EPS Scheme
Contractual employees	All employees, through the ESIC scheme	All employees, through the ESIC scheme	All employees, through the ESIC scheme	All employees	All employees, through the EPS Scheme

401-3 Parental Leave

IHCL	Male	Female
Employees entitled to parental leave	20%	100%
Employees that took parental leave	190	24
Employees that returned to work in the reporting period after parental leave ended	190	17
Number of employees who returned to work after parental leave ended who were still employed 12 months after their return	164	36
Return to work Rate	86%	17%

Name of Properties	Taj SATS	Ginger
Number of employees entitled to parental leave		
Males	14157	6103
Females	2164	1877
Number of employees that took parental leave in reporting period		
Males	5	17
Females	0	4
Number of employees who returned to work after parental leave ended		
Males	5	17
Females	0	1
Number of employees who returned to work after parental leave ended who were still employed 12 months after their return		
Males	5	12
Females	1	4

To support women employees returning from maternity leave, and to improve return to work rates, day care centers have been provided in each unit.

402-1 Labour-Management Relations

Employees and their representatives are given at least 2 weeks' notice and where possible 4 weeks' notice before implementing significant operational changes that could

substantially affect them. This notice period and the provisions for consultation and negotiation are specified in collective agreements.

Training and Education

404-2 Upgrading Employee Skills

Employee training comprises knowledge-based training on topics such as health, safety, environmental awareness, professional conduct and organizational policies, and skill-based training are intended to strengthen functional abilities. Learning opportunities are extended to permanent, fixed-term contract and third-party contractual staff alike, according to each hotel's annual

training calendar for each of its departments.

Education to upgrade skills consists of function-specific trainings delivered by Certified Departmental Trainers in each hotel. These trainers are functional skill experts in their fields, who have undergone a trainer certification process. They are evaluated and certified upon achieving a

minimum score of 60%. Skill training and certification is also conducted for all new hires.

Training topics include the application of Leading Quality Assurance (LQA) standards, guest engagement training, and Cross Exposure Training in which employees go to other Taj hotels to acquire key skills and observe processes, returning to train colleagues in their own unit.

To address our major priority of creating a talent pool across levels, we implement 3 programmes:

1. The Golden Threshold Program, to introduce entry-level candidates to the industry,
2. The Hotel Operations Training Program, to develop supervisory-level candidates with strong operations skills, and
3. The Hotelier Development Program, to create a cadre of potential leaders with comprehensive hotelier skills.

404-3 Performance and Career Development Reviews

All our employees irrespective of gender and employee category receive annual performance appraisal and career development reviews. The results of these reviews are

To foster leadership and prepare promising candidates for senior roles, the General Manager Development Programme offers opportunities to General Managers for specialized training. Our managers also have access to TajLEAD, a learning and development portal that provides world-class training content on a wide range of topics. To address frontline training requirements, a new programme called Training Enablement & Development (TREND) has been launched at more than 48 hotels, covering topics in the areas of behaviour, knowledge and skills along with other mandatory programmes.

Our workforce comprises a significant number of colleagues with long service records. To enable them to adjust to life after retirement, transition assistance programmes imparting entrepreneurship skills are conducted by individual hotels. We aim to scale up this practice across the organization in the near future.

taken into account while drawing up the annual training calendar according to training needs.

Diversity and Equal Opportunity

405-1 Diversity of governance bodies
Composition of the Board of Directors

Diversity of governance bodies			
	Age group	Female	Male
Composition of the board of directors	>50	2	7
	30-49	-	-
	<30	-	-

Diversity of employees

	Male	Female
India operations	2737	13838
International operations	1000	2959
Ginger Hotels	554	159
Taj SATS	2049	96
Total	6340	17052

Row Labels	Total Nos	% of women employees
Executive	6121	19.63%
Staff	8661	13.62%
FTC	5642	23.50%
Trainees / Apprentice	110	26.36%
Grand Total	20534	

Age Band	Total Nos	% of women employees
Less than 30	7734	26.63%
30-49	10160	13.91%
More than 50	2640	9.96%
Total	20534	

Diversity at Taj SATS & Ginger

Gender wise	SATS	Ginger
Male	2049	554
Female	96	159

Category wise	SATS	Ginger
Executive	393	257
Staff	894	263
FTC	789	168
Apprentice	69	25

Agewise	SATS	Ginger
>50	676	10
30-49	1046	254
<30	1028	449

405-2 Ratio of remuneration of men to women by employee category

Category	Ratio of male to female remuneration
Executive	1: 0.96
Staff	1: 0.76
FTC	1: 0.89

Our initiatives to continue narrowing the gender pay gap include focused efforts to increase the proportion of

women in the workforce, skill upgradation, and promoting the representation of women in leadership roles.

Material Topic 3.2: Safety and Security

Management Approach

The organization continues to be committed towards making the company a safe and secure place for all stakeholders. Safety is an integral agenda item in all Executive Committee (ExCom) and Board meetings. The approach of routinely identifying safety risks associated with operations helps our company implement appropriate and effective mitigation plans and also ensures adherence to overall Safety compliance.

