



SUSTAINABILITY REPORT 2022-2023

# DEEP ROOTED IN SUSTAINABILITY

A recap of our impactful journey in  
environmental stewardship and community outreach







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## • MESSAGE FROM THE MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

The focus on sustainability and community-driven initiatives has long been a part of the Tata Group ethos and is ingrained in IHCL's DNA. Our recent announcement of the launch of Paathya institutionalizes a centralised structure and framework that will drive our Environmental, Social and Governance (ESG+) initiatives. IHCL's sustainability and social impact measures, across the entire network, will be driven under Paathya. A wide spectrum of initiatives has been underway, both at the company level and at individual properties. This will help us leverage synergies and learnings at the organizational level and strengthen our central purpose and vision, more effectively.

Today, ESG policies are increasingly on the minds of customers, companies, investors and regulators alike. For the hospitality industry, ESG is the key to reaching the next frontier of travel and tourism, one that is more resource-efficient, carbon-neutral and aligned with the United Nation's Sustainable Development Goals (SDGs). However, change cannot take place overnight or be led by a singular effort. Collaborative effort towards long-term attainable goals, innovation and belief in working towards a united vision will yield results. Under Paathya, we are functionally aligning under six themes –Environmental Stewardship, Social Responsibility, Excellence in Governance, Preserving Heritage, Value Chain Transformation and Sustainable Growth.

Under each pillar, we have defined both, short-term and long-term goals, to be fulfilled by 2030. Going single-use plastic-free, ensuring 100% recycling of wastewater, rolling out green meetings through our Innergise programme and adopting renewable power, among others, will cumulatively create immense impact in terms of lower emissions, lower carbon trails and an independent, sustainable style of working. Hospitality with sustainability at the core, which caters to the newer generation of consumers, must take an integrated approach towards growth and nation-building. Paathya will help us make this transition effective. The active role that our hotels play in showcasing India's exceptional cultural heritage is well known. Our collaboration with UNESCO will only expand this scope and give us an international platform. Going forward, IHCL commits to preserving and promoting Intangible Cultural Heritage in the geographies in which it operates. We are also universally recognised and lauded as a socially responsible company. In the coming years, IHCL aims to impact the livelihoods of over 100,000 youth from marginalised backgrounds through skill building and greater employability. Through Paathya,

we will be driving diversity, equity and inclusivity for all our stakeholders. We have committed to increasing the participation of women in the workforce to 25% by 2025

### Charting a Course Towards Success

IHCL launched its new strategy called AHVAAN 2025 in May 2022. Under the plan, it will re-engineer its margins, re-imagine its brandscape and re-structure its portfolio. IHCL aims to build a portfolio of 300 hotels, clock 33% EBITDA margin with 35% EBITDA share contribution from new businesses and management fees by FY 2025-26. Ahvaan 2025 will further accelerate IHCL's profitable growth by scaling its diversified brand portfolio across its traditional and new businesses. Its iconic and strongest brand Taj, Paathya an industry-leading ESG+ framework and a strong focus on digital will be the key enablers on this journey.

### Business Performance

The Paathya framework paves the way to growth, which is sustainable, ethical and responsible and therefore, is worth pursuing. We all acknowledge that today, ESG issues have transformed from being a to-do to a must-do and are deeply interwoven within the core framework of every business. ESG holds considerable significance for all stakeholders and their perception of value. It is now common wisdom that firm embedding of ESG principles and ESG-driven processes leads to strong top-line growth, a significant reduction in costs and an increase in brand trust and loyalty. An ESG-focused organization is viewed as being better aligned with future needs and, thus more resilient, and this creates an advantage by way of brand perception, employee retention and market attractiveness. While on the operational front, ESG initiatives may seem costly in the beginning, the long-term returns that accrue in terms of lower recurring costs and environmental gains, more than compensate. With our Paathya framework, we firmly believe we are investing for a greener, more cost-efficient and better-balanced future and this will benefit not just our profitability but the legacy that we are leaving behind for future generations.

### Sustainability

Reducing our carbon footprint and increasing our green initiatives are key focus areas. Currently, 23% of the energy used in IHCL hotels is from a renewable source. By 2030, we plan to meet 50% of our energy needs from renewable sources. An aspect of our

commitment to creating a better natural environment is helping India transition to net zero emissions. To this end, we have tied up with Tata Power for the installation of Electric Vehicle (EV) charging infrastructure across our hotels in India. IHCL has installed over 310 EV charging stations across 121+ properties in India. Heating, Ventilation, and Air Conditioning (HVAC) is always a huge energy guzzler and a cost centre, for the hospitality business. Our partnership with the International Finance Corporation (IFC), a member of the World Bank Group, is helping us introduce efficient, climate-smart, cost-effective cooling solutions for the first time in India's hospitality sector. The impact will be game-changing.

### Societal Responsibility

As an industry leader, IHCL has always been deeply engaged in skilling and talent development pursuing it both as a way of benefitting communities, creating livelihoods within local economies and building the

talent pipeline. IHCL has established 16 skilling centres across the country with a presence in Gwalior, Lucknow, Jaipur, and Jamshedpur among others, including signing a 10-year-long MoU with the Assam Government for the development of a hospitality-focused skills training centre in the Northeast.

Today, it has become even more important to chart a new tomorrow - one that is more sustainable and inclusive. IHCL's resolve to contribute to society with an integrated approach towards creating sustainable growth and positive impact under Paathya is in line with our founder Jamsetji Tata's vision of keeping the community at the heart of business. Taking ahead IHCL's over a century-old legacy and being an industry leader, we are undertaking numerous measures to tackle ongoing and imminent challenges and will continue to act as a voice of the industry, driving policies and facilitating collaborations that help us collectively achieve a brighter, greener tomorrow.





## • MESSAGE FROM THE EXECUTIVE VICE PRESIDENT – HR

Dear Colleagues,

It is my pleasure to present IHCL's Sustainability Report for 2022-23.

The Report has been prepared with reference to Global Reporting Initiative (GRI) Standards 2021.

As a 120-year-old organisation that cares, standing strong on the founder's vision, IHCL has a greater responsibility to give back to the community and build a greener tomorrow. Our route map for profitable growth, *Ahvaan 2025* is strongly advocated through a key enabler – *Paathya*, the ESG+ framework and its six pillars. It reflects our constant endeavour to walk a collaborative path with all stakeholders, underpinned by our core values of Trust, Awareness and Joy. The ethos of holistic sustainability is nurtured through a diverse array of structured initiatives that extend beyond responsible operations, aiming for the ambitious *Paathya 2030* goals.

Over the past five years, we have achieved a threefold increase in renewable energy, successfully phased out plastic straws, fostered development through 16 skilling centres across geographies, introduced a comprehensive employee wellness framework, implemented a diversity, equity and inclusion (H.E.R) framework and more. We have collaborated with EarthCheck to benchmark and report our performance based on global best practices. It is a source of pride that 57 of our hotels attained EarthCheck Platinum certification in 2022-23. Additionally, IHCL has joined forces with the International Finance Corporation for pioneering sustainable cooling projects, a first in the hospitality industry. Integrating sustainability further into our elevated service culture, we crafted eco-conscious experiences for our guests through Carecations, switched to biodegradable room amenities, and more.

We have also aligned ourselves with international standards, such as the United Nations Global Compact, underscoring our commitment to create a sustainable future. This report, also serving as our 'Communication on Progress', reiterates our steadfast commitment to the United Nations Global Compact. Our endorsement of the Sustainable Development Goals, particularly Goal 8 (decent work and economic growth) and Goal 12 (responsible consumption and production), positions our environmental and social initiatives within the broader global framework and sustainability agenda. Our targeted volunteering initiatives have culminated in a commendable Per Capita Volunteering Hours



(PCVH) of 4.1 in 2022-23. These endeavours, coupled with our unwavering dedication to sustainability and social impact, have garnered global recognition and numerous accolades. As we navigate the dynamic landscape of sustainable practices, IHCL as custodians of Indian hospitality, reaffirms its commitment to spearhead the journey towards leading positive change.

**Gaurav Pokhariyal**  
Executive Vice President – Human Resources

## • ABOUT THIS REPORT

### Scope and Boundaries

The 16th Sustainability Report of the Indian Hotels Company Limited (IHCL) covers the economic, social and environmental aspects of the business. It spans the period April 2022 to March 2023, corresponding with the Indian financial year. IHCL has been publishing its annual sustainability report since the financial year 2001-02.

The reporting boundary for this Sustainability Report covers 158 Hotels owned or operated under management contracts by The Indian Hotels Company Limited (IHCL) and its subsidiaries Benares Hotels Limited, Piem Hotels Limited, United Hotels Limited, Roots Corporation Limited, the joint venture Taj GVK Hotels Limited [presented as 'IHCL' (covering 117 Hotels) and 'Ginger' (covering 41 Hotels) in this Sustainability Report] and 6 locations of its subsidiary TajSATS Air Catering Limited (presented as 'TajSATS' in this Sustainability Report).

Details of IHCL, Ginger and TajSATS hotels/locations covered in the reporting boundary are available in Annexure-1

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 standardising 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 2020-21. This Report has been prepared with reference to (GRI) Standards 2021. 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 the selected indicators in the report which has been carried out by Price Waterhouse Chartered Accountants 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

IHCL and its subsidiaries bring together a group of brands and businesses that offer a fusion of warm Indian hospitality and world-class service. These include Taj – the iconic brand for the most discerning travellers and ranked as the World’s Strongest Hotel Brand and India’s Strongest Brand across sectors as per Brand Finance Hotels 50 Report 2022 and India 100 Report 2022 respectively; SeleQtions, a named collection of handpicked, storied hotels; Vivanta, a chain of contemporary upscale hotels that celebrate joie de vivre; Ginger, a brand that is revolutionising the lean-luxe segment, and amā Stays & Trails, a charming portfolio of private bungalows and villas set in picturesque locales.

Core Values

Every action at IHCL is guided by our core values of Trust, Awareness and Joy, with Community at the heart of all we do. A combination of unparalleled craftsmanship, best-in-class service and undeniable business acumen is what makes IHCL iconic in every way.

Trust

- Fairness with all stakeholders
- Openness and transparency in what we do
- Free flow of information
- Alignment of all stakeholders
- Build and strengthen long-term relationships

Awareness

- Enhance awareness around our plans, strategies, tactics, processes
- Work together to create greater enterprise value
- Participative in our decision making
- Imbibe a sense of belonging across all stakeholders

Joy

- Derive joy and happiness from what we do and how we do it
- Serve all stakeholders with joy and utmost dedication
- Create and maintain an environment where there is joy and happiness, where people are respected and diversity is celebrated
- Share our success with all stakeholders

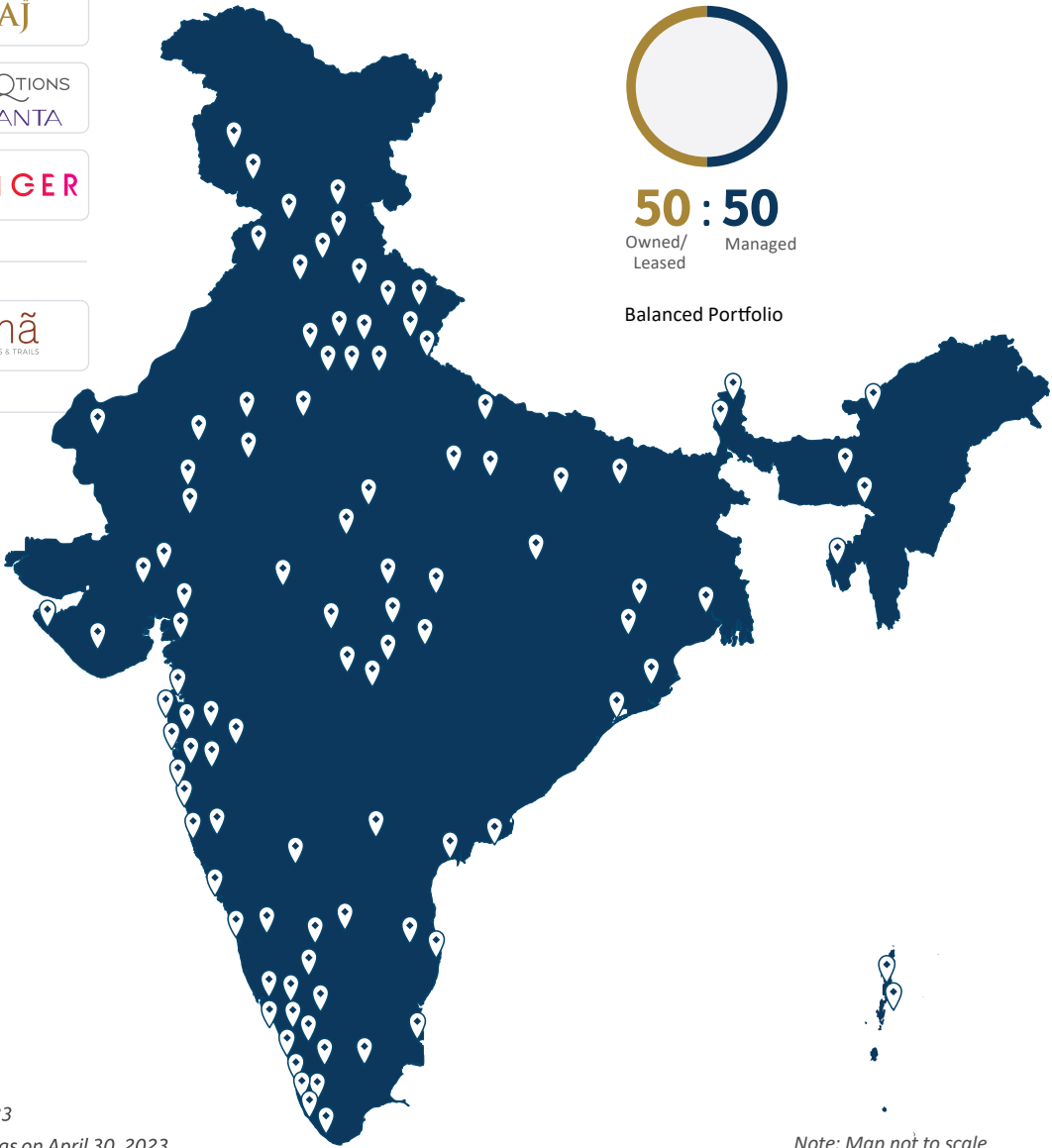
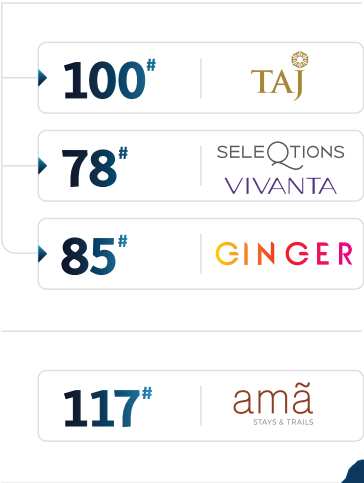
Our Culture - Tajness

We have spent years perfecting our craft, decades earning a reputation, and centuries building a culture. We call it *Tajness* - the soul of our robust hospitality ecosystem that subtly guides all our behaviours. *Tajness* is the way we do, what we do.

As we step into a world of newer possibilities, the spirit of *Tajness* stands invigorated. ‘*Tajness* – A Commitment Re-strengthened’ is a mark of assurance of IHCL’s authentic Indian hospitality, with an added comfort of safety, hygiene and physical distancing.



Our Presence



\*As on April 30, 2023  
#Including pipeline as on April 30, 2023

Note: Map not to scale




We Continued to Invest Strongly in Brand-Building



IHCL's *Ahvaan* 2025 strategy focuses on re-engineering margins, re-imagining the brandscape, and re-structuring the portfolio for profitable growth. Together with our industry leading ESG+ framework *Paathya*, we envision delivering growth while advancing our sustainability goals.

AHVAAN 2025 PERFORMANCE TARGETS

STRATEGIC INITIATIVES	FY 2025-26 PERFORMANCE TARGETS	FY 2022-23 PROGRESS#
 Re-engineer Margins	<b>33%</b> EBITDA Margin	<b>32.7%</b> ↑ 870 bps EBITDA Margin
	<b>ZERO</b> Net Debt	<b>ZERO</b> ↔ Net Debt
 Re-structure Portfolio	<b>50-50</b> Hotel Portfolio	<b>50-50</b> From 64% Hotel Portfolio
 Re-imagine Brandscape	<b>300</b> Hotel Portfolio	<b>263</b> ↑ 28 Hotel Portfolio
	<b>100</b> TAJ	<b>100</b> ↑ 11 TAJ
	<b>75</b> SELEQTIONS VIVANTA	<b>78</b> ↑ 17 SELEQTIONS VIVANTA
	<b>125</b> GINGER	<b>85</b> ↔ GINGER

↑ y-o-y ↔ Unchanged (y-o-y). The portfolio numbers includes pipeline as on April 30, 2023 #Consolidated



Workforce

As a global company emphasising quality of service, the diversity and operational skills of our employees are crucial for growth and competitiveness. We aim 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 (74%) and contractor employees (26%) excluding TajSATS. 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 Human Resources Management System (HRMS)Z, which consolidates data across all business units.

Total Employees (IHCL, Permanent & Contractual, Gender Wise) FY 2022-23

Men	19127
Women	4667
Third Part Contractual Staff	8231
Grand Total	32025

TajSATS (7 Catering Units & Corporate Office)

Men	2371
Women	102
Third Part Contractual Staff	1432
Grand Total	3905

• COLLECTIVE BARGAINING AGREEMENTS (2-30)

Employee unions and collective bargaining entities are present in 17 of our hotels. In the hotels where collective bargaining platforms exist, 43.39% of our employees are members.

Supply Chain

As a hospitality business, we are large-scale buyers of a variety of products. Our procurement processes are organised 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 organise 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, 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. In 2022-23, hotels sourced INR 2,036 lakhs worth of products by way of which we are supporting over 50 vendors, which include not-for-profit vendor partners, women entrepreneurs, minorities and Persons with Disabilities (PwD), in earning a regular livelihood.

Significant Changes to the Organisation and Supply Chain

The Company constantly endeavours to integrate sustainable practices in supply chain. Given the widespread network of hotels, the Company understands the importance of efficiently managing its supply chain. In this regard, IHCL 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 truckload shipments from

vendors to warehouses and from warehouses to hotels. This has reduced transportation due to the consolidation of shipments. This initiative has helped the Company improve supply chain efficiency, lower carbon footprint, reduce stock inventories and optimise logistics by serving the hotels’ needs through regional hubs.

The IHCL's Central Warehousing program continued to evolve, aiming to enhance efficiencies and add more value. In the latter part of 2021, Big Basket - a \$1.18B company with presence in approximately 60 cities and a significant B2B and B2C FMCG/Food & Non-Food supplier, joined the Tata Group. Leveraging the synergy between Big Basket and IHCL, the approach was to optimise Big Basket's technological and supply chain capabilities and integrate them into IHCL's supply chain model. This involved aggregating existing contracts under Big Basket to achieve benefits like single sourcing, reduced invoicing complexity and minimised transportation costs, which also greatly enhanced our green supply chain efforts.