Policies and Commitments

Our Safety and Security Policy (<http://www.tata.com/pdf/Tata-Safety-and-Health-Policy.pdf>) has been framed based on the Tata Group Safety Beliefs, and covers Food, Fire and Life Safety. The Vehicle Safety Policy addresses road and driving safety, while Contractor Safety Standards guide the operations of third-party service providers. The Tata Group Safety Guidelines also guide the processes of recording and reporting workplace incidents. External standards and compliances incorporated into our processes include alignment with the National Building Code of India, IS 13716, FSSAI, FDA requirements, and industry best practices. Data security and the privacy of our guests is governed by the Privacy Policy (<https://www.tajhotels.com/en-in/about-taj-group/legal/privacy-policy/>).

Our commitment to guest safety includes provision of medical facilitation in each location, excellence of food safety standards as a core, non-negotiable aspect of operations, and collaboration with local authorities to

maximize security. As part of this commitment, training on Food Safety and Fire Safety is given to 100% of employees, and employees in certain roles undergo advanced training in first aid, crisis management, chemical handling and storage, accident investigation, and safe food and equipment handling.

Actions and Targets

The company carries out unannounced **Fire and Life Safety (FLS)** audits at hotels and its corporate office with a focus on identifying and eliminating risks in areas pertaining to Leadership & Governance, Risk Management, Electrical Safety, Fire Safety, General Safety, Personal Protective Equipment, Contractor Management, Work Permit System, Sewage Treatment Plant and Road Safety.

As a part of the **'Project Excellence'** initiative, standard operating procedures have been created for key processes across functions. In Phase one, 52 processes related to Safety have been created and shared across hotels for implementation through the online portal called **'IGNITE'**. These included 12 Safety processes (e.g. Hazard Identification and Risk Assessment, Elevator Safety Guidelines, etc.), 16 Security processes (e.g. Baggage Scanning, Lost & Found procedure, etc.) and 24 Processes related to Business Continuity.

A workshop titled **'Felt Leadership for Safety'** was attended by **23** senior leaders including members of the Executive Committee. The faculty along with the Tata Group Safety team highlighted areas of Safety focus that

would help institutionalize a Safety culture at IHCL. This resulted in a set of personal commitments (by each attendee) to drive safety across hotels.

Your company continues to drive awareness on safety across hotels. Common safety hazards and their safeguards have been highlighted in specially designed animated safety videos, and, case studies based on true incidents continue to be shared with the hotels, as a learning tool.

Your company is pleased to report that the Sustainability program being conducted annually at NITIE for Chief Engineers has 'Safety' included as a key module in each phase. In Phase II of the program, a plant visit to Tata Motors at Pimpri was conducted to orient the participants to the deployment of safety practices on the ground.

A **Home Safety Task Force** team has been constituted to extend IHCL's safety orientation into the homes of our employees.

As a result of this focus on safety and learnings from incidences, your company has reported no fatality for the entire year.

Food Safety, Hygiene and Cleanliness

The company is committed to continually improving the Food Safety Management System by training and optimizing the capacities of people, processes and technologies within the system and ensuring implementation of all applicable Internal and External Standards.

Food Safety, Hygiene and Cleanliness audits were conducted by the external audit partner ensuring implementation of **FSSAI** guidelines and standards. 83 hotels were audited on these parameters, of which **99%** of the hotels scored more than **80%**.

We organized an internal Food Safety Workshop to discuss the way forward for Food Safety, Hygiene and Cleanliness implementation at the hotels in the coming year.

Responsibilities

Fire and Life Safety at the unit level is anchored by the Security Manager, General Manager and the Hotel Emergency Action team, and at the local area level by the Area Directors and Senior Vice Presidents. They report to the Executive Vice President in each region of our operations (North and South), who in turn communicate performance and procedural matters to the Corporate Business Excellence team, the Safety Advisory Committee, and the IHCL Executive Committee.

Food safety is addressed by the hotel Food Safety Management team, comprising the General Manager, chefs and the Materials Manager. A team of 22 microbiologists advise our hotels across India on food safety topics and supervise the maintenance of standards. The unit level teams report to the corporate Safety Advisory Committee.

Security in each unit is primarily the responsibility of the Security Manager and General Manager, who report to the company's Head of Safety and Security. The Head of Safety and Security collaborates closely with the Executive Vice President in each region, who communicates performance and other matters to the CHRO.

The overall governance of safety and security matters is held directly by the Board, and the Corporate Business Excellence Team also represents IHCL at the Tata Group Safety Council.

Health & Safety during Pandemic

As an immediate response, IHCL took measures to protect the health of its employees and guests by implementing renewed health and hygiene standards and complying with the directives of the Central and State governments and municipal authorities. The Company adopted a work-from-home policy for its corporate and regional sales offices as well as hotel employees as a precautionary measure while operating hotels in Green zones with minimum staff under the administrative authority's guidelines. New and detailed standard operating procedures were formulated as a comprehensive guide covering all areas of operations and

service design, factoring in social distancing, digital-first approach and heightened precautionary processes for guests and employees.

Performance 403-2 Injury rates

Our approach to safety as a critical operational area is to assure equal treatment and weightage to all workers in the premises, both employees and contractual staff. Therefore, the data below includes both employees and contractual staff. Our recording system does not currently segregate data by gender.

Accident statistics are recorded and reported according to the Tata Group safety reporting guidelines. Minor injuries requiring only first aid where the employee immediately returns to work are recorded as First Aid Cases. Fatalities are reported separately and are also included in the Total Recordable Cases (TRC). Lost time is calculated in terms of man hours on scheduled working days. The lost day count begins on the day after the accident. Total Man Hours worked have been calculated using the formula Man hours worked = Total Workforce x 8 (hours per day) x 24 (working days per month x 12 (months a year).

IHCL Safety Data Sheet	
First aid cases (FAC)	3752
Medical Treatment Cases (MTC)	469
Lost-Time Injuries (LTI)	291
Lost Time Injury Frequency Rate	4.87
Fatalities	0
Million Man-hours worked	59642105
Average Number of Permanent employees	17943
Average Number of Contracted staff	7173

Ginger Safety Data Sheet Safety data sheet	
First Aid Cases	-
Medical Treatment Cases	2
Lost time Injury (LTI)	0
LTIFR	0
Fatalities	0
Man-hours worked	3954496
Average Number of permanent employee	551
Average Number of Contractual Staff	1584

Taj SATS Safety data sheet	
First Aid Cases	-
Medical Treatment Cases	3
Lost time Injury (LTI)	21
LTIFR	17
Fatalities	0
Man-hours worked	27849553
Average Number of permanent employee	1338
Average Number of Contractor Staff	1886

We have conducted detailed investigations into these incidents and have identified steps that would prevent reoccurrence of injuries in situations such as those leading to these fatalities. These preventive measures have been implemented at the concerned business units and have also been rolled out across the company. Implementation

checks on the investigation recommendations have also been carried out to ensure robustness of the preventive actions.

Note: Currently, we do not track gender-wise break-up data but the same will be tracked & reported in near future.

Material Topic 3.3 Community Development

Management Approach

IHCL & its partners have historically been contributing towards the betterment of underprivileged & socially disadvantaged communities by supporting their livelihoods, art & culture as an integral part of the culture seeded by our founder J N Tata. Despite decades of state welfare & charitable contributions, social inequity and unequal access to organized businesses still continues to be a challenge in modern India.

IHCL Vision for Inclusion & Affirmative Action:

As the livelihood opportunities are expanding in the growing travel & tourism economy; IHCL re-commits itself to build capabilities & further livelihoods of the following target communities:

- Economically Weaker Sections & Low Income Group Women & Youth
- Communities from Scheduled Caste
- Communities from Scheduled Tribes
- Differently abled
- Traditional artisans

IHCL shall work, in a phased manner, towards making its business ecosystem more inclusive by embedding this intent in building a skilled talent pool for industry, hiring of workforce and procuring business products & services. IHCL shall also nurture & promote the unique culture and pride in identity of tribal communities and traditional artisans, craftsmen under its CSR commitment to preserve & promote natural & cultural heritage

Policies and Commitments

IHCL's CSR and Sustainability policy (<https://www.tajhotels.com/content/dam/thrp/investors/>)

([CSR-Policy-IHCL.pdf](#)) is the basis for our community development undertakings, which are also aligned with the Tata Affirmative Action Programme. The implementation of community development programmes is in accordance with the CSR guidelines of the Companies Act 2013.

The target groups for community development programmes have been identified through consultations with our NGO partners, partnerships with government agencies, and through needs identified by our teams in each unit, who are deeply familiar with local contexts. The intent of our programmes is to reach out to underprivileged groups and marginalized belts around our locations.

Our community development programmes prioritize Goal 8 (Decent work and economic growth) of the SDGs.

Actions and Targets

Highlights:

- Rs. 7.56 Crore CSR expenditure* (including group companies)
- Over 1914 youth trained and certified in hospitality trades directly and indirectly (through Train the Trainers Programmes); with a focus on reaching out to women and youth from Scheduled Castes & Scheduled Tribes as well as under-served communities
- Rs 18 Cr worth of goods and services sourced through 20+ social impact vendors

Livelihoods:

14 Taj-Tata Strive Skill Training Centres offer courses and certification in housekeeping, F&B services, kitchen and bakery trades. In addition, IHCL supports a three-year vocational education programme in association with the Tata Institute of Social Sciences at 15 of its hotels to provide career awareness. The company also runs a bridge programme for service industry jobs in eight locations with the Head Held High Foundation.