This collaboration with Big Basket offers several advantages:

- 1. **Aggregation and Master Distribution:** Big Basket serves as a master distributor for FMCG products, consolidating IHCL's contracts and optimising distribution processes.
- 2. **Tech-Enabled Solutions:** Big Basket's strong tech-enabled infrastructure facilitates digitisation, simplification of ordering processes, and reduction of manual operations, further enhancing supply chain efficiency.
- 3. **Increased Scope and Volume:** The integration of Big Basket's offerings expands the scope of IHCL's supply chain program, leading to substantial growth in value and business volume.
- 4. **Vendor Interaction Reduction:** The program significantly reduces the number of vendor interactions across the IHCL group, streamlining processes and enhancing operational efficiency.
- 5. **Brand Standards:** The program greatly helps enforce brand standards across brands, ensuring effective implementation and availability of standard items.





By strategically expanding our operational horizons to encompass both Third-Party Logistics (3PL) and Fast-Moving Consumer Goods (FMCG), we are poised to achieve exponential growth, driving business value and volume with enhanced efficiencies. With an expansive portfolio featuring over 600 SKUs and robust partnerships with nearly 40 vendors, our projected annual turnover stands impressively at INR 180 Crores. This integration holds the potential to redefine our supply chain dynamics, optimising operations and generating substantial efficiencies. Notably, this initiative is expected to yield a significant reduction of over 6000 monthly vendor interactions across our establishments, highlighting discernible cost savings, heightened supply chain efficiency, and a commendable reduction in our carbon footprint, all in alignment with our unwavering commitment to sustainable practices. As we fervently pursue comprehensive integration with Big Basket, we envision a future characterised by enhanced scalability and innovative cross-functional opportunities, solidifying our position as industry pioneers in the realm of progressive supply chain practices and driving sustained success.

## External Initiatives

We support the UN Sustainable Development Goals, in particular Goal 12 (Resource consumption) 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.



## • AWARDS AND ACCOLADES

### Prestige. Service. Excellence.



#### Brand Finance Hotels 50, 2022

Taj rated as the **World's Strongest Hotel Brand 2022** by Brand Finance for the second consecutive time.

#### Brand Finance India 100, 2022

Taj rated as **India's Strongest Brand** across sectors by Brand Finance for the second time.

#### National Tourism Awards

IHCL hotels honoured across multiple categories

- The Taj Mahal Palace, Mumbai
- Taj Kumarakom Resort & Spa, Kerala
- The Gateway Hotel, Vijayawada



#### Golden Peacock Award 2022

- IHCL received this prestigious honour for efficient **Risk Management** in July, 2022
- **Excellence in Corporate Governance (National)** in November 2022

#### Certificate of Recognition (COR)

Medium Category at the 22nd ICSI National Awards for Excellence in Corporate Governance held in Mumbai in January 2023 by Hon'ble Mr. Justice P. Sathasivam, Former Chief Justice of India.



Multiple destinations of IHCL featured in the **Conde Nast Traveller Awards** and **Travel+Leisure Awards** across multiple categories in 2022.



6 IHCL hotels featured in the **Conde Nast Traveller Reader's Choice Awards 2022**



Pilibhit house HCL selections and Vivanta Sikkim featured in **Conde Nast Traveller Hot List 2022**





### India Risk Management Award

IHCL won 3 awards in multiple categories i.e. Masters of Risk in Business Model Adaptability, Brand & Social Media Risk Management & Special Jury Citation for Risk Management in Hospitality Sector under Large-cap Category at the India Risk Management Awards event organised by CNBC-TV18 and ICICI Lombard in April 2022.



### 29th Annual World Travel Awards 2022

- India's Leading Hotel  
**Taj Mahal, New Delhi**
- India's Leading Palace Hotel  
**The Taj Mahal Palace, Mumbai**
- India's Leading Conference Hotel  
**Taj Palace, New Delhi**
- India's Leading Family Resort  
**Taj Exotica Resort & Spa, Goa**



### MakeMyTrip India's Favourite Homestays Awards 2022

Our amā Stays & Trails bungalows have been awarded

#### Villa Siolim, Goa

Received Villa of the Year Award

#### Ambika Vilas, Trivandrum

Received Best Heritage Homestay Award



### World Responsible Tourism Awards

Paathya recognised for **Sustaining Employees and Communities** through the pandemic and **Contributing to the Cultural Heritage of India** at the coveted **International Convention of World Responsible Tourism Awards**.

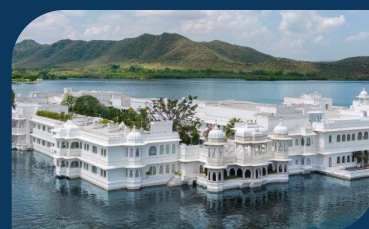


4 IHCL hotels featured in the **Travel+Leisure Top 500 Reader's Best Awards 2022** for Asia



Multiple IHCL Hotels and Resorts featured in the **Travel+Leisure World's Best Awards 2022** including categories of Best 100 hotels in the World, Best 15 Resorts in Asia, Best in New York, Best City Hotels in Indian, etc.

## Highlights



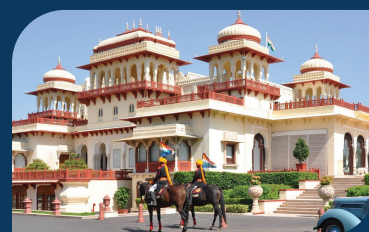
### Taj Lake Palace, Udaipur

Featured in Conde Nast Travellers' Choice Awards and in 3 categories, including Best 100 Hotels in the World and Best Resorts in India across two awards (Travel+Leisure World's Best Awards 2022 and Travel+Leisure Top 500 Reader's Best Awards 2022).



### Taj Palace, Delhi

Featured in 3 categories, including Best 15 City Hotels in Asia and Best City Hotels in India in Travel+Leisure World's Best Awards 2022 list and in Conde Nast Traveller Readers' Choice Awards 2022.



### Rambagh Palace, Jaipur

Featured across 3 awards lists, including Best 15 Resorts in Asia in Travel+Leisure World's Best Awards and Top 500 Reader's Best Awards 2022.

# • 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. Hotels and resorts have been going green for some time now and that trend is likely to become more popular as travellers look to limit their impact on the environment and experience the local culture. In recent years, top hotel brands have pledged to reduce water usage, carbon emissions and waste, while pursuing LEED certifications for properties, renewable energy sources and locally sourced food. 'Green' hotel initiatives will help ecologically conscious guests make informed choices and also transform themselves to lead the change towards sustainability. For more information on our environmental opportunities, risks and management of these risks, please refer to pages 28 - 57 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 commercialisation, and immediate impacts such as increased traffic and noise. We aim to minimise these by implementing cultural and heritage conservation programs designed in collaboration with local residents associations and NGOs, employing local staff, training our employees in culturally appropriate behaviour, and sensitising our guests to local practices and customs.

For more information on our social opportunities, risks and management of these risks, please refer to pages 58 - 111 of this report.

## Governance and Ethics

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 benefit by our presence, by maximising local employment, providing business opportunities for suppliers and training opportunities for youth and women. Offering opportunities to artisans to display and sell their art, extending scholarships to students, and implementing food security programs to communities are all part of our efforts to share economic benefits with the community. For more information, please refer to pages 112 - 117 of this report.













# • STAKEHOLDER ENGAGEMENT (2-29)

## Approach to Engaging our Stakeholders

As we take strides towards *AHVAAN 2025*, our actions continue to be guided by a relentless focus on creating shared and sustained value for the company and all our stakeholders. This will become even more critical as we grow in scale, become part of new communities and work with new value chain partners. For new projects, we follow an inclusive process where the relevant stakeholders are consulted early on to keep them abreast of our objectives and take note of their genuine concerns. As a responsible corporate, we are sensitive to the faith and expectations that our stakeholders place on us. We endeavour to enhance the positive impacts of our operations and address any negative externalities through preventive measures or suitable mitigation measures.

At IHCL, we ensure an open and accessible environment where any stakeholder, internal or external, has the means to connect suitably with our hotels or corporate office for any queries, concerns, or requests for details. Within our company, roles and responsibilities are well defined and individuals are duly empowered to respond in a fair, transparent and timely manner.

The key stakeholder groups of the company are outlined below, along with details of how we engage and deliver value to them. Our engagement processes include both formal platforms for interactions that follow pre-determined engagement frequency as well as need-based outreach that occurs from time to time. Key priority areas and concerns of stakeholders are assessed individually and collectively, and the Company's response strategies are carefully developed and effectively communicated. Specific metrics are in place to assess responsiveness and satisfaction levels as well as a broader range of measures through which we create value for the stakeholders.

							
<b>Investors</b> The support of our shareholders is crucial for our business strategy and growth.	<b>Employees</b> Our employees are an invaluable asset, as their diverse knowledge, experience, and abilities enhance the organisation's effectiveness, productivity, innovation and reputation	<b>Customers</b> Customer loyalty and long-term relationships make our brands unique and contribute to our industry leadership.	<b>Owners and Partners</b> Our Partners are key to our efficient operations and optimal business performance.	<b>Suppliers</b> The material and services from our suppliers help provide the best customer experience. Our reliable efforts ensure and efficient, high-quality, ethical supply chain.	<b>Local Communities</b> Our communities provide us with the social license to operate and their well-being is key for sustainable business.	<b>Government and Regulators</b> We comply with property regulations, communicate regularly with regulators, and partner with the government on community and policy initiatives.	<b>Lenders</b> Favourable lender relationships and high credit rating CARE- AA (Positive) ICRA-AA + (Stable) facilitate cost effective and timely growth capital.
<b>Key Priorities</b>				<b>Key priorities</b>			
<ul style="list-style-type: none"> <li>Financial performance and dividends</li> <li>Good governance</li> <li>Transparency</li> <li>Growth</li> <li>Operational and resource efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Skill enhancement</li> <li>Positive work environment</li> <li>Safety and security</li> <li>Employee well-being</li> </ul>	<ul style="list-style-type: none"> <li>Service quality</li> <li>Differentiation and product relevance</li> <li>Safety and privacy</li> <li>Ethical business practices</li> <li>Environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Business performance</li> <li>Health of assets</li> <li>Operational and resource efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Quality and availability of goods and services</li> <li>Resource efficiency</li> <li>Supplier development</li> </ul>	<ul style="list-style-type: none"> <li>Livelihood opportunities</li> <li>Environmental protection</li> <li>Community development</li> <li>Culture and heritage preservation</li> </ul>	<ul style="list-style-type: none"> <li>Timely compliance with regulations</li> <li>Transparent and open operations</li> <li>Timely tax payments</li> <li>Support of Central/State governments schemes</li> </ul>	<ul style="list-style-type: none"> <li>Timely repayment of principal and interest</li> <li>Healthy credit discipline adherence</li> <li>Timely updates on financial performance</li> </ul>
<b>Channels of Engagement</b>				<b>Channels of Engagement</b>			
<ul style="list-style-type: none"> <li>Quarterly investor calls, annual investor meets, Annual General Meetings, public and media announcements press releases, Stock exchange intimations Company website, ongoing meetings communication through electronic/ social media</li> <li>Annual Report and sustainability disclosures</li> <li>A dedicated investor relations department</li> </ul>	<ul style="list-style-type: none"> <li>Real-time engagement through VConnect</li> <li>Daily meetings and briefings</li> <li>Monthly town halls</li> <li>Timely internal communications</li> <li>Published training calendar</li> <li>Employee committees and union meetings</li> <li>Recognition Forums</li> </ul>	<ul style="list-style-type: none"> <li>Direct feedback from guests during and after each experience</li> <li>Loyalty programme</li> <li>Real-time social media engagement</li> <li>Periodic market research</li> </ul>	<ul style="list-style-type: none"> <li>Annual partner meets</li> <li>Ongoing communication from the business development department</li> <li>Annual Business Conference</li> </ul>	<ul style="list-style-type: none"> <li>Supplier development initiatives</li> <li>Supplier feedback surveys throughout the year</li> <li>Annual suppliers' meet</li> <li>On-boarding process and maintenance of open communication channels</li> </ul>	<ul style="list-style-type: none"> <li>CSR partnerships</li> <li>Minimisation of our environmental footprint</li> <li>Community welfare programmes</li> <li>Participation in neighborhood associations</li> <li>Annual volunteering calendar</li> </ul>	<ul style="list-style-type: none"> <li>Participation in government consultation programmes</li> <li>Representation through trade bodies</li> <li>Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Ongoing communication and relationships</li> <li>Sharing regular updates on financial performance</li> </ul>
<b>Value Created</b>				<b>Value Created</b>			
<ul style="list-style-type: none"> <li><b>100% or ₹1</b> per share dividend proposed</li> <li>Market capitalisation* of <b>₹50,389 crores</b></li> </ul>	<ul style="list-style-type: none"> <li><b>₹6.55 cr</b> investment in employee learning and development</li> <li>World class performance and career development programs</li> </ul>	<ul style="list-style-type: none"> <li>Superior customer experience delivery</li> <li><b>81.3</b> Net Promoter Score (NPS)</li> </ul>	<ul style="list-style-type: none"> <li>The focus is on maintaining the infrastructure efficiently while sharing revenues with asset owners via partnership models such as license fees</li> </ul>	<ul style="list-style-type: none"> <li>Preference to domestic producers -90% domestically sourced products</li> <li><b>13,452</b> registered suppliers/ dealers</li> </ul>	<ul style="list-style-type: none"> <li><b>~100+</b> families supported through terror victims support</li> <li>Supported <b>~4,700</b> livelihoods from under-served communities through programmes and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Timely tax payment</li> <li>Demonstrating strong compliance with laws</li> <li>Support government initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Maintain high credit discipline</li> <li>Timely payment of loans</li> </ul>

\*Based on May3, 2023 quoted price






• MATERIALITY (3-2)

Our Sustainability Priorities Defining Materiality

We had previously undertaken a structured process to identify the key topics material to our company under the three dimensions of economic, environmental and social performance, as presented in our Sustainability Report FY 2020-21. While these priority topics continue to guide our strategies and actions, we conducted focused discussions with our senior management during FY 2021-22 to re-validate our priorities and better align them with a changing external environment. The refreshed list of material topics, reviewed by an independent third party, is presented below.

Environment	Social	Governance
Climate Strategy	Talent Management & Retention	Corporate Governance
Emissions and Energy Management	Diversity, Equity and Inclusion	Brand, Reputation and Communication
Water Stewardship	Health and Safety	Business Continuity and Disaster Preparedness
Waste Management	Human Rights	Cybersecurity and Data Protection
Biodiversity	Customer Relationship Management	Enterprise Risk Management
	Customer Delight	Digital Transformational and Automation
	Food Safety and Quality	
	Stakeholder Engagement	
	Sustainable Supply Chain	

Sustainability Dimension	Material Topics	Topic Definition
Environment	CLIMATE STRATEGY 	As climate change continues to impact the planet, the hospitality industry, known for its energy-intensive operations and reliance on natural resources, must adopt climate strategies. These strategies involve reducing greenhouse gas emissions, transitioning to renewable energy sources, and developing adaptation plans to address the changing environment.
	EMISSIONS AND ENERGY MANAGEMENT 	Emissions and Energy Management are critical for the hospitality industry due to its significant energy consumption. Effective management entails tracking and reducing carbon emissions, improving energy efficiency, and adopting renewable energy sources while postively addressing operational cost and mitigation of environmental impacts.
	WATER STEWARDSHIP 	Water Stewardship is essential for the hospitality sector due to its extensive water use for various services. Sustainable water management practices, including conservation and responsible sourcing, are vital for minimising water scarcity risks, ensuring local communities have access to clean water and demonstrating a commitment to responsible resource management.

Environment	WASTE MANAGEMENT 	Effective Waste Management is crucial for the hospitality industry, which generates substantial amounts of waste. Implementing waste reduction and recycling programs not only minimises environmental harm but also aligns with consumer preferences for eco-friendly businesses. Waste management contributes to operational efficiency, cost savings, and a positive brand image.
	BIODIVERSITY 	Biodiversity is pertinent to hospitality as natural ecosystems often play a role in tourism and leisure experiences. Preservation of local biodiversity supports ecotourism, protects unique attractions, and contributes to the overall health of ecosystems. z




Social	TALENT MANAGEMENT & RETENTION 	The industry's success relies heavily on skilled employees who provide exceptional customer service. Effective Talent Management and Retention strategies, including training, fair compensation and career growth opportunities, lead to a satisfied and motivated workforce, ultimately enhancing guest experiences and fostering a positive corporate culture.
	DIVERSITY, EQUITY & INCLUSION 	Embracing Diversity, Equity and Inclusion within the industry is essential for fostering a welcoming and respectful environment. This approach enhances employee well-being, attracts diverse talent, and resonates with a global customer base that values businesses committed to fairness and equality.
	HEALTH & SAFETY 	Health and Safety are paramount in the hospitality industry, where the well-being of guests and employees is of utmost importance. Maintaining rigorous health and safety standards ensures a safe environment for everyone within the establishment. Adequate measures, such as hygiene, sanitation protocols, and emergency response plans, not only protect guests and staff but also safeguard the business from legal and reputational risks. Prioritising health and safety builds trust with customers, enhances employee satisfaction, and contributes to the industry's overall resilience, especially in times of crisis.
	HUMAN RIGHTS 	Upholding Human Rights within the hospitality industry is integral to ethical business practices. Ensuring fair treatment, non-discrimination, and respect for the rights of employees, guests, and communities are essential. Human rights considerations encompass labour rights, including fair wages, safe working conditions, and protection against exploitation. IPrioritising human rights not only aligns with global ethical standards but also enhances the industry's reputation, attracts responsible consumers and promotes social well-being.
	CUSTOMER DELIGHT 	Effective Customer Delight is a cornerstone of success in the hospitality industry. Establishing and nurturing positive relationships with guests is vital for brand loyalty, repeat business and positive word-of-mouth referrals. By understanding guest preferences, anticipating needs, and delivering personalised experiences, hospitality businesses can create lasting impressions that set them apart.
	COMMUNITY RELATIONSHIP MANAGEMENT 	Engaging with the communities where hospitality businesses operate fosters goodwill, supports local economies, and demonstrates commitment to social responsibility. Collaborative efforts such as community development projects, cultural preservation initiatives, and philanthropic activities can have a profound impact on the well-being of residents and the sustainable growth of the region.