Certification Ceremony – Tata Strive

Community Welfare:

IHCL enables community livelihoods through home stays, excursions/tourist trails in rural, interior & under-served tribal belts through tourism-linked training and capability building initiatives by its volunteers and community immersion stints for management trainees. Among its more recent initiatives is the Walk with the Pardhis – supported by Taj Safaris Pashan Garh near Panna National Park



Reesna Padhi – First Female Naturalist from Pardhi Community

In line with its efforts towards enhanced diversity & inclusion in its workforce & value chains; IHCL has been enabling marginalized youth from the Pardhi tribe to earn a livelihood as a part of the tourism economy around its beautiful Taj Safaris lodge at Panna National Park in Madhya Pradesh, India. The uniqueness of this corporate citizenship initiative lies in how this nomadic hunter community's affinity with forests has been leveraged creatively to enable alternate livelihoods and how in turn it also benefits forest & wildlife conservation. Reesna Pardhi has recently joined the Taj Safaris family as a part of its naturalist's team. She is one of the Pardhi girls trained as a part of the cohort of 15 such youth trained through this CSR programme in partnership with The Last Wilderness Foundation. The programme has facilitated awareness films, joint branding, modern equipment, knowledge material, outfits and allied ecosystem enablers w.r.t. Tata Affirmative Action synergies, partnership with tour operators & media and helped on board this programme on the India Heritage Walks platform – to further this cause

Heritage Conservation & Promotion:

Apart from our key projects like the Varanasi Weavers Project, beautification & landscaping at the National Railway Museum & Gateway of India precinct, Walk with the Pardhis, Tribal Culinary Heritage Preservation with Tata Steel and partnership with Antaran Project by Tata Trusts – supporting handloom clusters in Assam, Nagaland & Orissa; several of our palaces & resorts provide a pro bono platform to artisans, culture troupes & traditional home cooks. Since 2008, the company has worked with Benarasi handloom weavers to support the community & revive traditional handloom weaving. Through its support programme, the company develops and sources silk sarees that are worn and showcased as uniforms by its front line associates in select hotels. Furthering this commitment; in 2018; the company initiated a weaving training programme exclusively for women from marginalized & deprived community in partnership with the Human Welfare Association to enable women to move from the periphery to the core of the Benarasi handloom industry. Over 80 women are trained by master weavers and awarded professional certification on completion of the course. The livelihood support has been focussed on handloom weavers in Sarai Mohana, Kazi Sarai, Milki Bangla & Sajoi villages near Varanasi where hundreds of weaver families have been supported over the last few years. IHCL has supported the weaving clusters with quality raw material, designs, training and allied welfare measures like hygiene, water, sanitation and nutrition/health care.

Currently, 22 handloom households are actively producing Taj uniforms. IHCL enables many such artisans, handlooms and handicrafts by retailing them through its in-house lifestyle store, Khazana.

Social Inclusion and Affirmative Action through the IHCL Value Chain

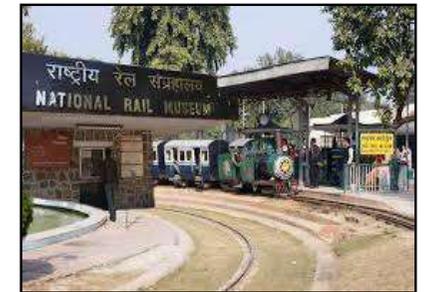
IHCL's eclectic value chain offers unique opportunities for inclusion and create shared value. They have mapped items from their purchase-basket that can be co-developed and procured from inclusion-AA centric enterprises. Currently, four products (Tulsi welcome maalas, tea light candles, chef aprons and Jiva Spa merchandise carry bags/potlis) are being co-developed with enterprises supporting differently abled young adults and tribal women.

IHCL has developed and nurtured over 30 such social impact organizations as supply chain partners and annually procure several goods & services worth Rs 10+ cr, including laundry, newspaper, slipper bags; chef caps; table linens; etc on a sustained basis from such sources. While there are

IHCL's Responsible Neighborhoods & Preserving Heritage Programme



Gateway of India



National Railway Museum

Responsibilities

Community development programmes in each hotel are implemented by the HR managers, with the support of the General Manager, Procurement teams and employee volunteers. Other teams such as engineering, housekeeping and security may be involved according to the nature of the project. Responsibility for project

several continuing projects under 'heritage', the one we would like to mention are two. IHCL has an unusual partnership with the **National Railway Museum in Delhi** that documents and exhibits the fascinating history of the railways in India. IHCL Hotel teams have beautified the mural walls, enabled better landscaping, regular cleanliness and maintenance, horticulture projects like a greenhouse and herb-garden for visual enhancements, through CSR support. **IHCL has helped with traffic management, restoration of heritage lamp posts and upkeep of the Gateway of India.** IHCL has collaborated with municipal authorities, local police and coast guard teams to ensure traffic management, maintenance and cleanliness of this heritage precinct. IHCL has also led the refurbishment of the heritage light poles on the street, aesthetic replacement of old barricades and bollards and regular lighting at the monument. The next phase involves incentivizing local vendors for better waste management, street art and beautification initiatives in the neighborhood, as well as higher stakeholder engagement for quality tourist experience.

implementation is shared between hotel General Managers and the corporate CSR team. The programmes are guided by the Sustainability Advisory Committee, and overall governance rests with the IHCL Board CSR and Sustainability Committee.

Glimpse into the lives of our young girls from GTP and Taj-Tata Strive programmes currently working with our hotels:



Pooja is currently training at the President- Mumbai. She brings with her a sense of passion in any work she does. Pooja was studying in Maharshi Dayanand College in Parel before she joined the programme. Her college lecturer made her aware about the course.

Pooja had a keen interest in front office, so she decided to enroll herself for GTP to pursue hospitality. Pooja lost her mother 11 years ago. Her brother has stood tall since then and supported the entire family. She has two younger sisters. Her family is her backbone. They dream of her establishing herself in the industry through the course of her life. *"I have never given up easily because I know there is a lot more to explore and I can't be scared of small hurdles. I enjoy the GTP training. It has changed my personality and improved my confidence. I love interacting with guests and enjoy learning new things and teaching the same to others."*



Ashwin Sandis (Taj Land's End)

Ashwin hails from the western suburbs of Mumbai. He started working for Prudential Company in sales department soon after he completed his 12th Standard. He left the job after a year because his mother was very sick and he needed to take care of her. Ashwin is the sole bread winner for his family as he lost his father at an early age. He got back to work after 2 years in security department of Reliance industries as his mother's health started improving. Post that Ashwin came across Taj Tata Strive through his cousin who was already pursuing housekeeping course.

Current Status

He showed dedication and will to grow during the course period. His hard work paid off when he was able to secure a job at Taj Land's End.

Taj Public Service Welfare Trust

In the aftermath of the unprecedented attacks on Mumbai in November 2008, Tata Group and IHCL had set up the Taj Public Welfare Trust to provide immediate relief to individuals and families affected by the 26/11 Mumbai Terror attacks. The Trust has unstintingly supported not only those impacted by 26/11, but also 13/7 Mumbai terror attack victims & their families. One of the main aim of the trust is to aid victims of terror and natural disasters, as well

as members of the armed forces and other public services.

Activities undertaken in 2019-20

- Cyclone Fani battered Odisha coast in May 2019. This had resulted in unprecedented flood in Odisha, resulting in widespread loss of lives & property. Tata group responded to the disaster &

the response was led by Tata Steel. Taj Public Service Welfare Trust also participated in the emergency response programme along with Tata Sustainability Group by distributing stationary kits & books to the school children in the flood affected areas.

- Taj Trust participated in Maharashtra Disaster Rehabilitation activities with The Tata Motors Sumant Moolgaonkar Development Foundation. For recovery, there were plans to impact over 20,000 children and student community through repair and improvement of infrastructure of the affected schools and aanganwadi's (that includes enabling with IT infrastructure, cleaning and painting of the school and aanganwadi rooms). The Trust had assisted Sumant Moolgaonkar Development Foundation for emergency flood relief & recovery support and other urgent assistance to the flood affected communities in Maharashtra.
- The Trust has a mandate to support the welfare of military personal and their families who have sustained injuries or disabilities in the course of their duties. Gautam Gambhir Foundation (GGF) is working towards safeguarding the future of

Children from martyr's family. The Trust has engaged with GGF to fund the payment of education and counselling fee for the kids (50 nos.) of martyrs.

- The Trust engaged in discussions with the Army Director General of Welfare to identify ways to strengthen the Unsung Heroes programme. Accordingly, upon recommendation of the Director General, a proposal was submitted by the Queen Mary Technical Institute (QMTI), Pune. The institute is a registered charitable educational trust, which trains disabled soldiers in alternative trades. Through a range of vocational and on-the-job training programs, the institute equips disabled soldiers with the skills required to earn their livelihood in civilian life, or to return to the military, in back-end roles. The Trust has supported the training fee of 57 disabled soldiers for financial year 2019-20.
- On-going support to the victims/or the families of the 26/11 terror attacks as well as the 13/7 Mumbai bomb blasts, through education, medical, monthly sustenance, pension, widow pension etc. was continued for this year also.



Learners at Queen Mary Technical Institute

Covid-19 pandemic response by IHCL & Taj Public Service Welfare Trust

IHCL felt the need to feed the frontliners who were on duty treating Covid-19 patients during the nationwide lockdown. IHCL & Taj Public Service Welfare Trust (TPSWT) decided to aid those warriors who were championing the cause of fighting the novel Coronavirus. The Taj Public Service Welfare Trust decided to provide food i.e. hygienic & nutritious meals (lunch & dinner packets) to Health workers and Police Personnel's. **TPSWT has supported the cause of food distribution now with Taj SATS as implementing partner in Mumbai & Delhi.** There was also a need to feed the daily wage earners who found it difficult to get food during lockdown. The trust has provided **food (Lunch & Dinner) to migrant workers who were stuck and residing in Mumbai during lockdown.**

The trust had extended support to eight no. of Hospitals in Mumbai i.e. Sion, JJ, KEM, Cooper, ESIC Kandivali, GT Hospital Cuff Parade, Nair & Kasturba Hospital. The support got extended to Delhi Hospitals also. They are Lady Hardinge Medical College, Lok Nayak Hospital, Guru Teg Bahadur Hospital, Deen Dayal Upadhyaya Hospital, Dr. Baba Saheb Ambedkar Hospital, Rajiv Gandhi Super Speciality Hospital, Safdarjung, RML & G B Pant Hospital. IHCL Hotel Bangalore team had served meals to Bangalore

Hospitals i.e. Victoria Hospital & Epidemic Diseases Hospital, Bangalore. Vivanta Coimbatore had supported meal donation at ESIC Coimbatore Hospital & Taj Hotel & Convention centre, Agra supported meal donation at SN Medical College & Civil Hospital, Agra. TPSWT has aided around 3 million meals to the health workers as well as migrant workers in Mumbai, Delhi, Bangalore, Agra & Coimbatore. The trust had also supported Police meal donation drive during lockdown & distributed 70,000 meals along with M/s Kuber Healthfood to 9 police zones in Mumbai.