## Social

<p>FOOD SAFETY &amp; QUALITY</p> 	<p>Ensuring Food Safety and maintaining high-quality standards are non-negotiable in the hospitality industry. With guests' health and satisfaction at stake, strict adherence to food safety protocols, hygiene standards and quality control measures is imperative. Proper food handling, preparation and storage practices not only prevent foodborne illnesses but also safeguard the reputation of the business. Delivering consistently high-quality meals enhances guest experiences, fosters loyalty, and encourages positive reviews and recommendations.</p>
<p>STAKEHOLDER ENGAGEMENT</p> 	<p>Stakeholders include a broad range of individuals and groups, such as customers, employees, investors, local communities, regulatory authorities and NGOs. Engaging with these stakeholders involves open communication, listening to their concerns and involving them in decision-making processes. By understanding the diverse perspectives and expectations of stakeholders, hospitality businesses can make informed choices that consider social, environmental, and ethical considerations. Strong stakeholder engagement not only builds trust and positive relationships but also contributes to responsible business practices, enhanced reputation and a better understanding of the industry's impact on society and the environment.</p>
<p>SUSTAINABLE SUPPLY CHAIN</p> 	<p>Integrate ESG aspect into the supply chain which can effectively reduce the overall risk. Supplier/ vendor diversification to sustainable sourcing, important aspects of supply chain management. Ensuring sustainable sourcing for all our operations, which promotes the development of local communities, generates job opportunities, streamlines transportation and has a major impact in reducing carbon dioxide emissions.</p>

## Governance

<p>VALUE CHAIN MANAGEMENT</p> 	<p>Hospitality supply chains are complex, involving various goods and services. Prioritising ethical sourcing, responsible procurement and supplier diversity ensures a transparent and ethical Supply Chain. This approach strengthens the industry's reputation, minimises supply chain risks, and aligns with consumer demands for responsible business practices.</p>
<p>Corporate Governance</p> 	<p>Robust Corporate Governance practices are fundamental to maintaining transparency, accountability and ethical conduct within the hospitality industry. Effective corporate governance structures ensure that decision-making processes are fair, transparent and aligned with the best interests of stakeholders. This includes clear roles for leadership, oversight mechanisms and compliance with laws and regulations. Strong governance safeguards against fraud, corruption and unethical behaviour, thereby protecting the business's reputation and shareholder value. In an industry where guest trust is crucial, sound corporate governance demonstrates a commitment to responsible management, enhances stakeholder confidence, and contributes to long-term business sustainability.</p>
<p>BRAND, REPUTATION &amp; COMMUNICATION</p> 	<p>In the competitive landscape of the hospitality industry, brand, reputation and effective communication play a pivotal role. A strong brand identity that aligns with values, customer expectations and sustainability efforts sets businesses apart. Reputation, built through consistently delivering on promises and maintaining high standards, directly influences customer choices and loyalty. Effective communication is crucial for conveying sustainability initiatives, ethical practices and community engagement efforts to stakeholders. Transparent and proactive communication helps to build trust, showcase responsible business practices and create an emotional connection with customers.</p>

## Governance

<p>BUSINESS CONTINUITY &amp; DISASTER PREPAREDNESS</p> 	<p>In the hospitality industry, Business Continuity and Disaster Preparedness are critical to ensure the smooth functioning of operations, particularly during unforeseen events such as natural disasters, pandemics, or other crises. Having robust plans in place to respond effectively to emergencies safeguards the well-being of guests and staff, minimises disruptions and preserves the reputation of the business. By anticipating and mitigating risks, the industry can recover quicker from disruptions and continue providing essential services to guests and communities.</p>
<p>CYBERSECURITY &amp; DATA PROTECTION</p> 	<p>As businesses rely on digital systems for reservations, payments, guest information and operations, safeguarding sensitive data from cyber threats is crucial. Robust cybersecurity measures protect guest privacy, prevent data breaches and ensure compliance with data protection regulations. A breach can lead to significant financial and reputational damage. Prioritising cybersecurity and Data Protection builds guest trust by assuring the safe handling of personal information.</p>
<p>ENTERPRISE RISK MANAGEMENT</p> 	<p>Identifying, assessing, and mitigating risks across various aspects of the business such as operations, finance, reputation, and compliance is essential. With inherent vulnerabilities like natural disasters, economic downturns and regulatory changes, hospitality businesses must be prepared to adapt swiftly. Effective Risk Management enhances the ability to seize opportunities while minimising potential negative impacts. By proactively managing risks, the industry can protect assets, maintain financial stability and uphold its commitment to stakeholders' interests.</p>
<p>DIGITAL TRANSFORMATIONAL &amp; AUTOMATION</p> 	<p>Digital solutions streamline operations, enhance guest experiences, and improve efficiency. Embracing Digital Transformation not only boosts operational efficiency and guest satisfaction but also showcases the industry's adaptability and innovation, positioning it as a leader in the changing business landscape.</p>





Generating Economic Value: (Material Topic 1.1)  
Financial Performance (Consolidated)

Management Approach

We diversified revenue, innovated and boosted cash flow across all group companies for higher profitability, meeting shareholder expectations. This success fuels job creation, supports communities and suppliers, nurtures employee growth and creates exceptional customer experiences. Improving operational efficiencies has been a key focus, leading to sustainable turnaround and increased margins.

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 [www.ihcltata.com/investors](http://www.ihcltata.com/investors)

Actions and Targets

Ahvaan 2025, our strategic plan that aims to make IHCL South Asia's premier and most profitable hospitality

company, is a three-pronged approach that prioritises value creation by re-engineering traditional businesses, scaling re-imagined ventures and portfolio restructuring. IHCL aims to build a portfolio of 300 hotels, clock a 33% EBITDA margin with 35% EBITDA share contribution from new businesses and management fees by FY 2025-26.

In FY 2022-23, re-engineering traditional businesses led to a 20%+ revenue growth, with a 15.2% margin expansion. Notable additions include the Italian brand Papermoon and Indian restaurant Loya in Goa, along with expansions in House of Nomad and 7 Rivers.

Scaling re-imagined ventures saw Ginger reaching 85 hotels, turning profitable with a PBT of INR 48 Crores. TajSATS achieved a record EBITDA margin of 19.7% and a PBT of INR 107 Crores. amã Stays & Trails now boasts a portfolio of 114, while Qmin expanded to 34 outlets, including an all-day diner in Ginger Hotels.

Portfolio restructuring reached a 50:50 mix between owned/leased and managed hotels, signing 36 new hotels. Taj, ranked as the World's Strongest Hotel Brand celebrated a milestone of 100 hotels.

IHCL's commitment to sustainable tourism is evident through its comprehensive ESG+ framework *Paathya*, focusing on renewable energy, plastic elimination, heritage conservation and skill development.

With a core focus on culture, customers, and community, Ahvaan 2025 aims to maximize stakeholder value.



201-1 Direct Economic Value Generated and Distributed (Material Topic 1.1)

	FY 22/23	
Material Topic 1.1	₹ crores	
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED		
Economic Value Generated:		
Revenues		
Economic Value Distributed:	3,811.32	
Operating Costs	1,574.02	(F&B consumed + O&G Exps +Exceptional Items - CSR)
Employee Wages and Benefits	761.63	
Payments to Providers of Capital (Finance Costs)	128.29	
Payments to Government (Direct Taxes)	221.96	(Current Tax only)
Dividend Paid Out (declared for the year)	142.04	
Community Investments (CSR)	0.56	
	2,828.50	
Economic Value Retained:	982.82	

The information above is according to the definitions provided by GRI. IHCL's detailed financial statements are available on pages 113-123 of our annual report

Growth and Scale (Material Topic 1.2)

Management Approach

Growth and scale imply widening our presence and pursuing business excellence through business intelligence, digitalisation and process improvements. It involves creating shared value 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, maximising the 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 Ahvaan 2025 strategy: Re-structure, Reengineer 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

Throughout this year, our hotel brands have seen consistent growth, aligning closely with the evolving

industry demands. Our expansion strategy has been dynamic, leveraging both management contracts and self-funded projects across Taj, SeleQtions and Vivanta, while Ginger's growth primarily focuses on operating leases.

This year marked a breakthrough as we ventured into several Tier 2 and 3 cities in India and expanded our reach globally. To accelerate growth significantly, we are strategically increasing our presence across growth hubs, appealing to diverse customer segments and embracing emerging trends like business-leisure, pilgrimage tourism, experiential holidays and the thriving lean-luxe category.

Our commitment to rapid expansion led us to a significant milestone: the signing of our 250th hotel in Saudi Arabia. Additionally, we announced our forthcoming entry into the Lakshadweep and Dhaka markets, emphasising our dedication to consistent portfolio growth.

Performance

- 16 new hotel openings during the year
- 36 new hotel signings during the year



## Customer Delight (Material Topic 1.3)

### Management Approach

Customers continue to be at the core of everything we do. The strong relationships and engagement with our customers is further enhanced by leveraging data analytic tools, optimised loyalty program, improved user experience across our digital channels and periodic communication to craft hyper personalised experiences.

### Policies and Commitments

At IHCL, we have always been consumer-centric, keeping our guests at the heart of our business. We continue to sharpen our focus on customer experience with the introduction of new products and enhanced services.

Taj retained the dual honour of World's Strongest Hotel Brand and India's Strongest Brand across all sectors as per Brand Finance Hotels 50 Report 2022 and India 100 Report 2022. Taj being rated as the World's Strongest Hotel Brand is a testament to the unwavering trust our guests have consistently placed in us and the warmth and sincere care our employees have embodied day-after-day. 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. Delighting our customers enables us to stay relevant and differentiate ourselves in a dynamic market. We offer customised service offerings, active digital engagement and an exceptional loyalty program 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

Customer centricity in the modern era blends digital convenience with a human touch. Our **Care@Tajness** program, born from customer insights, crafts intuitive experiences while maintaining our responsive culture. It re-engineers service standards and re-imagines offerings, intertwining innovation with our signature personalised service.

Each guest journey embodies local customs, showcasing the Taj's intuitive and personalised service. A centralised customer hub not only manages feedback but also leverages insights for product and service enhancements. Initiatives like **Carecations** and **Woyage** cater to eco-conscious and solo female travellers, respectively.

IHCL champions women's causes, fostering a culture that values and supports women guests and stakeholders. 'She Remains The Taj' embodies this

spirit, reinforcing our commitment to women as guests, employees, partners and more. Our initiatives range from South Asia's first luxury serviced residences managed by an all-women team, to flagship Ginger hotel built by all-women engineering team. Our policies include extended maternity leave, healthcare benefits, and skill-building for underprivileged women.

### Performance

- Net Promoter Score for 2022-23 is 81.3

## Brand, Reputation and Communication (Material Topic 1.4:)

### Management Approach

As part of the 150 years 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

In 2018, we pivoted from a branded house approach, where Taj was at the centre to an ecosystem driven by the house of brands that we have, with our trusted, popular and iconic brands, servicing a wide spectrum of customers, geographies and experiences. Some of the key elements of unlocking the power of our brands included:

- Focused business development efforts to drive the network of hotels under each brand. Today, we have doubled the Taj portfolio to 100 hotels, expanded SeleQtions to 31 hotels, rationalised Vivanta and grew it to 47 hotels and re-positioned Ginger into a lean-luxe model to an 85 hotels portfolio.
- TajSATS has now grown significantly with a market share of 58%.
- We have scaled up our F&B Brands. E.g. Bombay Brasserie has now moved beyond London to Cape Town and Dubai, with the fourth one planned in San Francisco. Shamiana has now expanded to Dubai. Further, new brand concepts like Loya, Paper Moon and Seven Rivers have been introduced. We launched Qmin and amã during the pandemic period.

### Performance

- Taj rated as the World's Strongest Hotel Brand 2022 and India's Strongest Brand by Brand Finance for the second consecutive time

## Digitalisation (Material Topic 1.5)

### Management Approach

IHCL is strategically embracing cutting-edge technology and cloud-based solutions to enhance operational excellence, bolster customer engagement and provide unparalleled services to our discerning clientele. By adeptly integrating proactive communication channels and efficiency-enhancing tools, IHCL is focused on not only delivering a superlative customer experience across the business spectrum, but also enabling employees to be effective and efficient.

### Policies and Commitments

**EMPLOYEES' APP:** myTAJ The introduction of myTAJ app has revolutionised IHCL's HR management. This application simplifies processes like attendance recording, leave application and payslip retrieval. The app has not only improved the efficiency of the HR department, but also increased employee satisfaction and engagement.

**IRA – CHATBOT:** The IHCL Response Assistant (IRA) is a powerful AI-powered Chatbot that streamlines our operations and improves the experience of our guests. Accessible 24x7, it enables customers to quickly and easily book rooms without having to go through the entire website or contact customer service via telephone. We have already seen enhanced satisfaction ratings from our patrons, in addition to reduced booking errors.

**GINGER ON TATA NEU:** Ginger on Tata Neu not only creates customer loyalty and improves Ginger's digital presence but also provides Ginger with a superior technology platform with a customer 360 view and personalisation engine as its core. This will help propel Ginger's business forward by expanding reach, improving market share and reducing distribution costs.

**I-LEAP:** Our Data Lake and Enterprise Analytics Platform (I-LEAP) has enabled consolidation of data from IHCL's critical source systems into an all-inclusive platform. This has facilitated near real-time and daily dashboards for key business insights. These automated reports have also helped save a significant amount of time for business users. This is part of the larger data strategy road map and Phase 2 will involve setting up AI and ML models for better decision-making

**I-DOCS:** I-DOCS is an omnichannel guest interaction platform created to provide a comprehensive guest experience. With its scalability and capability to manage multiple guest touchpoints, it facilitates room reservations as well as additional services like The Chambers helpdesk and a customer contact hub. Its cloud-based architecture enabled the rapid deployment of new features during the year.

**I-ZEST:** IHCL created I-ZEST to enhance operations and ensure the safety of guests and employees. Guests can now easily check in, check out, access food and beverages, and pay bills using their devices via this platform. It offers paperless invoices for a customer-friendly yet environmentally-responsible experience. We are integrating I-ZEST at all our hotels.

**QMIN:** Qmin, our food delivery service app, offers a selection of high-quality dishes from IHCL's signature restaurants to customers in major cities. Its new feature "Qmin Celebrations" enables online celebrations and business meetings to be held using the same curated menu, with people from different cities being served by the vast network of restaurants.

## Performance





# Paathya

Preserving and nurturing natural systems and the communities that depend on them assures the longevity and well-being of the industry. It is necessary that we reorient our operating models to deliver responsibly.







As a pioneer of India’s hospitality industry, IHCL has set many benchmarks in the sector, which continue to develop and evolve. Today, making hospitality sustainable is an existential challenge and as the

custodians of Indian hospitality, IHCL renews its commitment to lead the path in sustainability. *Paathya* and how hospitality is set to transform the *Paathya* framework anchors IHCL’s holistic response to the sustainability challenge.

‘*Paathya*’ derived from the Sanskrit word ‘path’ means both ‘way’ and ‘solution’. It tackles challenges that are material to the organisation and priority areas for the industry, based on its six constituent pillars.



They are both functionally and strategically driven to:

- |   |   |
|---|---|
|  Promote Environmental Stewardship           |  Help Preserve our Heritage and the Brand                        |
|  Promise Social Responsibility               |  Partner for Value Chain Transformation                          |
|  Be Prudent through Excellence in Governance |  Continue Progress through Sustainable Growth Pillars of Paathya |





ENVIRONMENT  
STEWARDSHIP



Energy



Water  
Management



Waste  
Management



Bio-Diversity



CareCation





# ENVIRONMENT STEWARDSHIP

## Management Approach

IHCL being the largest player in South Asia’s hospitality space, has assumed ambitious responsibilities and goals for optimal utilisation of water, energy, other resources and effective waste management. Environment considerations are weaved into our projects right from the beginning and our day-to-day operations are carried out

without impacting the surroundings. Our well-defined specific targets to preserve the planet are making steady progress toward our goals. We continue to optimise our use of natural resources while making efforts to reduce and manage our waste efficiently, thereby contributing to UN Sustainable Development Goals (SDGs). We measure and disclose our performance on these parameters regularly through the Carbon Disclosure Project, Integrated Reporting and Business Responsibility Sustainability Reporting.



## Policies and Commitments

Our sustainability approach is defined by the IHCL Sustainability Policy [IHCL\\_Sustainability\\_ESG\\_Policy.pdf \(ihcltata.com\)](#) which emphasises on creating long-term stakeholder value. The policy calls for the company to integrate sustainability considerations into all business decisions and key work processes to create value, mitigate future risks and maximise 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](#).

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 lifecycle of all products and services. This is applied through environmental and social assessments conducted in the pre-opening phase of all new hotels.



## 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 have defined specific targets both short-term and long

term to ensure that we utilise our resources optimally. Our three focus areas include optimum utilisation of energy and water at all our properties and efficient waste management, and we are making steady progress toward these goals.

paathyā LEADING CHANGE WITH TRUST, AWARENESS & JOY			Performance Target	
PILLAR	2030 TARGETS		FY 2022-23 PROGRESS	
 <b>PROMOTE</b> Environmental Stewardship	<b>50%</b> of all Energy Consumed to be from Renewable Sources		<b>23%</b> of Electrical Energy consumed is from Renewable Sources	
	<b>100%</b> Recycle of Waste Water		<b>42%</b> of Waste Water is Recycled	
	Eliminate Single-use Plastic Beyond the List of 10 Mandated Items		<b>74 Hotels</b> Waste Composters	<b>20 Hotels</b> Water Bottling Plants
	<b>100%</b> Eligible Hotels will be EarthCheck Certified		<b>77 Hotels</b> Are EarthCheck Certified and 12 New Hotels Onboarded this Year	
	<b>100%</b> Business Meetings and Conference to Go Green-Innergise Green Meeting		To be launched	
 <b>PROMISE</b> Social Responsibility	<b>100,000+ Youth</b> Empower the Livelihood		<b>~4,700</b> Youth Skilled	
	<b>12 hours</b> Per Employee Annual Volunteering Hours		<b>4.1</b> Per Capita Volunteering Hours	
 <b>PARTNER</b> Transformation	Sustainable Supply Chain Policy Formulation and Implementation		In process	
	<b>&gt;90%</b> Compliance of tier-1 Suppliers to Supplier Code of Conduct		<b>&gt;90%</b> All Tier 1 Contracts Carry this Certification from the Vendor	
	<b>&gt;50%</b> Raw Materials Sourced Domestically		<b>90%</b> Raw Material Sourced Domestically	
 <b>PRESERVE</b> Heritage and Brand	<b>100%</b> Adoption of Intangible Cultural Heritage (ICH) Project with UNESCO		<b>10</b> ICH Adopted	<b>11</b> ICH in Pipeline
	<b>25%</b> Women Representation in Board		<b>14%</b> Women Representation in Board	
 <b>PRUDENT</b> Corporate Governance	<b>100%</b> Board Level Committee Chaired by Independent Director		<b>100%</b> Board Level Committee Chaired by Independent Director	
	<b>3</b> Sustainability/ ESG Expert as Board Member		<b>100%</b> Achieved	



As part of our commitment to transparency in reporting environmental performance, we have participated in voluntary reporting to the CDP since 2007-2008

[https://investor.ihcltata.com/files/IHCL\\_Environmental\\_Policy.pdf](https://investor.ihcltata.com/files/IHCL_Environmental_Policy.pdf). There has been considerable growth in the use of renewable energy, waste treatment and reduction in water consumption in the hotels. IHCL has partnered with Earth Check, the world's leading scientific benchmarking, certification and advisory group for travel and tourism, for performance monitoring and verification. For FY 2022-23, the 77 hotels participating in the Earth Check program, have together used a total of 363,744,126 MJ from renewable energy sources. As of this year, 23% of the company's electricity comes from renewable energy. 42% of total consumption was recycled by the hotels through wastewater treatment in onsite treatment facilities and rainwater harvesting.