Trust is also supporting meals for quarantines people at TCS Lucerna Towers in Noida. Several donors have come forward to support the Covid-19 response. The initiative at this volume was only successful due to synergy with the Tata Group Companies, Tata Trust, other donor companies, individual donors & our associates. We are immensely grateful to our donors, staff members who are volunteering for the noble cause to combat novel Coronavirus.

The Taj Public Service Welfare Trust with aid from Tata AIG team supported the Government Hospital, Maharashtra & Tata Memorial Hospital with procurement of **24 normal ventilators & 6 high risk ventilators.**



Food served to Health Workers

IHCL has a long history of going with its values of Trust, Awareness & Joy. We have always kept the Community at the forefront of our operations. During World War I, our very own Taj Mahal Palace, Colaba, the iconic Hotel was converted into a 600 bed hospital. During this Covid pandemic too IHCL recreated history **by opening doors of 12 Hotels across India**, to Hospital workers so that they can cut down on commute time, rest close to their place of work & not fear spreading the contagion amongst their family members.

413-1 Operations with local community engagement

All Business units have implemented structured community development programmes with a dedicated budget under our CSR focus areas, in addition to employee volunteering.

Beneficiaries:

- 1914 persons trained across India
- 1309 beneficiaries have been positively impacted due to Supplier diversity programmes
- 2 heritage areas adopted
- 30 public spaces maintained
- 14892 no of volunteering hours

List of Hotels Covered In Reporting

No. of IHCL Domestic & International Hotels	Ginger Hotels	Taj SATS Units
Ambassador, New Delhi	Ginger Agartala	Taj SATS Mumbai
Baghvan Lodge, Pench	Ginger Ahmedabad	Taj SATS Delhi
Banjaar Tola, Kanha	Ginger Aurangabad	Taj SATS Bangalore
Blue Diamond, Pune	Ginger Bangalore(White field)	Taj SATS Goa
Cidade De Goa	Ginger Baroda	Taj SATS Kolkata
Gateway, Chikmagalur	Ginger Bhubneshwar	TMFK
Gateway, Coonoor	Ginger Chennai - IIT	Corporate Office
Jai Mahal Palace, Jaipur	Ginger Chennai Vadapalani	
Mahua Kothi, Bandhav Garh	Ginger Delhi Vivek Vihar	
Pashan Garh, Panna	Ginger Faridabad	
Pratap Mahal, Ajmer	Ginger Goa	
President, Mumbai	Ginger Goa Dona Paula	
Rambagh Palace, Jaipur	Ginger Guwahati	
Savoy, Ooty	Ginger Indore	
St. James' Court Hotel, London	Ginger IRCTC Delhi	
Taj 51 Buckingham Gate Suites & Residences, London		
Taj Aravali Resort & Spa, Udaipur	Ginger Jaipur	
Taj Bangalore	Ginger Jamshedpur	
Taj Banjara, Hyderabad	Ginger Lucknow	
Taj Bekal Resort & Spa, Kerala	Ginger Manglore	
Taj Bengal, Kolkata	Ginger Mumbai Teligali	
Taj Bentota Resort & Spa, Sri Lanka	Ginger Mumbai Thane	
Taj Cape Town	Ginger Mumbai-Mahakali	
Taj Chandigarh, Chandigarh	Ginger Mysore	
Taj City Centre Gurugram	Ginger Nashik	
Taj Club House, Chennai	Ginger Noida 63	
Taj Connemara, Chennai	Ginger Noida East	
Taj Coral Reef Resorts & Spa, Maldives	Ginger Pant Nagar	
Taj Corbett Resort & Spa, Uttarakhand	Ginger Pondicherry	
Taj Coromandel, Chennai	Ginger Pune Pimpri	
Taj Dubai	Ginger Pune-Wakad	
Taj Exotica Resort & Spa, Goa	Ginger Surat	
Taj Exotica Resort & Spa, Maldives	Ginger Trivandrum	
Taj Exotica Resort and Spa, Andamans	Ginger Vapi	
Taj Falaknuma Palace, Hyderabad	Ginger Vizag	
Taj Fisherman's Cove Resort & Spa, Chennai	Ginger IRR Bangalore	
	Ginger Hotel - Ahmedabad (Silver Leaf)	
	Ginger Hotel - Ahmedabad (White Leaf)	
Taj Fort Aguada Resort & Spa, Goa	Ginger Dwarka	
Taj Ganges Varanasi	Ginger Gurgaon	
Taj Green Cove Resorts & Spa, Kovalam		