We are also partnering in India's Net Zero by 2070 vision by enabling greater penetration of green mobility. We address the goal of environmental stewardship through the two thrust areas of reducing energy and emissions and running our operations sustainably, with implementation stretching over the short and long term. It is categorised as:

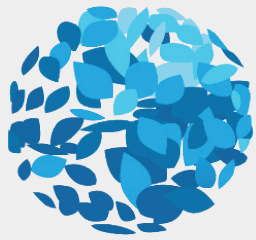
### Climate Change, Energy and Emissions

- Renewable energy usage
- Energy efficiency
- Green House Gases (GHG) emission

### Sustainable Operation

- Water and wastewater management
- Waste management and circular economy
- Sustainability certifications

### EarthCheck Certifications



EARTHCHECK

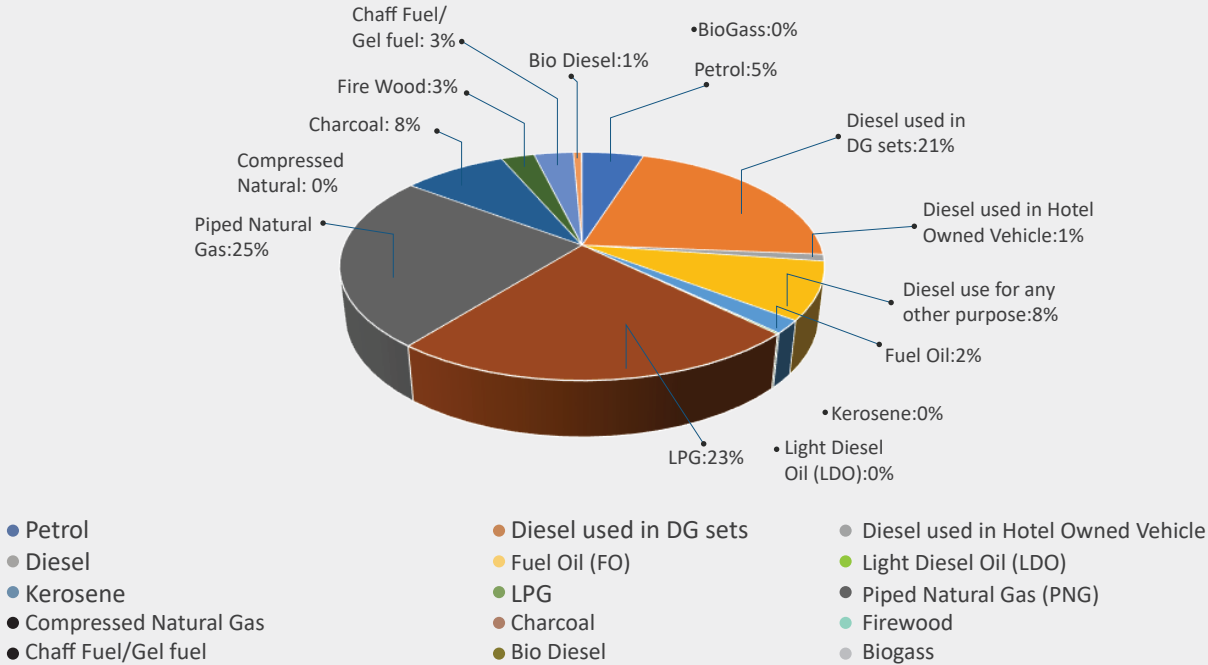
IHCL Hotels have been associated with EarthCheck since 2008. EarthCheck is the world's largest certification, consulting and advisory group for sustainable organisations and tourism businesses. It has helped IHCL develop metrics for measuring the impact achieved through our work in sustainability. This collaboration assisted us in designing processes and methods that help achieve our sustainability goals. 77 of our hotels are EarthCheck certified and 57 of them are Platinum certified. This is the highest number of facilities of a single hospitality company to be certified by the program globally.

### IHCL Energy Performance (302-1 | SDG 7)

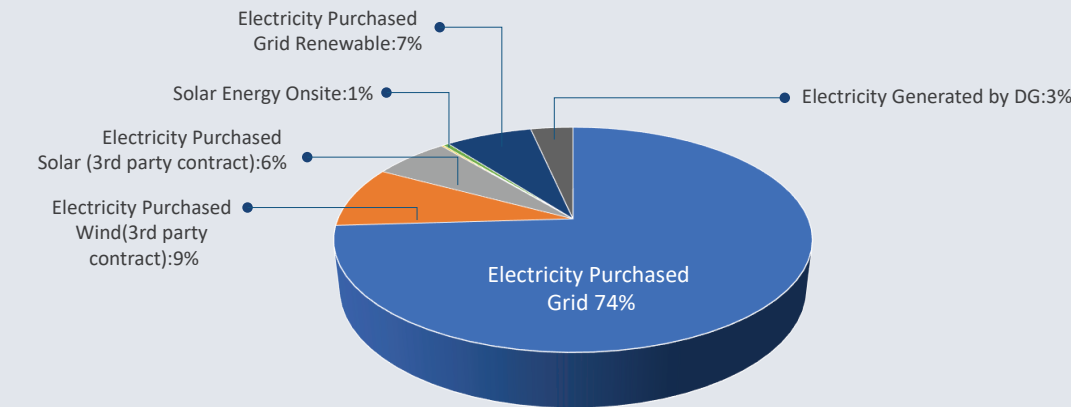
Energy Consumption	2019-20	2020-21	2021-22	2022-23*
<b>Total Fuel Consumption (TJ) (A)</b>	<b>830.39</b>	<b>470.67</b>	<b>641.23</b>	<b>846.59</b>
Fuel Consumption from non-renewable sources(TJ)	816.68	354.81	641.00	840.75
Fuel Consumption from renewable sources (TJ)	13.71	115.86	0.23	5.84
<b>Total Electricity Consumption (TJ) (B)</b>	<b>1433.47</b>	<b>703.97</b>	<b>1105.0</b>	<b>1558.70</b>
Electricity Consumption from non-renewable sources (TJ)	-	-	855.05	1,194.9
Electricity Consumption from renewable-sources (TJ)	-	-	249.95	363.74
<b>Total Energy Consumption (TJ) (A+B)</b>	<b>2263.87</b>	<b>1174.65</b>	<b>1746.24</b>	<b>2405.29</b>

\* Limited Assurance on **Total Energy Consumption** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP  
"-" indicates that breakup into respective categories was not available for the financial year but total energy data was being tracked

### Fuel Wise Energy Consumption (Units TJ)



### Electricity by Source (Units TJ)



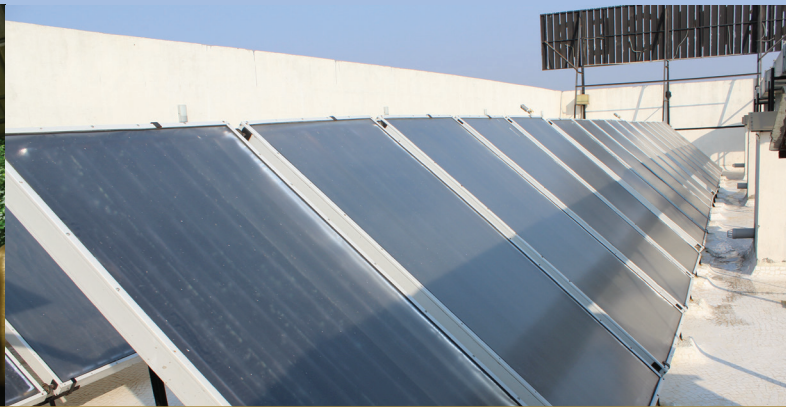
### Energy

### Climate Change, Energy And Emissions (3.3 Materiality Topic)

#### Reducing emissions

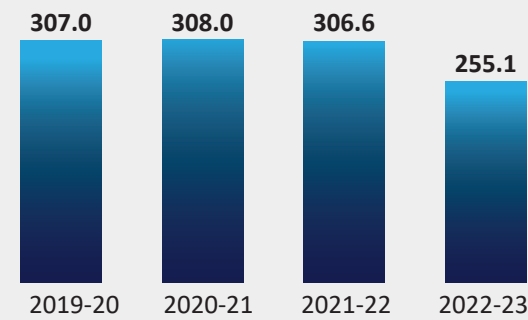
Given India's high GDP growth rates and high demand for energy, the long-term viability of fossil-fuel-based energy supplies looks unreliable. Foreseeing this, IHCL made an early transition to renewable power across several of its properties.

Green power is sourced based on long-term power purchase agreements to ensure stability of prices and supplies, with the generation sources being a mix of wind and solar.

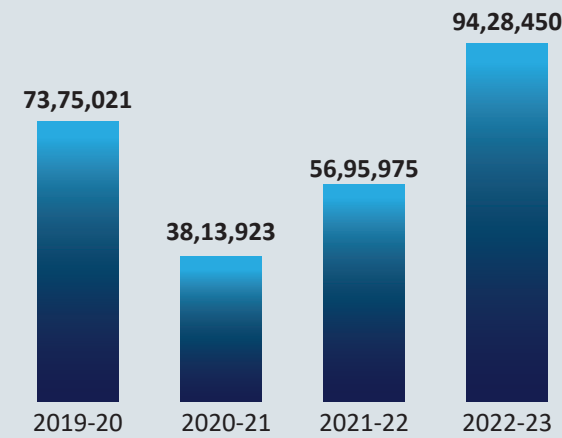




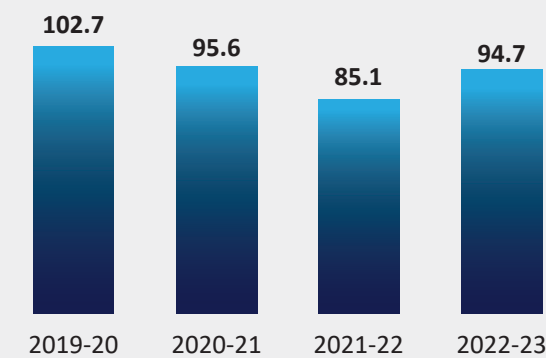
### Energy Consumption Intensity (MJ/Guest Night) (302-3)



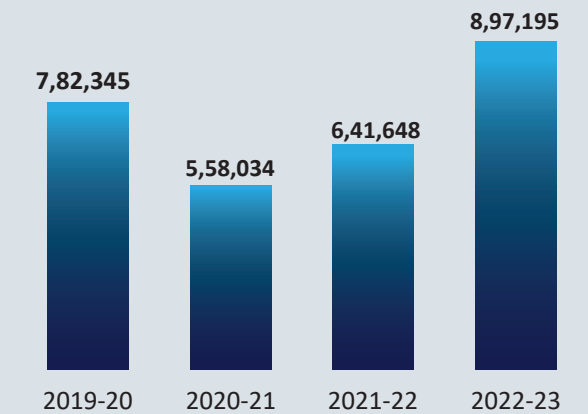
### No. of Guest Nights



### Energy Consumption Intensity (MJ/Guest Night) (302-3)



### No. of Guest Nights



### GINGER Energy Performance (302-1)



Energy Consumption	2019-20	2020-21	2021-22	2022-23*
<b>Total Fuel Consumption (TJ) (A)</b>	<b>10.47</b>	<b>8.52</b>	<b>6.00</b>	<b>18.23</b>
Fuel Consumption from Non-renewable Sources (TJ)	10.47	8.52	6.00	18.23
Fuel Consumption from Renewable Sources (TJ)	0.00	0.00	0.00	0.00
<b>Total Electricity Consumption (TJ) (B)</b>	<b>69.88</b>	<b>44.81</b>	<b>48.60</b>	<b>66.72</b>
Electricity Consumption from Non-renewable sources (TJ)	-	-	48.60	66.72
Electricity Consumption from Renewable sources (TJ)	-	-	-	0.00
<b>Total Energy Consumption (TJ) (A+B)</b>	<b>80.36</b>	<b>53.31</b>	<b>54.59</b>	<b>84.95</b>

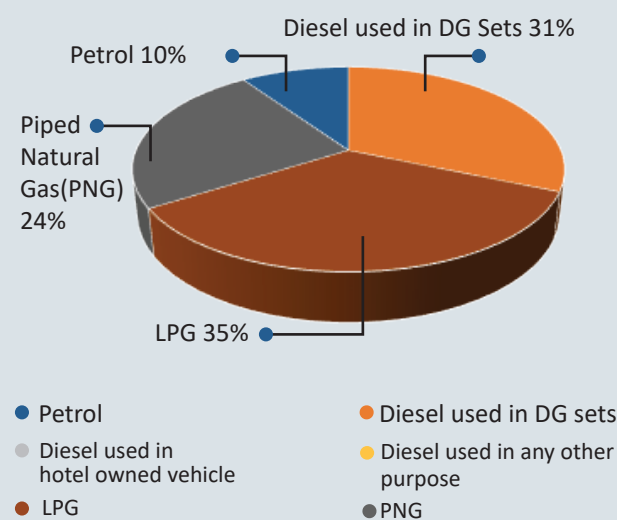
\* Limited Assurance on **Total Energy Consumption** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP  
 "-" indicates that breakup into respective categories was not available for the financial year but total energy data was being tracked

### TAJ sats Energy Performance (In TJ) (302-3)

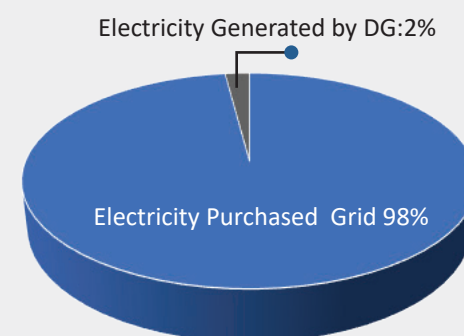
Energy Consumption	2019-20	2020-21	2021-22	2022-23*
<b>Total Fuel Consumption (TJ) (A)</b>	<b>112.22</b>	<b>29.3</b>	<b>74.46</b>	<b>125.19</b>
Fuel Consumption from Non-renewable Sources (TJ)	46.9	2.21	74.46	125.19
Fuel Consumption from Renewable Sources (TJ)	65.32	27.01	0	0
<b>Total Electricity Consumption (TJ) (B)</b>	<b>56.6</b>	<b>24.67</b>	<b>65.43</b>	<b>70.56</b>
Electricity Consumption from Non-renewable Sources (TJ)	-	-	52.12	49.27
Electricity Consumption from Renewable Sources (TJ)	-	-	13.31	21.29
<b>Total Energy Consumption (TJ) (A+B)</b>	<b>168.82</b>	<b>53.9</b>	<b>139.88</b>	<b>195.75</b>

\* Limited Assurance on **Total Energy Consumption** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP  
 "-" indicates that breakup into respective categories was not available for the financial year but total energy data was being tracked

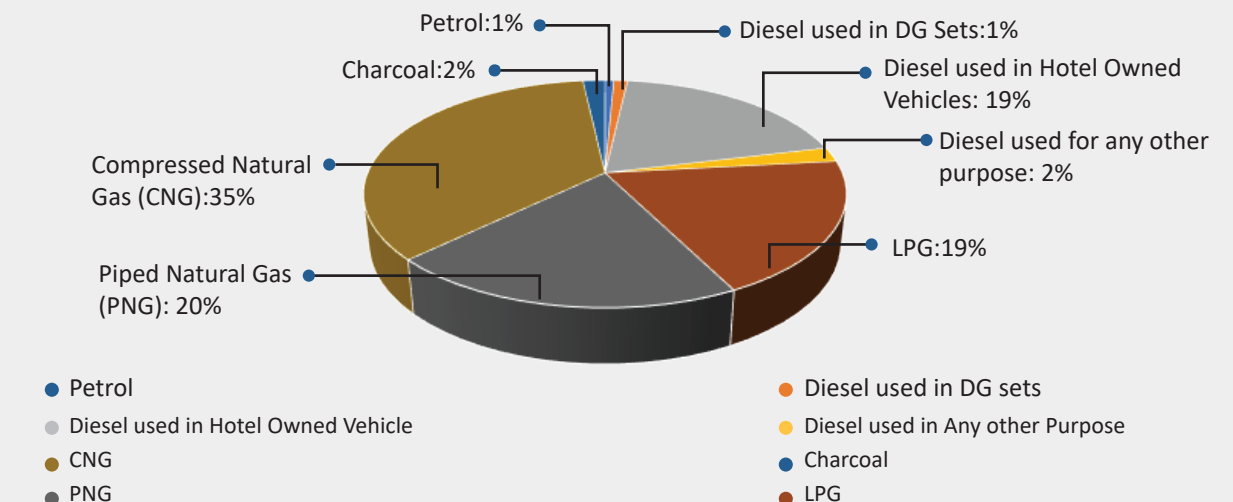
### Fuel Wise Energy Consumption (Units TJ)



### Electricity by Source (Units TJ)

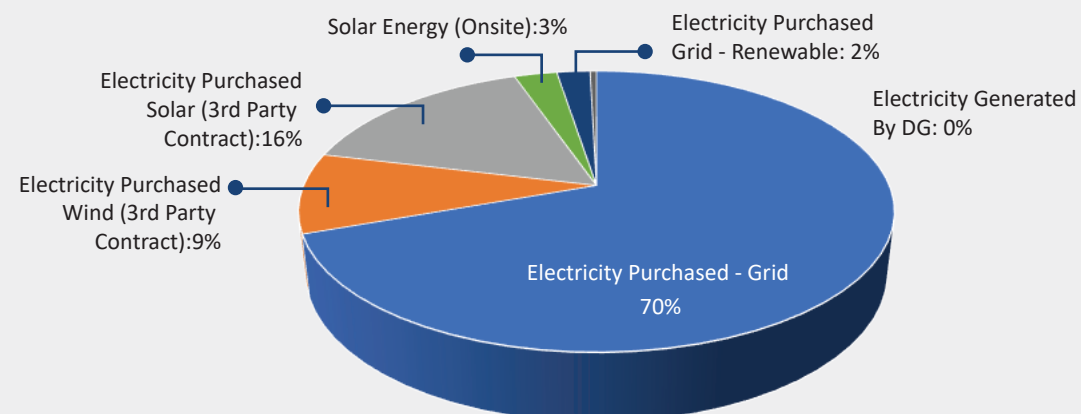


### Energy from various fuels (in TJ)

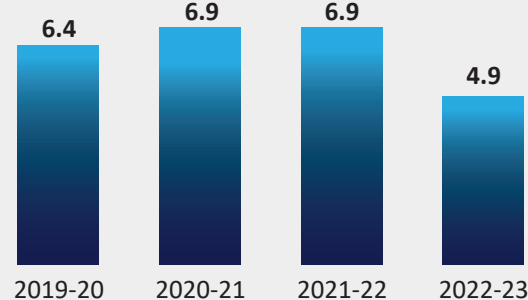




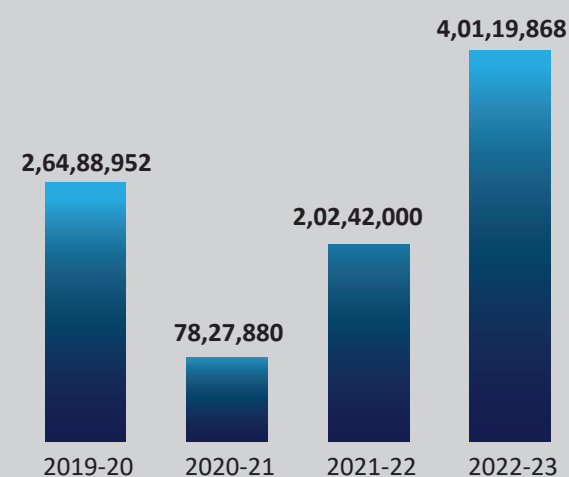
## TAJ sats Electricity by Source (Units TJ)



## Energy Consumption Intensity (MJ/No. of Meals) (302-3)



## No. of Meals



## Reductions in GHG Emissions: (305-5)

Our strategic initiatives have resulted in an impactful 71,738 tCO<sub>2</sub> eq reduction in GHG emissions, propelled by innovative measures. Embracing alternative fuels like Bio gasoline, Biogas, LPG, PNG and CNG has significantly curbed our Scope 1 emissions. Notably, our commitment to sustainable practices extends to the optimisation of laundry processes, transitioning from fossil-fuel-based to eco-friendly methods. Through a robust emphasis on renewable energy, including extensive power purchase agreements and onsite utilisation of renewable fuels like biogas and biodiesel, we are driving a paradigm shift towards cleaner energy sources. Concurrently, our comprehensive energy efficiency projects are geared towards enhancing operational sustainability.



## Reductions in Energy Consumption (302-4)

IHCL's relentless pursuit of energy efficiency takes a ground-breaking leap with innovative cooling solutions under the IFC's TechEmerge program. Beyond our commitment to LED lighting, VFDs, and infrastructure upgrades, our collaboration with TechEmerge has propelled us into the frontier of cutting-edge cooling technologies.