Taj Hari Mahal, Jodhpur	Ginger Kalinganagar	
Taj Holiday Village Resort & Spa, Goa	Ginger Katra	
Taj Hotel and Convention Centre, Agra	Ginger Madgao	
Taj Krishna, Hyderabad	Ginger Manesar	
Taj Kumarakom Resort & Spa, Kerala	Ginger Patna	
Taj Lake Palace, Udaipur	Ginger Sanand	
Taj Lands End, Mumbai	Ginger Surat - New	
Taj M G Road, Bengaluru	Ginger TCS Cochin	
Taj Madikeri Resort and Spa, Coorg	Ginger TCS Pune	
Taj Mahal, Lucknow	Ginger TCS Siruseri	
Taj Malabar Resort & Spa, Cochin	Ginger Tirupur	
Taj Nadesar Palace, Varanasi	Ginger Vadodara-RCR	
Taj Palace, New Delhi	East RO	
Taj Pamodzi, Lusaka	North RO	
Taj Samudra, Colombo	South RO	
Taj Santacruz, Mumbai	West RO	
Taj Swarna, Amritsar		
Taj Tashi, Thimpu		
Taj Usha Kiran Palace, Gwalior		
Taj Wellington Mews, Mumbai		
Taj West End, Bangalore		
Taj Yeshwantpur, Bengaluru		
The Gateway Hotel, Pasumalai, Madurai		
Tajview, Agra		
The Gateway Hotel - Visakhapatnam		
The Gateway Hotel, Bangalore		
The Gateway Hotel, Calicut		
The Gateway Hotel, Colombo		
The Gateway Hotel, Ernakulam		
The Gateway Hotel, Gir Forest		
The Gateway Hotel, Manjarun		
The Gateway Hotel, Nashik		
The Gateway Hotel, Varkala		
The Gateway Hotel, Vijaywada		
The Gateway Resort - Damdama Lake, Gurgaon		
The Pierre, New York		
The Taj Mahal Hotel, New Delhi		
The Taj Mahal Palace & Tower, Mumbai		
Umaid Bhawan Palace, Jodhpur		
Vivanta by Taj - Dal View, Srinagar		
Vivanta by Taj - Dwarka, Delhi		
Vivanta by Taj - Panaji, Goa		
Vivanta by Taj - Rebak Island, Langkawi		
Vivanta by Taj - Surajkund, NCR		
Vivanta by Taj - Surya, Coimbatore		
Vivanta by Taj - Whitefield, Bangalore		
Vivanta by Taj Aurangabad, Maharashtra		

Vivanta Chennai, IT Expressway		
Vivanta Guwahati		
Vivanta Kathmandu		
Vivanta Kolkata EM Bypass		
Vivanta Pune - Hinjawadi		
Vivanta, Vadodara		
Devi Ratn, Jaipur		
Meghauri Serai - Chitwan		
Sawai Man Mahal, Jaipur		
Taj Campton Place, San Francisco		
Taj Chia Kutir Resort and Spa , Darjeeling		
Taj Deccan, Hyderabad		
Taj Fateh Prakash Palace, Udaipur		
Taj Hotel & Convention Centre, Goa		
Taj Jumeirah Lakes Towers		
Taj Rishikesh Resort & Spa, Uttarakhand		
Taj Safaris, New Delhi		
Taj Skyline, Ahmedabad		
Taj Theog Resort & Spa, Shimla		
Taj Tirupati		
Taj Wellington Mews, Chennai		
The Connaught, New Delhi		
The Gateway Hotel, Gondia		
The Gateway Hotel, Ramgarh Lodge		
Vivanta by Taj - Begumpet, Hyderabad		
Vivanta by Taj - Sawai Madhopur Lodge		

*Hotels highlighted in Grey are covered in Environment Data disclosure. All hotels listed above have been covered in Social Disclosure

GLOSSARY

CDP	Carbon Disclosure Project
COP	Communication on Progress (UNGC report)
CSR	Corporate Social Responsibility
ESG	Environment Social Governance
FDA	US Food and Drug Association
FSSAI	Food Safety and Standards Authority of India
GHG	Green House Gases
IPCC	Intergovernmental Panel for Climate Change
kgCO ₂ e	Kilograms of CO ₂ equivalent
MJ	Mega Joules
ODS	Ozone Depleting Substances
SDGs	Sustainable Development Goals
TJ	Tera Joules (10 ⁶ MJ)
UNGC	United Nations Global Compact



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Independent Assurance Statement

The Board of Directors and Management
The Indian Hotels Company Limited
Mumbai, India

Ernst & Young Associates LLP (EY) was engaged by The Indian Hotels Company Limited (the 'Company') to provide independent assurance on its annual Sustainability Report (the 'Report') for the Financial Year 2019-20.

The development of the Report is based on the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 ('GRI Standards'); its content and presentation is the sole responsibility of the management of the Company. EY's responsibility, as agreed with the management of the Company, is to provide independent assurance on the report content as described in the scope of assurance. Our responsibility in performing our assurance activities is to the management of the Company only and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the Company's overall performance, except for the aspects mentioned in the scope below.

Scope of assurance

The scope of assurance covers the following aspects of the Report:

- ▶ Data and information related to the Company's sustainability performance pertaining to the GRI Standards listed below, for the period 1st April 2019 to 31st March 2020;
- ▶ The Company's internal protocols, processes, and controls related to the collection and collation of specified sustainability performance data;
- ▶ Verification of sample data and related information through desk reviews, in consultations with the Company's representatives at the following locations of operations:

- | | |
|--|--|
| 1) Taj Bengal, Kolkata | 9) Taj M G Road, Bengaluru |
| 2) Taj West End, Bengaluru | 10) President Mumbai |
| 3) Taj Swarna, Amritsar | 11) Taj Fisherman's Cove Resort & Spa, Chennai |
| 4) Taj Coromandel, Chennai | 12) Taj Mahal Lucknow |
| 5) Taj Safari, Kanha National Park | 13) Taj Chandigarh, Chandigarh |
| 6) Taj Santacruz, Mumbai | 14) Vivanta Vadodara |
| 7) Taj Fort Aguada Resort & Spa, Goa | 15) Ginger Andheri Teligai |
| 8) Taj Holiday Village Resort & Spa, Goa | 16) Taj Hari Mahal, Jodhpur |
| | 17) Taj SATS, Mumbai |

- ▶ The environmental and social performance data that was subject to above assurance is as follows:
 - 302-1 Energy consumption within the organization
 - 303-1 Water withdrawal by source
 - 303-3 Water recycled and reused
 - 305-1 Direct (Scope 1) GHG emissions
 - 305-2 Energy indirect (Scope 2) GHG emissions
 - 305-4 GHG emissions intensity
 - 306-2 Waste by type and disposal method
 - 401-1 New employee hires and employee turnover



- 401-3 Parental leave
- 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities

Limitations of our review

The assurance scope excludes:

- ▶ Operations of the Company other than those mentioned in the 'Scope of Assurance';
- ▶ Aspects of the Report and data/information other than those mentioned above;
- ▶ Data and information outside the defined reporting period i.e. 1st April 2019 to 31st March 2020;
- ▶ The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention provided by the Company;
- ▶ Review of the Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters;
- ▶ Data and information on economic and financial performance of the Company.

Assurance criteria

The assurance engagement was planned and performed in accordance with the International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000). Our evidence-gathering procedures were designed to obtain a 'Limited' level of assurance (as set out in ISAE 3000) on reporting principles, as well as conformance of sustainability performance disclosures as per GRI Standards.

What we did to form our conclusions

In order to form our conclusions, we undertook the following key steps:

- ▶ Interviews with select key personnel and the core team responsible for the preparation of the Report to understand the Company's sustainability vision, mechanism for management of sustainability issues and engagement with key stakeholders;
- ▶ Interactions with the key personnel at the Company's locations of operations to understand and review the current processes in place for capturing sustainability performance data;
- ▶ Verification of data on a sample basis at the Company's corporate office and locations of operations as mentioned in the 'Scope of Assurance' above;
- ▶ Review of relevant documents and systems for gathering, analyzing and aggregating sustainability performance data in the reporting period;
- ▶ Review of selected qualitative statements in various sections of the Report.

Our observations

The Company has developed the Report as per the GRI Standards. The Report includes a description of the Company's stakeholder engagement process, materiality assessment and relevant performance disclosures on the identified material topics.

Our conclusion

On the basis of our review scope and methodology, nothing has come to our attention that would cause us not to believe that the Report presents the Company's sustainability performance, in material respect, in line with the GRI Standards principles and criteria. Some data pertaining to key performance disclosures underwent change as part of our assurance process. Specific observations have been provided in the management letter which has been submitted to the Company separately. These observations do not affect our conclusion presented in this statement.



Our assurance team and independence

Our assurance team, comprising of multidisciplinary professionals, has been drawn from our climate change and sustainability network and undertakes similar engagements with a number of significant Indian and international businesses. As an assurance provider, EY is required to comply with the independence requirements set out in International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants¹. EY's independence policies and procedures ensure compliance with the Code.

for Ernst & Young Associates LLP,

Chaitanya Kalia
Partner
18 December 2020
Mumbai

¹ International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. This establishes ethical requirements for professional accountants. Code
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	NON GRI: GROWTH AND SCALE		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	24	
	103-2 The management approach and its components	24	
	103-3 Evaluation of the Management Approach	24	
	NON GRI: BRAND, REPUTATION & COMMUNICATION		

	103-1 Explanation of the material topic and its boundary	25-26	Principle 1: Human Rights Businesses should support and respect the protection of internationally proclaimed human rights
	103-2 The management approach and its components	25-26	
	103-3 Evaluation of the Management Approach	25-26	
GRI 103: Management Approach 2016	NON GRI: DIGITALISATION		Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.
	103-1 Explanation of the material topic and its boundary	27	
	103-2 The management approach and its components	27	
	103-3 Evaluation of the Management Approach	27	

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