Through this initiative, we are exploring and implementing revolutionary solutions that not only optimise energy consumption but also revolutionise our approach to climate control. From smart cooling tower enhancements to the integration of advanced heat exchangers, IHCL is redefining the norms of energy-efficient cooling, aligning seamlessly with our mission to lead the way in sustainable practices within the hospitality industry.



## Fossil Fuel Free Laundry

IHCL recognises the pivotal role of transitioning to a fossil-fuel-free laundry operation in 12 hotels across geographies. This strategic shift not only aligns with our overarching commitment to environmental responsibility but also marks a significant reduction in GHG emissions.

By replacing diesel-fired boilers with cleaner alternatives such as PNG / LPG or more efficient electrical systems, our hotels are at the forefront of decarbonising laundry processes. The importance of this transition goes beyond operational efficiency; it is a fundamental step towards mitigating our carbon footprint. Fossil-fuel-free laundry not only enhances energy efficiency but also contributes to cleaner air and a healthier environment.





In line with the company's unwavering commitment to fostering environmentally responsible practices to bring efficient, climate-smart, cost-effective cooling solutions to India's hospitality sector, we have collaborated with IFC's TechEmerge Sustainable Cooling Innovation Program and piloted nine pioneering technologies within a short span of 18 months. IFC - a member of the World Bank Group, is the largest global development institution focused on the private sector in emerging markets. They work in more than 100 countries, using their capital, expertise, and influence to create markets and opportunities in developing countries.

The rigorous testing of nine innovative cooling solutions has allowed us to validate their real-world performance. A high-efficiency fresh air purification system installed at Taj Palace, New Delhi recorded

notable improvements in the air quality of the hotel lobby with reductions in PM 2.5 by over 95%. A low approach cooling tower at Taj Exotica Resort & Spa, Goa, optimises the performance of the air conditioning system by maintaining the approach condenser temperature within 2 °C. A BE-IoT (Built Environment Internet-of-Things) system, piloted at Taj Mahal, New Delhi, focusing on critical cooling system equipment, has shown remarkable potential for cost savings and emphasised the role of continuous monitoring and automation. Further, IHCL also successfully piloted a chemical-free water treatment system at Taj Holiday Village Resort & Spa, Goa. This solution eliminated the need for chemical dosage and created a positive impact on operational expenses. IHCL has successfully piloted projects in New Delhi, Jaipur, Goa among others.



## Renewable Energy Footprint (305-5)



By embracing renewable energy, IHCL not only contributes to India's Sustainable Development Goals but also sets an example for the broader hospitality industry. The incorporation of renewable energy sources helps IHCL in reducing its carbon footprint, mitigating climate change and ensuring a more sustainable and responsible operation. Furthermore, the utilisation of renewable energy can lead to cost savings, making it a financially viable and attractive option for the company.

However, implementing renewable energy initiatives at a large scale in the hospitality industry does come with challenges. The initial investment costs and ensuring grid integration in many states can pose hurdles. IHCL,

being a frontrunner in the sector, plays a crucial role in addressing these challenges by sharing best practices, collaborating with renewable energy developers, and advocating for favourable policies and incentives with the government.

Our commitment to renewable energy not only aligns with global sustainability goals but also reinforces its position as a responsible and forward-thinking hospitality company in India. Over the past 8 years, our Earth-Check certified hotels have surged from 7% to an impressive 28.8% in renewable energy adoption, marking a transformative stride towards a greener and more sustainable future.

## Energy Efficient Technologies (302-4)

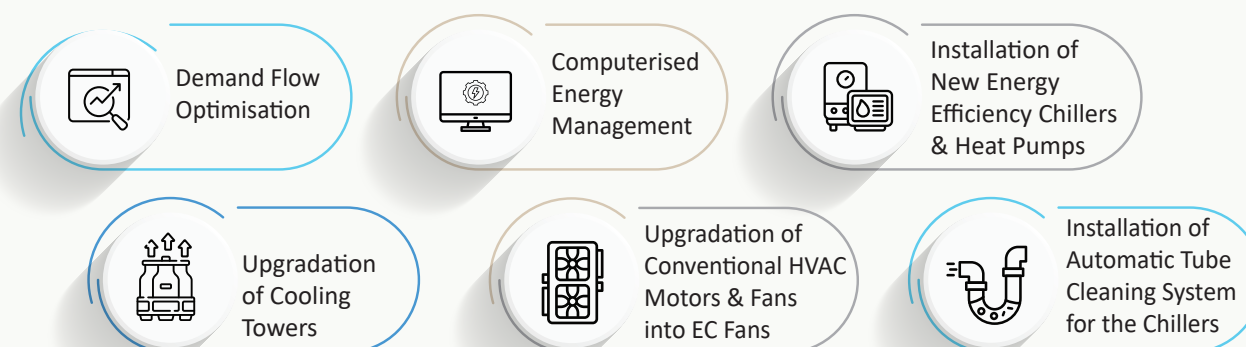
IHCL has been investing in energy-efficient technologies, such as Siemens Demand Flow technology for HVAC, energy management systems through IOT and energy-efficient IE5 motors, high-efficiency cooling towers, etc. to optimise energy consumption and

reduce energy waste across its portfolio. The company has also been focusing on raising awareness and promoting sustainable practices among employees and guests, encouraging them to conserve energy and adopt eco-friendly behaviours during their stay.



## Energy Saving Projects with Siemens (302-4)

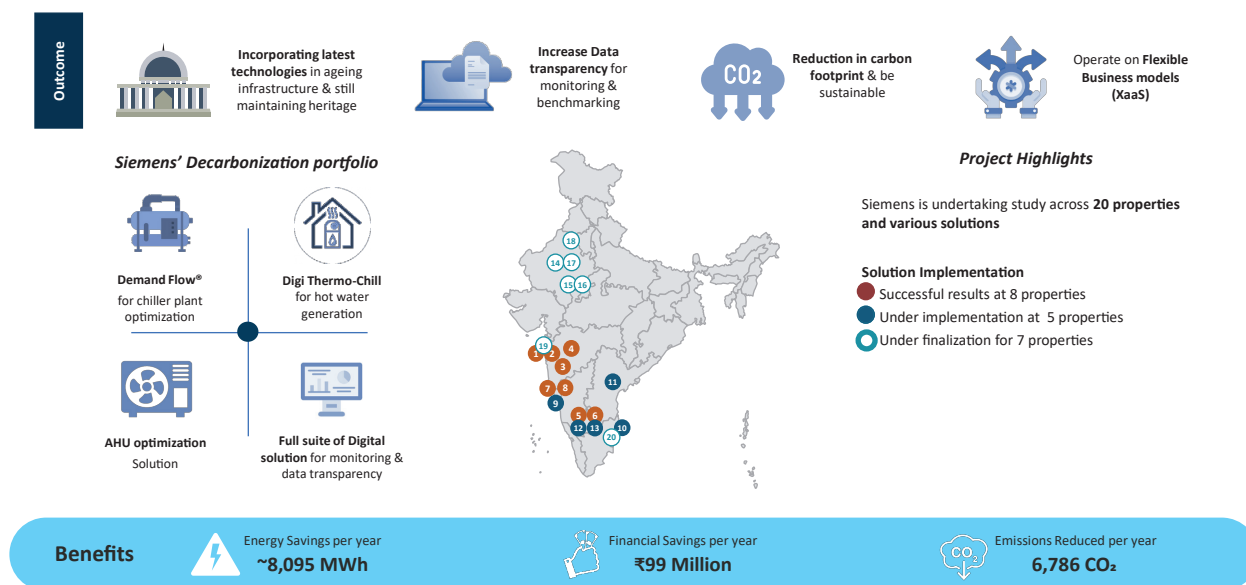
IHCL partnered with Siemens India and initiated multiple Energy Efficiency Programs across hotels. Some key initiatives are:



These pilot projects led to a saving of approx. 6600 MWh in this Financial Year, which is equivalent to 5075 tonnes of CO<sub>2</sub> emission.



## IHCL & Siemens Relationship for Sustainable Tomorrow



## Digitalisation with BE-IoT (Built Environment IoT) future of things to come

The Taj Mahal Hotel in New Delhi has partnered with IoTation Ecotech Pvt. Ltd. to pilot the IoTation solution for integrated and centralised control and management of all electro-mechanical systems used for HVAC systems to deliver energy efficiency, preventive maintenance and greater energy savings. This allows the air conditioning systems to be monitored and controlled through the IoT platform. This solution integrates electro-mechanical systems and uses advanced data analytics to create a personalised experience for guests.

Through this technology, all the air handling equipment, primary pumps, secondary pumps, condenser pumps, cooling towers, exhaust fans and supply fans are brought on to one interface allowing for better efficiencies and easier access to data. Predictive and preventive maintenance becomes possible through reporting and tracking of faulty parts and breakdown histories. Energy savings are achieved when monitoring equipment and the machinery benefits from an extended life span.

A daily average energy saving of 18.01% and CO<sub>2</sub> emission reductions of 972 kg CO<sub>2</sub> was observed during the pilot period.

## Collaborating in the nation's decarbonisation goal

Electric Vehicle usage has been growing at a scorching rate in India. To support the country's decarbonisation push and help people transition smoothly to Electric Vehicle (EV) use, IHCL is collaborating with Tata Power for this initiative. We have over 310 charging stations installed across 121+ properties in India for resident and non-resident guests.

Across several of the IHCL properties, operations are now gradually shifting to cleaner fossil fuels or to greater use of electricity and renewables, with accruing benefits of lower running costs.

## Switching to cleaner fuels and lowering emissions and operating costs

Across several of the IHCL properties, operations are now gradually shifting to cleaner fossil fuels or to greater use of electricity and renewables, with accruing benefits of lower running costs.

## Harnessing Efficiency using Heat Pumps (302-4, 302-5)

IHCL has embraced a transformative approach through the widespread adoption of heat pumps across our portfolio. Currently operational in 40 hotels, these heat pumps serve as a technology, fundamentally altering our heating systems for the better. Its importance lies not just in reducing energy requirements but in revolutionising our thermal infrastructure by eliminating the need for traditional boilers.

The strategic integration of heat pumps does not only enhance environmental sustainability; it leads to tangible benefits. A substantial 446-tonne CO<sub>2</sub> eq GHG emissions are eliminated, marking a remarkable reduction in our carbon footprint. Simultaneously, this adoption significantly improves operating costs, showcasing the dual advantage of reducing environmental impact while bolstering the financial efficiency of our hotel operations.





## Vivanta Navi Mumbai, Turbhe

To reduce emissions and adopt clean fuel on an ongoing basis, the hotel is transitioning to hydel and solar power usage from its traditional fossil fuel-led usage. From 2023 onwards, the hotel will be predominantly shifting to the Open Access model, which allows a consumer to source power from

anywhere on the grid, without being restricted to the state utility. In the changed scenario, 80% of power will come from open access and 20% from state utility, MSEDCL, significantly reducing the carbon footprint and costs, as cost per unit falls sharply.



## Emissions Performance (3.3 Materiality Topic)

305-1 | 305-2 | 305-4 | 305-6 | 305-7

## IHCL (Emissions – Total & Specific)

Scope 1 Emissions (in tCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 1 (tCO <sub>2</sub> eq) Emission <sup>#</sup>	50,606	27,614	45,130.67	71,106.60
Specific Scope 1 Emission (tCO <sub>2</sub> eq/Guest Night)	0.01	0.01	0.01	0.01

<sup>#</sup>Scope 1 emissions includes emissions from conventional fuels, Biogenic (CH<sub>4</sub> + N<sub>2</sub>O) emissions and emissions from refrigerants. Presently this excludes emissions from Fire-extinguishers, as IHCL is in the process to track fire extinguishers data.

For FY 2022-23, Biogenic Emissions (Biogenic CO<sub>2</sub>) - 10,738.71 tCO<sub>2</sub>eq. For previous periods, such data is not available with the company. The Company's significant Air Emissions comprise NO<sub>x</sub> and SO<sub>x</sub>, which have been disclosed in this report.

For FY 2022-23, NO<sub>x</sub> - 25.01 tonnes | SO<sub>x</sub> - 116.31 tonnes. For previous periods, such data is not available with the company.

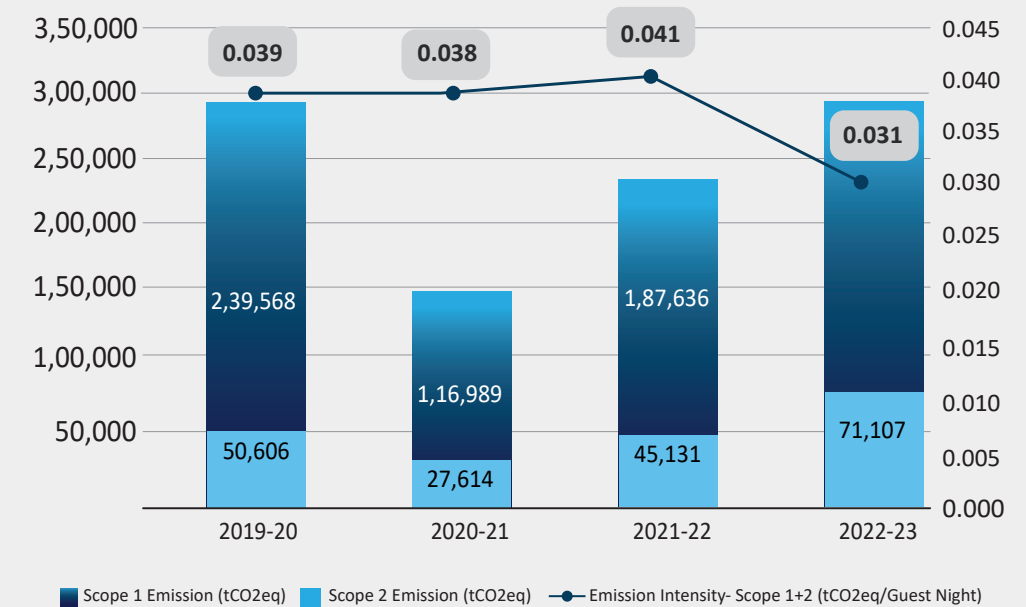
\*Limited Assurance on Scope 1 Emissions, Biogenic CO<sub>2</sub> Emissions and Other Air Emissions for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## IHCL Scope 2 Emissions (in tCO<sub>2</sub>eq)

Scope 2 Emissions (in tCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 2 (tCO <sub>2</sub> eq) Emission	2,39,568	1,16,989	1,87,635.88	2,18,703.71
Specific Scope 2 Emission (tCO <sub>2</sub> eq/Guest Night)	0.033	0.031	0.033	0.023

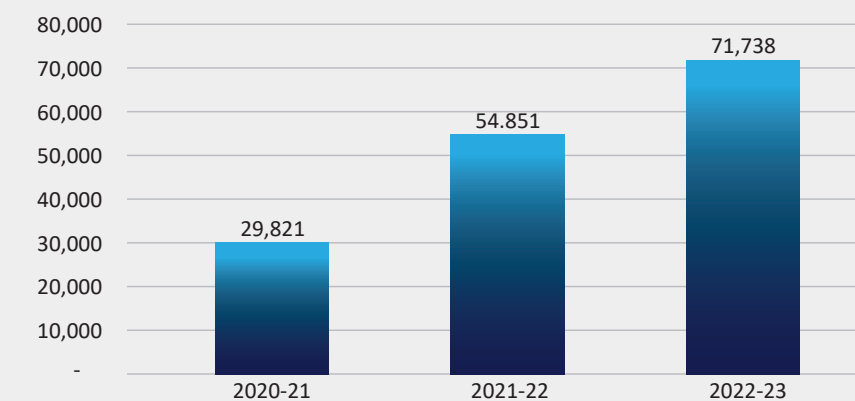
\* Limited Assurance on Scope 2 Emissions for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## IHCL Emission Total & Intensity



Total Avoided Emissions due to Green Energy (tCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23
	4,51,110	29,821	54,850.65	71,738.42

## Total Avoided Emission due to Green Energy (tCO<sub>2</sub>eq) (305-5)





## Scope 1 Emissions Performance ( in KgCO<sub>2</sub>eq) (305-1 | 305-2 | 305-4 | 305-6 | 305-7)

Scope 1 Emissions (in KgCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 1 (KgCO <sub>2</sub> eq) Emission <sup>#</sup>	3,23,955	5,11,659	4,00,748	10,86,108
Specific Scope 1 Emission (KgCO <sub>2</sub> eq/Guest Night)	0.4	0.9	0.6	1.2

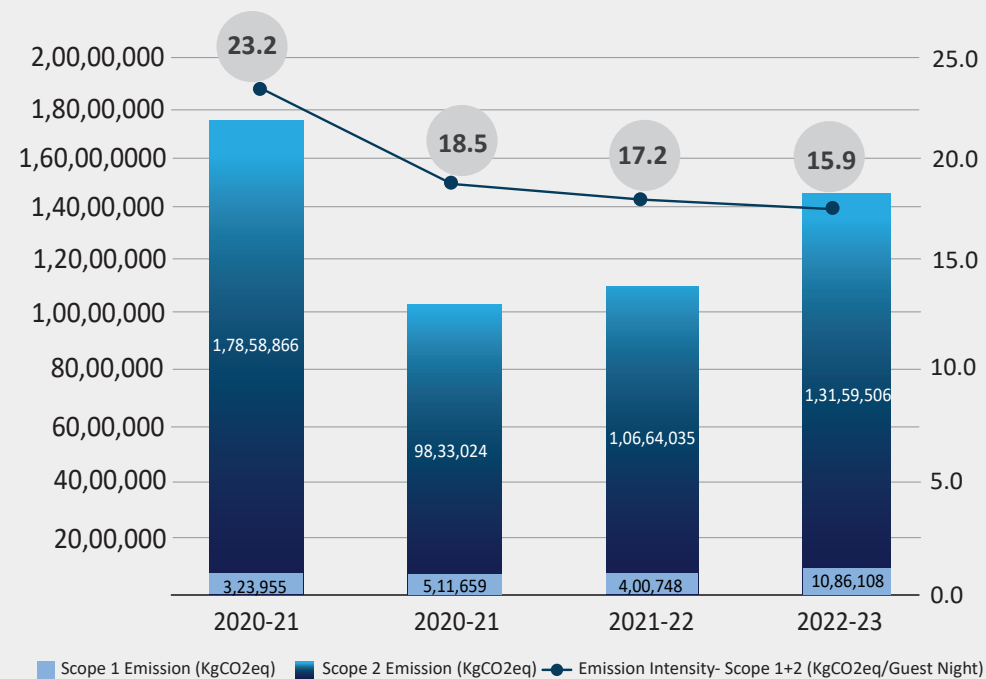
#Scope 1 emissions includes emissions from conventional fuels and Biogenic (CH<sub>4</sub> + N<sub>2</sub>O) emissions. Presently this excludes emissions from refrigerants and fire-extinguishers as Ginger is in the process to track refrigerants and fire extinguishers data.  
For FY 2022-23, Biogenic Emissions (Biogenic CO<sub>2</sub>) - 1,96,856 KgCO<sub>2</sub>eq. For previous periods, such data is not available with the company.  
The Company's significant Air Emissions comprise NO<sub>x</sub> and SO<sub>x</sub>, which have been disclosed in this report.  
For FY 2022-23, NO<sub>x</sub> - 0.57 tonnes | SO<sub>x</sub> - 2.66 tonnes. For previous periods, such data is not available with the company.  
\*Limited Assurance on Scope 1 Emissions, Biogenic CO<sub>2</sub> Emissions and Other Air Emissions for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## GINGER Scope 2 Emissions (in KgCO<sub>2</sub>eq)

Scope 2 Emissions (in KgCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 2 (KgCO <sub>2</sub> eq) Emission	1,78,58,866	98,33,024	1,06,64,035	1,31,59,506
Specific Scope 2 Emission (KgCO <sub>2</sub> eq/Guest Night)	22.8	17.6	16.6	14.7

\* Limited Assurance on **Scope 2 Emissions** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## GINGER Emission - Total & Intensity



## TAJ sats Scope 1 Emissions Performance (in KgCO<sub>2</sub>eq) (305-1 | 305-2 | 305-4 | 305-6 | 305-7)

Scope 1 Emissions (in KgCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 1 (KgCO <sub>2</sub> eq) Emission <sup>#</sup>	40,03,427	15,11,855	46,99,672	1,05,64,858
Specific Scope 1 Emission (KgCO <sub>2</sub> eq/No. of Meals)	0.15	0.19	0.2	0.26

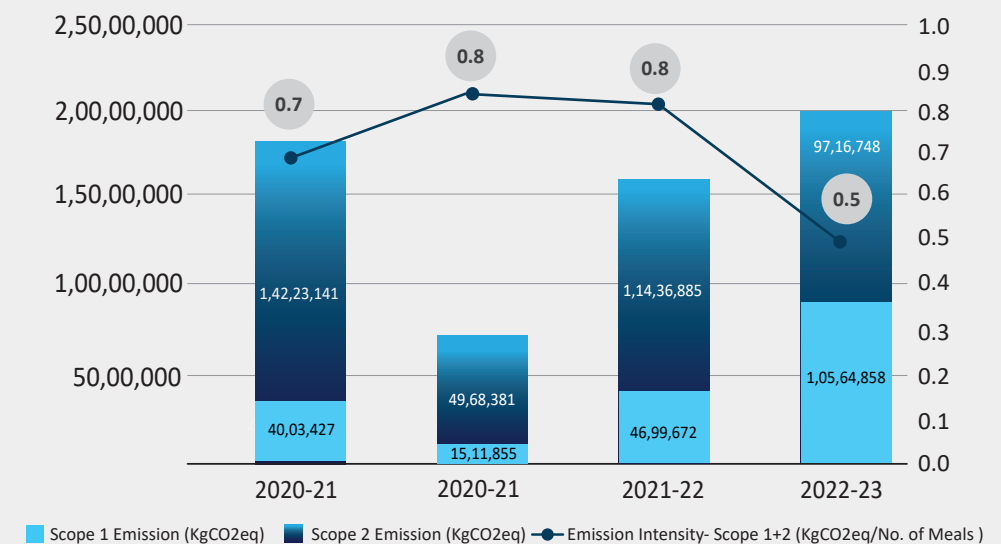
#Scope 1 emissions includes emissions from conventional fuels, Biogenic (CH<sub>4</sub> + N<sub>2</sub>O) emissions and emissions from refrigerants. Presently this excludes emissions from Fire-extinguishers, as TAJ SATS is in the process to track fire extinguishers data.  
For FY 2022-23, Biogenic Emissions (Biogenic CO<sub>2</sub>) - 2,47,344 KgCO<sub>2</sub>eq. For previous periods, such data is not available with the company.  
The Company's significant Air Emissions comprise NO<sub>x</sub> and SO<sub>x</sub>, which have been disclosed in this report.  
For FY 2022-23, NO<sub>x</sub> - 2.15 tonnes | SO<sub>x</sub> - 1.85 tonnes. For previous periods, such data is not available with the company.  
\*Limited Assurance on Scope 1 Emissions, Biogenic CO<sub>2</sub> Emissions and Other Air Emissions for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## TAJ sats Scope 2 Emissions (in KgCO<sub>2</sub>eq)

Scope 2 Emissions (in KgCO <sub>2</sub> eq)	2019-20	2020-21	2021-22	2022-23*
Scope 2 (KgCO <sub>2</sub> eq) Emission	1,42,23,151	49,68,381	1,14,36,885	97,16,748
Specific Scope 2 Emission (KgCO <sub>2</sub> eq/No. of Meals)	0.540	0.63	0.6	0.242
Total Avoided Emissions due to Green Energy (KgCO <sub>2</sub> eq)	0	0	29,20,404.2	41,98,976.88

\* Limited Assurance on **Scope 2 Emissions** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## TAJ sats Emission Total & Intensity





## ● Water Management

(3.3 Materiality Topic) 303-1 | 303-3 303-4 | 303-2



IHCL recognises the immense importance of good quality freshwater in its daily operations. Water serves as a fundamental element in guest services, culinary operations, staff facilities and laundry services. IHCL ensures that guests have access to clean and safe water for drinking, bathing and personal hygiene, while culinary operations rely on high-quality water for food preparation and cleaning. The organisation acknowledges the challenges posed by water scarcity and seeks to adopt sustainable water management practices, including water conservation measures, water-efficient technologies, and employee and guest education on water conservation. By prioritising efficient water use and sustainability, we aim to safeguard this invaluable resource and maintain exceptional guest experiences.

Reducing water consumption, recycling our wastewater, identifying and reducing water wastage, all rank among our highest priority and. 42% of the total wastewater produced is recycled. IHCL's dedication to water conservation goes beyond mere pledges. We have translated our commitment into action, achieving a remarkable **50% reduction in water intensity in FY 2022-23 compared to FY**

**2021-22**, surpassing our initial goal of a 5% reduction by 2021. This significant accomplishment underscores our unwavering commitment to minimizing our environmental impact and preserving water resources for local communities.

### 1. Key initiatives driving this success include:

- **Empowering our team members:** Educating and engaging staff to identify and implement best practices for water conservation.
- **Investing in efficiency:** Upgrading to water-efficient equipment like low-flow fixtures, aerators, and efficient cooling systems.
- **Embracing circularity:** Implementing advanced treatment plants to recycle wastewater for irrigation, cooling towers, and other non-potable uses.
- **Harnessing nature's bounty:** Collecting and storing rainwater for various purposes, reducing dependence on external sources.
- **Proactive risk management:** Regularly assessing water security and implementing measures to mitigate potential risks.

## 2. Water Performance (303-1)

The tangible results of our efforts speak for themselves. We are proud to report a **42% water recycling rate**, signifying a significant improvement. Water withdrawal has been reduced to **7.44 million kilolitres (KL)**, while treated water discharge stands at **2.05 million KL \*\***. These figures demonstrate the effectiveness of our water optimization strategies in achieving a substantial reduction in water intensity, exceeding our initial goals.

\*\* Water Discharge qty does not include Ginger Hotels

## 3. Water Sources Significantly Affected: (303-2)

IHCL operates in diverse locations, each with varying water availability and challenges. We understand that some regions face water stress, and we actively address this concern through:

- **Tailored water management:** Implementing water-saving measures meticulously designed to address the specific needs of each location.
- **Community collaboration:** Partnering with local communities to raise awareness about water conservation and promote sustainable practices.
- **Exploring alternatives:** Investigating and utilizing sustainable water sources like rainwater harvesting and treated wastewater wherever feasible.

## 4. Water Reused and Recycled (303-3)

Water reuse and recycling are central pillars of our water conservation strategy. IHCL hotels have implemented advanced wastewater treatment plants that treat used water to a high standard, allowing it to be safely reused for various purposes:



### Irrigation:

Watering gardens and landscaping, reducing reliance on potable water for these purposes.



### Cooling towers:

Utilizing treated wastewater in cooling systems, minimizing freshwater sumption.



### Other non-potable uses:

Employing treated wastewater for cleaning and other non-potable applications.

By embracing innovative technologies, fostering a culture of water stewardship, and exceeding our initial goals, IHCL is firmly committed to playing its part in ensuring sustainable water management for generations to come.

## The Crucial Role of STP/ETP Overhaul

IHCL is undergoing a comprehensive overhaul of Sewage Treatment Plants (STPs) and Effluent Treatment Plants (ETPs) across our hotels. This strategic initiative is not just about compliance, it is a fundamental shift towards water sustainability.

This transformation allows us to recycle and reuse water within our systems, creating a closed-loop that significantly diminishes our reliance on external water sources. In water-stressed areas, where water scarcity is a pressing concern, this initiative becomes even more crucial. The revamping of STPs/ETPs positions IHCL as a water-efficient entity, mitigating the impact of water stress in regions where we operate.

Moreover, this strategic overhaul aligns with our broader goal of achieving water neutrality. By optimising these systems, we move closer to a state where our water consumption is balanced by the water we recycle and restore. As a testament to the success of these initiatives, we have seen a commendable improvement over the years in our recycling percentage, currently standing at an impressive 42%.



## Water Audits

Water audits and assessments stand out as vital tools for steering our hotels towards water efficiency. The primary importance of these assessments lies in their capacity to meticulously identify improvement areas and assess current efficiency levels. By delving into the intricacies of water consumption patterns, we gain valuable insights that serve as a foundation for strategic decision-making.

These audits are not mere procedural checkboxes; they are proactive measures that reveal operational inefficiencies, acting as a compass for targeted improvement actions. In alignment with our broader vision, these audits are pivotal steps towards realising water neutrality. Having successfully completed audits for 16 hotels, IHCL is poised to extend this impactful initiative to more properties in our portfolio. The planned expansion of these audits signifies our dedication to not only identifying improvement areas but actively taking measures to ensure that our hotels contribute to conscious resource management.



## Water Withdrawal for FY 2022-23\*, (303-3)

Sources	IHCL	Taj SATS	Ginger
Third Party Water (KL)	3944503.59	243620.00	327292.00
Ground Water (KL)	2394057.30	247159.00	97119.00
Desalinated Water (KL)	113893.00	0.00	0.00
Surface Water (KL)	69940.00	0.00	0.00

\* Limited Assurance on **Water Withdrawal** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## Water Discharge for FY 2022-23\*, (303-4)

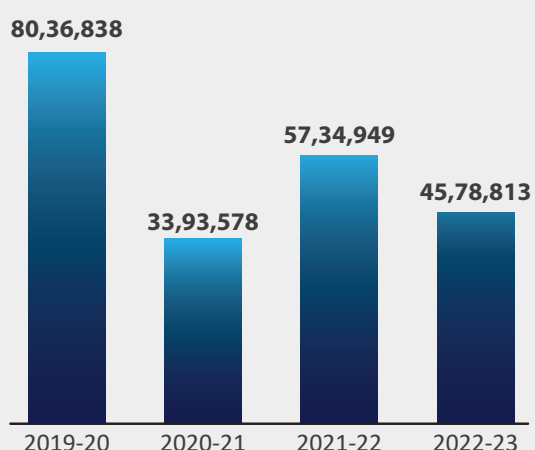
Water Discharged (in KL)

IHCL - 1,943,580.44
TajSATS - 101,422.00
<b>Total - 2,045,002.44</b>

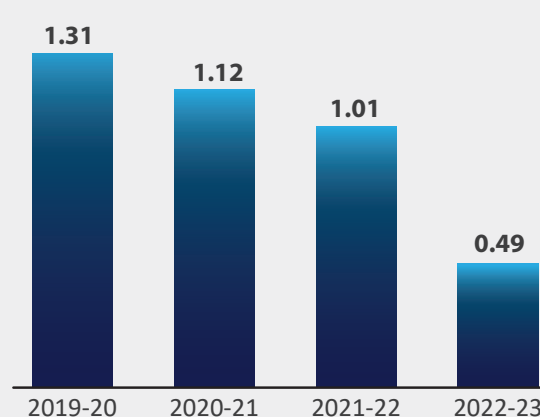
\* Limited Assurance on **Water Discharge** for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

## IHCL Water Consumption (in KL)\* (303-5)

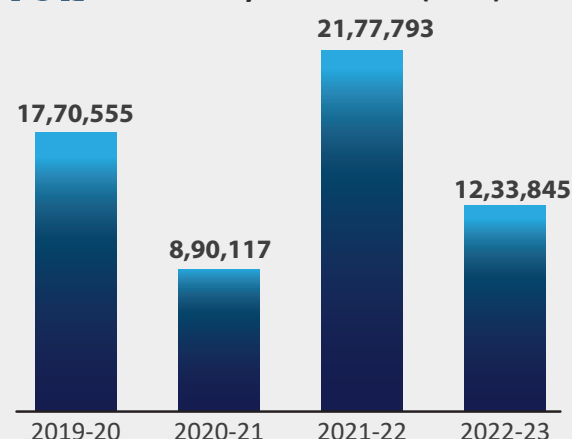
\*Limited Assurance on Water Consumption for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP



## IHCL Specific Water Consumption (KL/Guest Night)

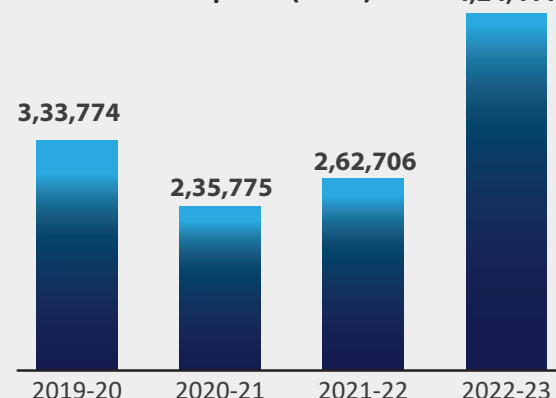


## IHCL Water Recycled at IHCL (in KL)



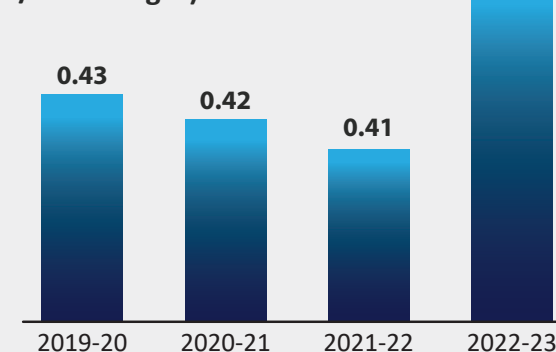
## GINGER (303-5)

Water Consumption (in KL) \*\*



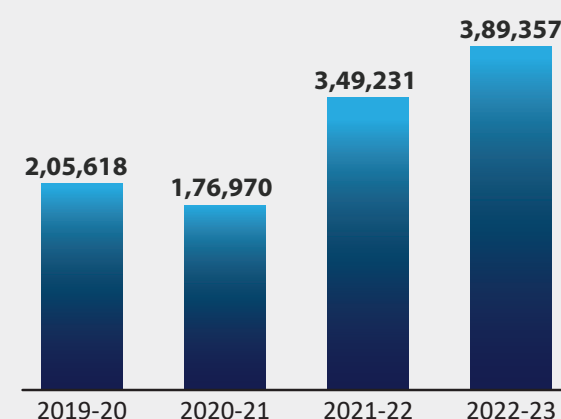
\*\*Water Discharge not Accounted for FY 22-23

## Specific Water Consumption (KL/Guest Night)

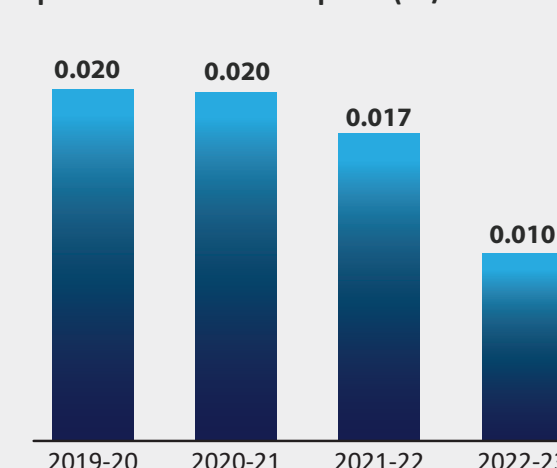


## Water Consumption (in KL)\*, (303-5)

\*Limited Assurance on Water Consumption for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP



## Specific Water Consumption (KL/No. of Meals)



## Building water neutrality across water-scarce and water-plenty regions:

One of the key initiatives towards water sustainability has been harvesting rainwater in water-scarce regions and adequate treatment of effluent waste.

## Umaid Bhawan Palace, Jodhpur

Harvesting rainwater at Umaid Bhawan Palace in the water-scarce region of Jodhpur was thought of when the palace was built in 1943. Stormwater channels were built around the palace periphery to collect rainwater in a manmade lake.

We have adopted the lake and conducted necessary cleaning, repair and maintenance thereby harvesting an average 1,05,000 KL during monsoon season.



## Umaid Bhawan Palace – Rain Harvesting Collection Pond

Taj Resort and Convention Centre, Goa and Cidade de Goa - IHCL SeleQtions assessed their daily water consumption as 700 KL, translating into a monthly consumption of 21,000 KL. For better management of water supplies and costs, it was decided that the focus would be to eliminate dependence on external sources. The ponds located on-premises were restored to capture rainwater and the sewage water was treated in effluent treatment plants and recycled for use in gardening and the cooling towers. This led to 8,540 KL water being recycled every month.

Taj Lands End, Mumbai, has a similar initiative underway and is collecting rainwater in a catchment area and diverting it to a monsoon tank.





## Waste Management, 306



All biodegradable waste is composted and 74 hotels have on-site composters. Initiatives are underway to do away with single-use plastic disposables. These involve the complete elimination of plastic straws and the planned replacement of PET bottles with glass bottles for serving drinking water in guest rooms and banquets. Twenty water bottling plants have been set up across our properties to scale up the transition to plastic-free services.

### Waste Categorization:

Our hotels generate a mix of hazardous and non-hazardous waste, with non-hazardous comprising the vast majority (approx. 96%) compared to hazardous waste (< 4%). We have partnered with third-party waste management vendors for proper handling and disposal. Within the non-hazardous category, organic materials such as food waste, horticulture waste, and other biodegradable items make up the largest portion of the waste stream, followed by a significant volume of dry waste including paper, cardboard, plastic, linens, and glass. Hazardous waste primary contains the sludge waste, waste oil, E-waste & battery waste.



100%

Operating Hotels to have Organic Waste Management System by 2030



100%

IHCL Hotels to be Single use Plastic Free by 2030

FY 2022-23 PROGRESS

74

Hotels have Bio-waste Composter

For **IHCL** + **Taj** + **SERES** + **GINGER** Total Waste Generated (306-3) # \*: Non-Hazardous: 21519.4 MT Hazardous: 855.2 MT

Waste Diverted from Disposal (Recycled) (306-4) # \*: Non-Hazardous: 19563.24 MT • Hazardous: 785.24 MT

#Does not include E-waste data of Ginger as we are in the process of tracking it from FY 2023-24

\* Limited Assurance on Waste Generation and Waste Diverted From Disposal for FY 2022-23 undertaken by Price Waterhouse Chartered Accountants LLP

### Replacing plastic with biodegradable packaging (306-2)

Not only do biodegradable toiletries reduce carbon footprint and cause zero downstream pollution, but they are also good for our health and well-being. Across our properties, plastic shower caps have made way for compostable shower caps and plastic earbuds have been replaced with paper earbuds. Efforts are underway to replace other plastic disposables like toothbrushes, razors and combs with a wooden toothbrush, wooden razor and bamboo comb. This introduction will potentially reduce 25 tonnes of plastic on an annual basis.

IHCL recognises the importance of aligning with changing consumer preferences for sustainable practices. By eliminating plastic water bottles and replacing plastic bathroom amenities and keys with biodegradable alternative materials, we aim to enhance the guest experience and meet evolving consumer expectations for sustainable and eco-friendly practices. This initiative supports our commitment to providing responsible and environmentally conscious hospitality services.

We acknowledge the increasing focus on plastic waste management by regulatory bodies and aim to exceed compliance requirements. Our initiative aligns with relevant regulations and demonstrates our commitment to responsible waste management.

IHCL also launched its first-ever “Zero Single Use Plastic Hotel”, Taj Exotica Resort & Spa, Andamans. Taj Andaman is located within 46 acres of forest and mangroves on Havelock Island. This initiative stands as a responsible commitment towards the rejuvenation of this pristine beauty along with promoting green tourism.

IHCL has reduced the consumption of PET bottles from the properties by installing of Glass Water Bottling plant.

Waste management is an integral part of our environment management endeavours. Qmin, one of our signature delivery initiatives launched in 2020-21 is using only biodegradable packaging for food delivery.

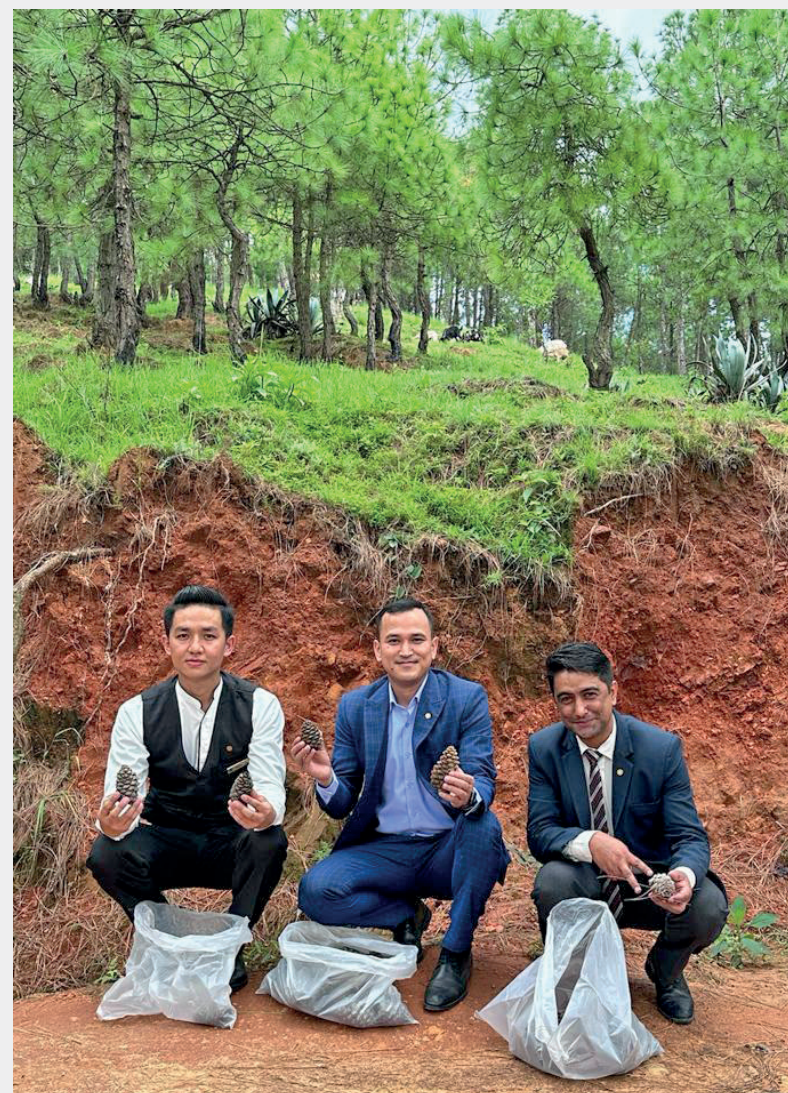
In addition, the Central Materials Group took on a project to develop eco-friendly paper packaging to replace Oxy Bio plastic pouches for dry bathroom amenities. Sourcing the right paper and inners was key to this initiative. A series of samplings resulted in identifying a brown wax-coated paper option to replace the plastic bio pouch. To complement the change in the outer packaging, alternate sustainable options of inners were evaluated, and it was decided to shift from plastic to bamboo toothbrush, comb and razor. Plastic shower caps and earbuds were also replaced with compostable shower caps and paper earbuds. Very smart and elegant medium density fibreboard caddies were developed to hold the wet and dry amenities.

### Rethinking Waste

#### Savoy, Ooty - IHCL SELECTIONS

The hotel created areas for recreation and dining, in an environment-friendly way – by recycling, reusing and use of natural materials. The waste generated from the renovation of the guest rooms was collected, pulverised,

recycled and evenly laid out to create the access to the main gate. This access was tarred, making it fit for all-weather usage.





## Increasing Green Cover in the Arid Udaipur Region

As a part of our annual commitment of 'Pledge to Plant', over 30,000 saplings were planted by volunteers from hotels in the communities.

A fine example was the collaborative effort between the Taj hotels in Udaipur, Watershed Development & Soil Conservation Department, Government of Rajasthan and

the local panchayats. One thousand fruit-bearing saplings of different varieties were planted as per the suitability of the terrain. The plantation sites are protected and maintained, with proper wired enclosures to ensure they grow safely into adult trees, following which the local panchayats will become responsible for their upkeep.



## Preserving paradise, through sustainable hospitality

Taj Exotica Resort & Spa, Andamans was planned as a fully sustainable resort right from the beginning. The location was chosen to minimise damage to the natural surroundings and not a single tree was felled during the construction of the 72 villas that constitute the resort. Guests can take part in activities like nature walks, talks

and cycling tours where they are apprised of the unique ecosystems within the island, their interdependence and the need for a sustainable way of life. Taj Exotica Resort & Spa, Andamans, is IHCL's first and only completely plastic-free resort in India.



## Jewel in the Heart of India Taj Lakefront, Bhopal

The hotel team undertook various steps to align itself with the legacy of the city and contribute to its culture and environment. The approach road to the hotel from Bhadbhada Chouraha is today one of the prominent roads of the city and is frequented by tourists and locals

alike. The hotel signed an MoU with the Bhopal Municipal Corporation to maintain this stretch of road, which is a vital connection for the city to tourist attractions Sair Sapata and other prominent government establishments.



## ● Bio-diversity and Wildlife (304-1)



Preserving wildlife and biodiversity in all its pristineness lies right at the centre of IHCL's ethos of responsible business. Many of our hotels are located in ecologically sensitive areas – close to National Parks and endangered biospheres – and we partner with governments and local communities to safeguard this natural wealth. Sustainable building design and use of natural materials are used so that these structures are biodegradable, have a low carbon footprint and very low emission trails.





Decade-long coral reef restoration project at Taj Exotica Resort & Spa, Maldives



Coral reefs are under severe threat due to the warming of the oceans. Taj Exotica Resort & Spa, Maldives, which is placed atop a 1000-year-old atoll, has been part of the Maldivian government-led coral restoration project for more than a decade now. Started with the aim of increasing coral coverage near the resort and encouraging healthy coral growth on the local reefs, the Coral Garden project is highly successful, with more than 277 sponsored frames (for supporting reef growth) flourishing. Fish and other marine creatures are thriving here with over 10,000 healthy planted corals. Over time, this will create a healthy reef ecosystem increasing the fish and invertebrate diversity and helping mitigate the adverse impacts of climate change.



Taj Safaris as an enabler of wildlife conservation

The jungles of Madhya Pradesh are home to some of India’s best wildlife and are world-renowned for their tiger sighting opportunities. Taj Safaris runs India’s first and only luxury wildlife circuit in this region, with a presence across the Bandhavgarh, Kanha, Panna and Pench National Parks.

In 2022-23, we signed a Memorandum of Understanding (MoU) with World Wide Fund for Nature – India (WWF), to support and raise awareness about WWF India’s conservation efforts among travellers to the Taj Safaris lodges in India.

We have ongoing initiatives around the national parks that involve the Pardhi, Gond and Baiga communities who are trained and inducted as forest guides. Their traditional familiarity with the forest helps them provide a better safari experience for our guests, while also helping to build mainstream skills and livelihoods for these communities and reducing their dependence on forest resources.

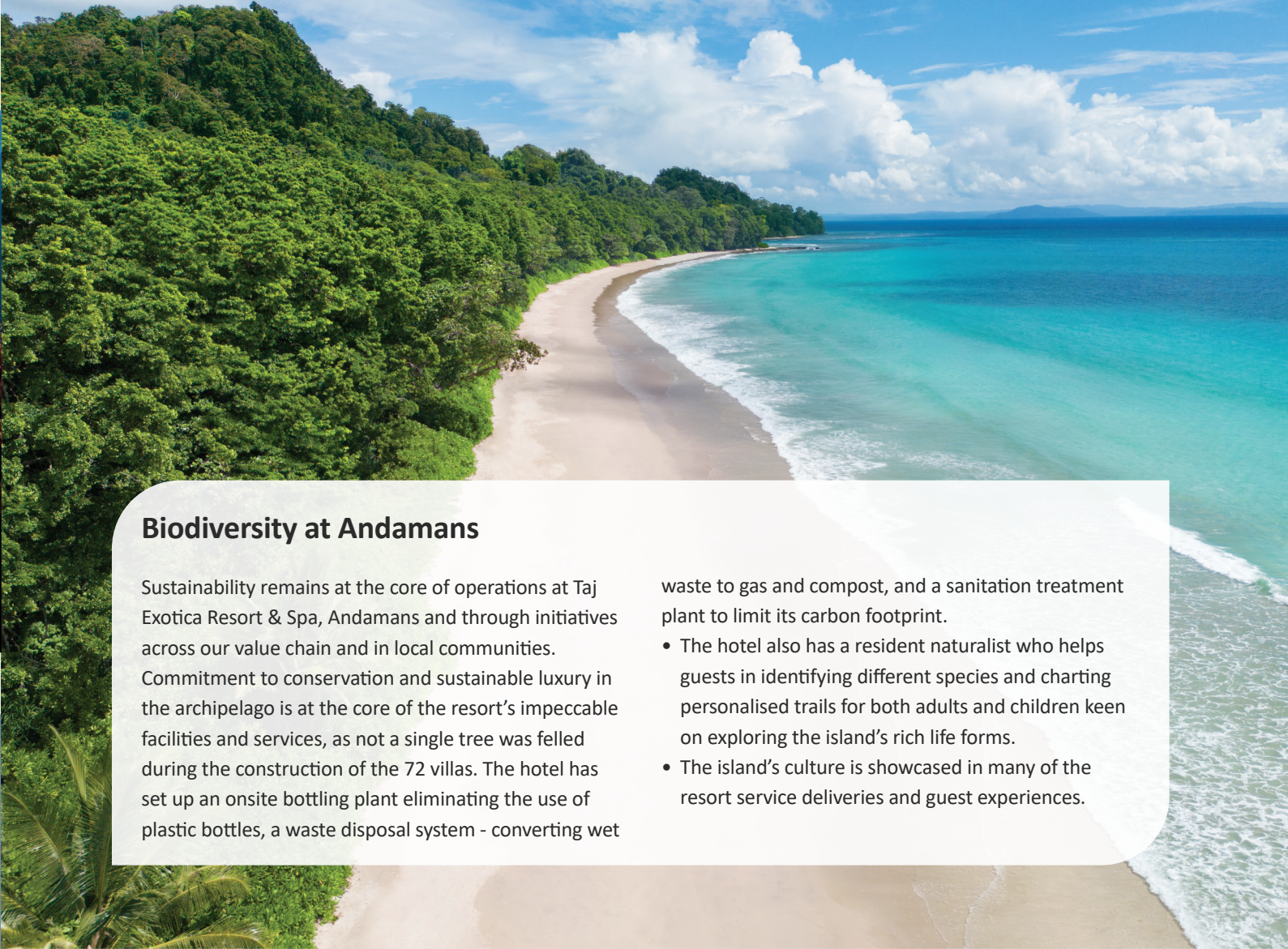


Biodiversity at Andamans

Sustainability remains at the core of operations at Taj Exotica Resort & Spa, Andamans and through initiatives across our value chain and in local communities. Commitment to conservation and sustainable luxury in the archipelago is at the core of the resort’s impeccable facilities and services, as not a single tree was felled during the construction of the 72 villas. The hotel has set up an onsite bottling plant eliminating the use of plastic bottles, a waste disposal system - converting wet

waste to gas and compost, and a sanitation treatment plant to limit its carbon footprint.

- The hotel also has a resident naturalist who helps guests in identifying different species and charting personalised trails for both adults and children keen on exploring the island’s rich life forms.
- The island’s culture is showcased in many of the resort service deliveries and guest experiences.



Planting Indigenous Flora and Fruiting Trees

The Taj Exotica Resort & Spa, Andamans spreads across 46.5 acres, including 16.5 acres of untouched mangroves and littoral forests. The property also includes a coconut plantation of over 550 trees and an Areca nut plantation of 125 trees. To ensure long-term

protection and enhancement of the environment, we have been planting indigenous trees to conserve and preserve the rich bio-diversity of the islands. We have planted close to 2000 indigenous trees.







## Biodiversity Mapping at the Resort

Flora and fauna diversity at the resort has been measured by the resort's in-house naturalist. A pocket handbook on birds called *My Walk of Trees* and a tree book has been developed for enhancing guest education and experiences, further taking actions on the area within and near the property.



## Mangrove Restoration

Taj Exotica Resort & Spa we have access to 16.5 acres of Mangrove forests. The hotel has initiated a mangrove restoration project with a vision of restoring the damaged areas by regenerating the indigenous mangrove species. The first step towards this initiative has been clearing all the debris like plastic bottles, glass bottles and other non-degradable debris that have polluted the ecosystem. To restore the damaged habitat over 2500 saplings of mangrove trees have been by the hotel.



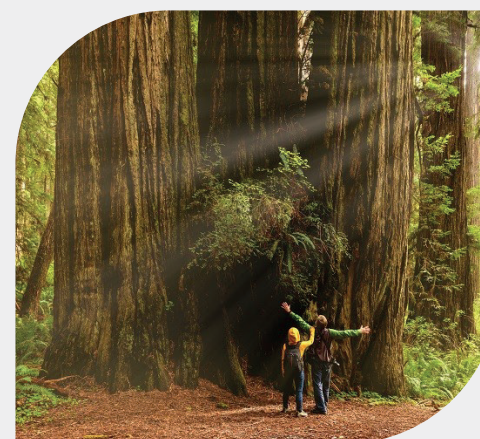
From learning about the Molela Terracotta Art of Udaipur to walking with the Pardhis in Madhya Pradesh, and from rehabilitating the corals in Maldives to reviving the coir crafts in the Malabar, the holiday itineraries within Carecations offer guests the rare chance to directly interact with the beneficiaries and discover a vast bank of stories and experiences.

## Our Carecations are based on three pillars:

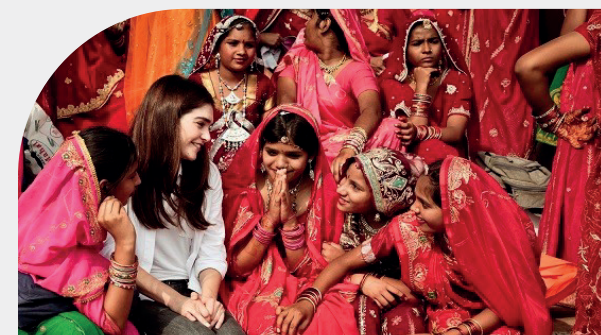
### Conserve Nature

From reviving corals in the seas surrounding our destinations to restoring the indigenous flora and fauna in the geographies we operate in, our environmental stewardship efforts are holistic and allow one to witness the diversity of our ecosystem, in person.

Some of the other initiatives that IHCL is driving consist of the **Linen Card** where the guest can choose to not get their linen changed during the stay, the usage of the **Clax advance program** in the laundry that helps washing in lower wash temperatures, placing terrariums in the guest bedrooms and public areas, Micro green setups for Green Meeting, **Wooden Key cards** and **Bamboo amenities** in guest rooms.



### Support Communities



With community at heart, we remain steadfast in our efforts towards public welfare, supporting the livelihoods of the underprivileged and creating sustainable career paths via multiple skilling and learning initiatives.

### Preserve Heritage



This is where we invite our guests to join hands with us, and our partners like UNESCO, with the purpose of safeguarding and preserving these cultural gems and fostering their natural transition across generations and communities.



MADIKERI RESORT & SPA  
COORG

Situated on the windward side of the Pushpagiri mountain range, our Eco Hotspot, recognised as one of the world's eight, receives around 200 inches of rainfall during the monsoon, nurturing a thriving rainforest ecosystem. The hotel was constructed with sustainability in mind. From hand-pressed mud bricks used in construction to a man-made lake now teeming with diverse wildlife and the villa exteriors adorned with locally sourced laterite soil paints.

The hotel boasts a Batracharium, a rare Amphibian study centre, and a butterfly garden meticulously curated to attract these delicate creatures. The hotel uses homegrown produce in its culinary creations, promoting local Kodava cuisine.

It preserves local heritage through an in-house museum. Guided walks for guests showcase local flora and fauna along with the production of coffee from Coorg.



## SOCIAL IMPACT





# Human Capital and Employee Engagement



- Talent Acquisition
- Benefits and Recognition
- Total Rewards Framework
- Employee Feedback

- Performance Management
- Talent Management
- Talent Development

- Employee Relations
- Human rights
- Ethics and Grievance
- Wellness
- Health and Safety
- Crisis Escalation Matrix
- Business Continuity Plan

## Diversity, Equity and Inclusion Community

- Skilling
- Promoting Heritage
- Taj Public Service Welfare Trust
- Volunteering

## • Talent Acquisition and Onboarding (401-1)

Talent Acquisition at IHCL is driven through campus connect initiatives, referrals from colleagues, recruitment platforms and through job consultants, walk-in interviews, job fairs and more.

IHCL is an equal-opportunity employer. Multiple channels are used to source the right fit employees with an added focus on Affirmative Action (AA) and increasing gender diversity. As part of its *Ahvaan 2025* target of having a 25% women workforce, IHCL's employee referral program (VIBES) has a differential incentive for referring women candidates. Diversity in the workforce also includes employees across the age, gender, education, skills, culture, nationality and experience spectrum.

As a strategy to provide growth opportunities to employees, vacant positions are first made available through Internal Job Postings (IJPs). External sourcing (lateral hiring) is resorted to when the required skill sets/competencies are not readily available.

Campus connect with educational institutions is maintained throughout the year to source the right talent for front-line cadre building programs. Frontline cadre hiring is usually local in nature, which is further strengthened by lateral movements from other hotels, thus ensuring consistent deployment of the company's culture.

New joiners are inducted through a structured onboarding process known as '*Taj Swagat*', to help them imbibe the 'Tajness' culture. This process focusses on transfer of key skills and knowledge through structured inputs as well as the buddy / mentor process.





• **Benefits and Recognition** (401-3)

At IHCL, the employee benefits are designed in line with the needs of a diverse workforce. For the executive cadre, there is a common policy framework that is periodically reviewed and refreshed. At hotels, different committees like Associate Dining Committees, Employee Councils, Sports and Annual Day Committees, Cultural Committees, etc. are formed to facilitate employee engagement activities.

These committees along with internal stakeholders ensure seamless deployment of benefits in accordance with the policy.



**Benefits Snippet**

 Leave	 Discounts	 Work Related	 Wellness and Insurance	 Others
<input type="checkbox"/> Casual Leave	<input type="checkbox"/> Taj Spa Discount	<input type="checkbox"/> Cellular Phone Reimbursement	<input type="checkbox"/> Hospitalization Assistance	<input type="checkbox"/> Housing Assistance
<input type="checkbox"/> Privilege Leave	<input type="checkbox"/> Taj Salon Discount	<input type="checkbox"/> Transfer Entitlements	<input type="checkbox"/> Group Term Life	<input type="checkbox"/> Company Car
<input type="checkbox"/> Sick Leave	<input type="checkbox"/> Pool and Gym Facility	<input type="checkbox"/> Six Weekly Offs	<input type="checkbox"/> Group Personal Accident	<input type="checkbox"/> Hotel Car (GMs)
<input type="checkbox"/> Maternity Leave	<input type="checkbox"/> Food & Beverage Discount	<input type="checkbox"/> Travel Entitlements	<input type="checkbox"/> Mental/Emotional, Physical & Financial Wellness Support	<input type="checkbox"/> Children Education Entitlement (ExCom)
<input type="checkbox"/> Bereavement Leave	<input type="checkbox"/> Special Employee Benefit	<input type="checkbox"/> Uniform / Attire Allowance Laundry Facility	<input type="checkbox"/> 1 to1 Help	<input type="checkbox"/> Housing Loan Subsidy (Only IHCL Employees)
<input type="checkbox"/> Paternity Leave	<input type="checkbox"/> Birthday Celebrations	<input type="checkbox"/> Internet Card		
<input type="checkbox"/> Sabbatical Leave	<input type="checkbox"/> Complimentary Stay for Retiring Associates	<input type="checkbox"/> Hardship Allowance		
<input type="checkbox"/> Adoption Leave				

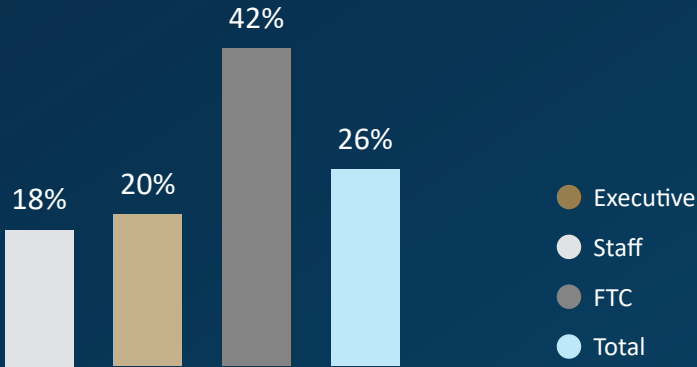
Apart from the above the following is extended to employees across categories:

**Facilities** - Cafeteria, Lockers, Medical Room, Doctor, Accident on Duty, Day Care, Employee Sharing Accomodation (need ased), Picnic, Annual Day Celerations, Salary Advance, Loan (Edu, Marriage, Medical Emergency)

**Other Benefits** - Taj FNF rate, VIBES incentive, Death Benefit, Funeral Expenses

**Gifts** - Annual Day, Marriage, Retirement and Festival Sweet Box, Long Service Reward

**EMPLOYEE RETENTION**



- 1. Special Employee Benefit:** IHCL provides discounted room nights for employees and their families to enjoy Taj hospitality.

**2. Friends & Family Rate:** IHCL provides a special rate for room nights for friends and family members of employees.

**3. Birthday Celebrations:** Associates can celebrate their birthdays with family members at Taj restaurants.

**4. Complimentary Stay for Newlyweds and Retiring Associates:** IHCL offers associates the opportunity to celebrate their honeymoon and retirement with a complimentary stay.

**5. Food & Beverage Discounts:** Associates and their families receive dining discounts, along with discounts on spa, salon, pool and gym facilities.

**6. Adoption Leave:** Leave is granted for associates adopting children.

**7. Bereavement Leave:** Employees receive leave to attend to family needs in the event of a family member's passing.

**8. Sabbatical Leave:** Associates can take sabbatical leave to manage personal and professional commitments.

**9. Family Connect Events:** IHCL organises annual events like picnics, Children's Day, and Annual Staff Day to bring associates and their families together.

**10. Comprehensive Relocation Assistance Program:** Provided to employees required to relocate within India due to business requirements.

**11. Family Expansion Treatment Benefits:** Ensures family-specific medical treatments are covered.

**12. Home Loan Subsidies:** Executive employees receive support for home purchases, repairs, and renovations.
- 13. Group Personal Accident Coverage:** IHCL provides accident coverage, including benefits for accident death, permanent total disablement, permanent partial disablement, and permanent total loss.

**14. Group Term Life Coverage:** Associates receive group term life insurance, providing financial support to nominated beneficiaries in case of an associate's unfortunate demise.

**15. Group Mediclaim Insurance:** Associates and their families benefit from group mediclaim insurance, with the introduction of a top-up insurance policy paid by employees.

**16. Hospitalisation Assistance Policy:** Financial support is provided to associates and their dependent family members in the event of hospitalisation.

**17. Employee Assistance Program (EAP):** IHCL offers an EAP, providing one-on-one support for associates and their families, with a focus on promoting positive mental health and wellness.

**18. Hardship Allowance:**To assist associates transferred to remote locations where relocation of family and/or education of children is a challenge. Hardship allowance is a special allowance payable to associates who are transferred to such remote location.





1.STARS - Special Thanks And Recognition System

Underpinning IHCL’s rewards and recognition system is the philosophy that happy associates lead to happy customers. Our award winning (Hermes Award in 2002) and flagship recognition program STARS serves the following objectives:

- Drive innovation & service excellence.
- Positive reinforcement of desirable behaviours linked to organisational values.
- Build a culture of recognition, appreciation and sharing of best practices.
- Enhance collaboration and create a sense of belongingness.

Employees accumulate points throughout the year based on recognition received through compliments from guests and fellow colleagues. Additionally, employees can also earn points by submitting valid suggestions that create a positive impact on guest/customer satisfaction, revenue/costs and more.

Associates across different tiers are recognised based on the number of points accumulated. The recognition program is hosted on the employee intranet for timely social recognition and transparency in the process.

- a) Managing Director’s Club
- b) Executive Vice President’s Club
- c) Area Director / SVP’s Club
- d) Platinum Level
- e) Gold Level
- f) Silver Level

Gala ceremonies are organized at select IHCL hotels to honour the achievements of MD’s Club and EVP’s Club Awardees, where they are celebrated for their outstanding efforts. The Managing Director personally presents the awards. Awardees receive an additional benefit of a complimentary two-night stay with their immediate family members. We also have institutionalised processes like STARS Plus and Partner of the Month, which ensure that all contractual associates are recognised.



STARS trends for 3 Financial Years:

	FY 21	FY 22	FY 23
No. of Managing Director’s Club Awardees	62	196	240
Employees Touched by STARS	5056	7294	10391

We have witnessed an increase of 1400% and 146% in the number of MDs and EVPs Club Awardees respectively between FY 2019 and FY 2023. This is a true testament to our commitment towards employee recognition.

MD’S CLUB STARS AWARDS CEREMONY 2023



2. The Difference You Make

Every year, on the 29th of July (the birth anniversary of JRD Tata) IHCL organises the program – **The Difference You Make**. The objective of the program is to share an appreciation with a colleague within the organisation who would have sincerely helped in your career journey, enriching your personal and professional life.

We have witnessed an increase of 49% in the number of appreciations received (online mode) between FY 2019 and FY 2023, which highlights our commitment to creating a culture of appreciation at IHCL.

Number of appreciations exchanged through the Intranet portal (online mode) for the last three Financial Years:

The Difference You Make	FY 21	FY 22	FY 23
Appreciation Exchanged	26882	24523	33814



### 3. Long Service Awards

This is a recognition to acknowledge and honour the loyalty and commitment of associates in the organisation. Associates are recognised on completing 5, 10, 15, or more years of continuous service (in multiples of 5 up to 40 years). The service recognition program contributes to building a positive company culture, and values employee loyalty.



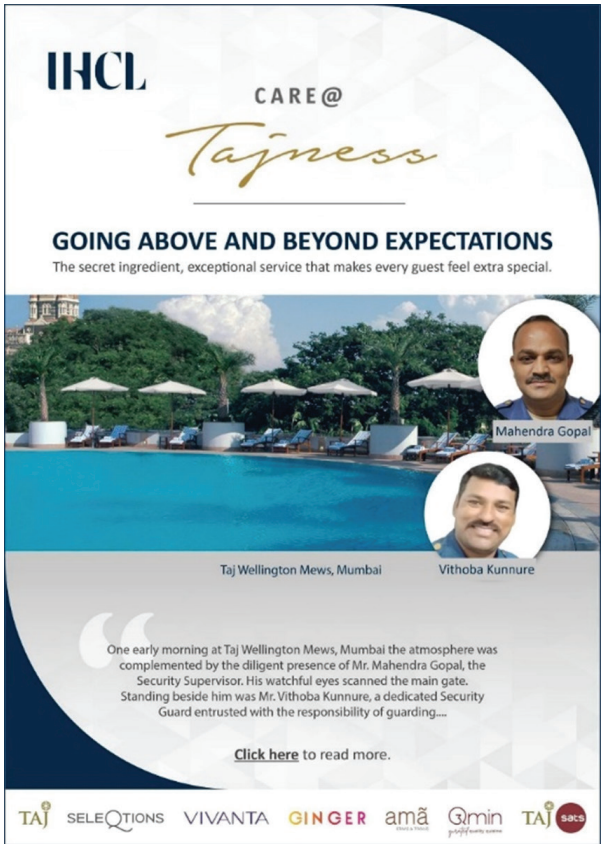
### 4. Care@Tajness

This framework showcases experiences extended by our employees displaying care – to our guests, employees and community. Once a week the experience is shared across the organisation via i-com, bringing recognition to the associate and encouraging our associates to embody Care@Tajness.

### 5. Making Customers Smile

An initiative by the Tata Group Customer Centricity team, it gives our colleagues the opportunity to showcase the efforts they have made to ensure a memorable guest experience, bringing them recognition in the TATA ecosystem. 5351 stories were submitted to this group-wide initiative by our colleagues across the organisation in FY 2022-23.

At the hotel level also, management teams implement multiple individual and team recognition programs



Care @Tajness - Recognition Campaign at IHCL

### Communication

The communication framework at IHCL follows a phygital (In Person & Digital) and streamlined approach to engage associates to find meaning at work as well as build organizational trust and connectedness.

In Person Communication

- **Townhall Meetings & Breakfast Meets:** Townhall Meetings provide an engaging forum for open communication and dialogue between senior leadership and associates at hotels. It serves as an avenue to recognise individual and team efforts and share noteworthy guest experiences, key business updates, results and future course of action for the hotel and the organisation at large.

The Breakfast Meet is primarily conducted at the Corporate Office on a monthly basis, wherein the host function shares an update on happenings, key strategies, business results and their future plan of action.

- **Skip-level Meetings :** Serves as a strategic platform fostering interaction between the associates and senior leaders at the hotel. This facilitates the identification and resolution of challenges and concerns. Team Meetings / Departmental Briefings. All pertinent information related to day-to-day operations and financials of the hotel, along with instant recognition, are discussed in these meetings.



MD & CEO Address at Breakfast Meet at Corporate Office



Hotel Leadership Address at Townhall



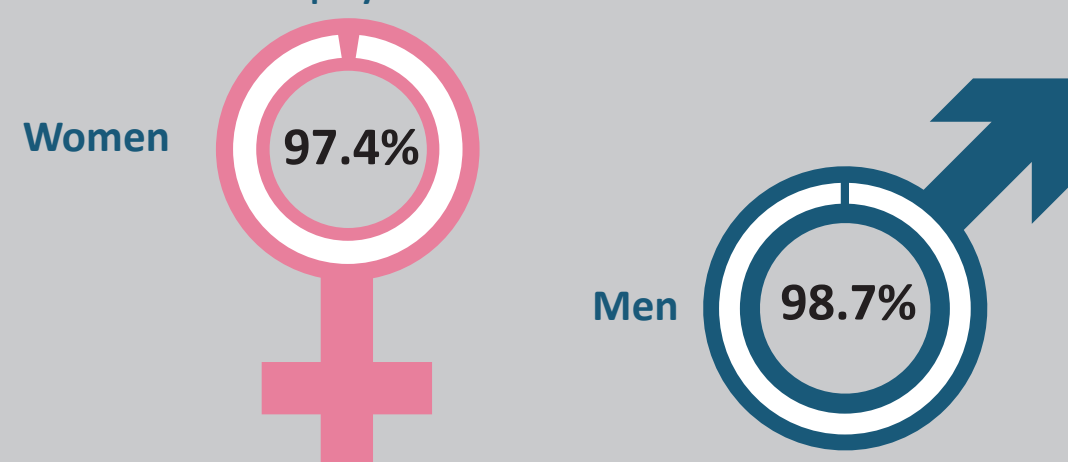


Internal Communication Emailers – DiLOG

- **Manager Conversations:** All associates are covered through developmental conversations i.e. a Direct Line of Guidance and Communication) either on an annual / bi-annual basis. The process aims at ensuring Managers support and guide associates in developing new skills and service

404-3

Employees who had a career review\*



\*Year End Career Conversation for Executives DiLOG

## Digital Communication

**1. myTAJ Portal and Application:** myTAJ is the one-stop shop for all employee needs - Self Services, Information, Engagement and more. The HR Bot acts as the Employee's Personal HR Assistant powered by Artificial Intelligence.



IHCL Internal Career Newsletter

Issue 95 | August 10, 2022

Please click on the link below to learn more about each opportunity.

In order to access each posting, do ensure that the Career Portal is open on your computer before clicking on any of the links below.  
You can access this via myTAJ / Careers on the home page or click [here](#)



### FOOD PRODUCTION

**Sous Chef - Banquets**  
Taj Mahal, New Delhi

Manage smooth banquets operations with effective utilisation of raw materials, adherence to cost, quality and hygiene standards and to create exquisite food with the objective of increasing guest satisfaction and revenues within the framework of allocated budgets and the brand guidelines.

[APPLY](#)

**Sous Chef**  
Taj Santacruz, Mumbai

Manage smooth kitchen operations with effective utilisation of raw materials, adherence to cost, quality and hygiene standards and to create exquisite food with the objective of increasing guest satisfaction and revenues within the framework of allocated budgets and the brand guidelines.

[APPLY](#)

**Sous Chef**  
Taj Falaknuma Palace, Hyderabad

Manage smooth kitchen operations with effective utilisation of raw materials, adherence to cost, quality and hygiene standards and to create exquisite food with the objective of increasing guest satisfaction and revenues within the framework of allocated budgets and the brand guidelines.

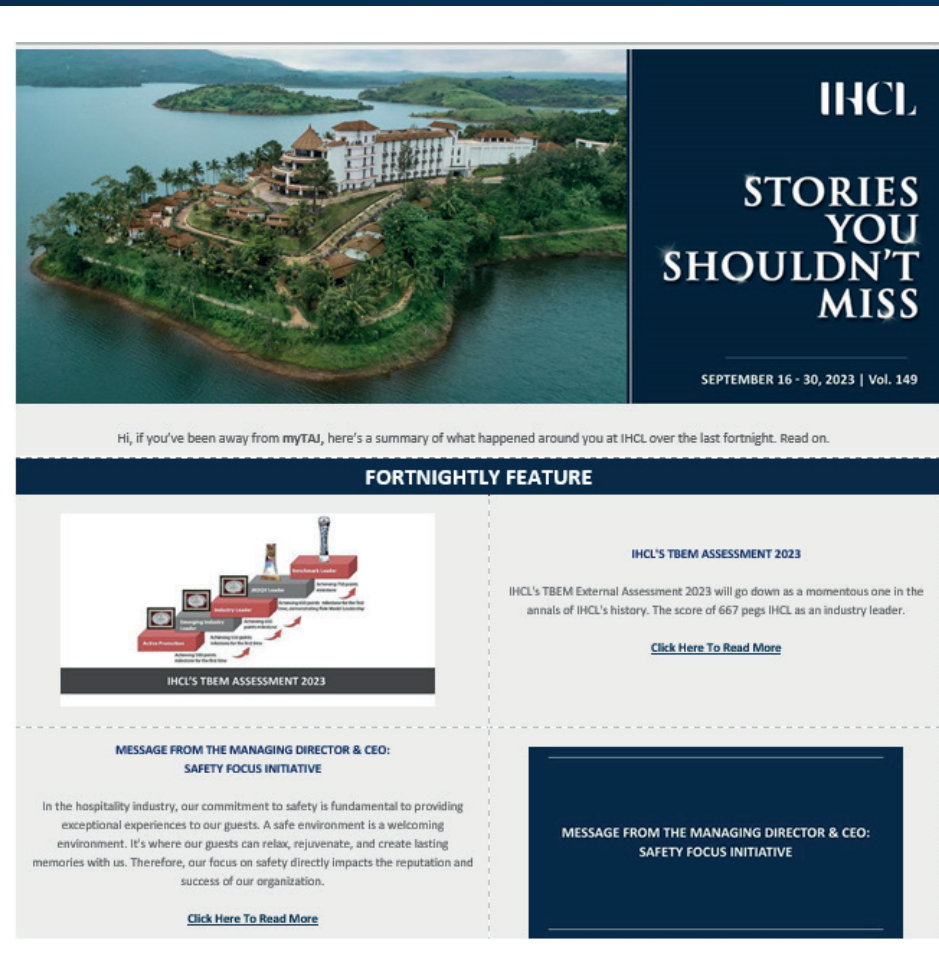
[APPLY](#)

Career À La Carte – IHCL's Internal Job Postings

**2. Internal Communications Desk:** Supports employees' understanding of the organisation, sharing timely updates, promoting company culture, driving employee engagement, conducting organisation-wide surveys on wellbeing, sending crisis communication and creating opportunities for discussion, innovation and feedback.

The Internal Communications Desk disseminates two mailers per day, on average.





## Communication Connects – IHCL's Fortnightly Newsletter



## Paathya Vani - Sharing Sustainable Best Practices

Associates also share interesting and inspiring stories and features on Buzz - a recognition portal on Intranet, with emphasis on learning from each other and sharing the best practices across the organisation. These **WOW stories** highlight exceptional guest engagement stories, excellent teamwork, important initiatives, volunteering and CSR activities.

**Tajness Magazine:** *Tajness* is the cultural essence of IHCL, a unifying force woven into the very fabric of our organisation. It embodies the spirit that shapes our actions and how we approach things. The *Tajness* Magazine serves as a comprehensive collection of IHCL's programs, initiatives, insights and accomplishments. It offers leadership perspectives, insights from external stakeholders and celebrates the inspiring stories of IHCL team members who go the extra mile to embody the indomitable spirit of Tajness. To ensure that physical access to the magazine is maintained, hard copies are distributed throughout our hotels and across various departments.

**Culture and Strategy Books:** A repertoire that spans themes from strategy to culture, customer centricity to communication, inclusion to sustainability and more. The Culture books talk about how we have transformed with shifts of change to become an organisation of the future, while holding on to our core values.

The Strategy books provide a comprehensive and organised resource that outlines the strategic objectives, plans and key initiatives of the company.



Thematic Tajness Magazine Volumes



## • Total Rewards Framework

At IHCL we drive a performance-based culture through a comprehensive Total Rewards Framework. The framework encompasses intrinsic and extrinsic equity by laying down the desirable associate behaviours that drive business performance, thereby contributing to the bottom-line of the organisation.

**Our Compensation Philosophy is founded on the tenets of:**

- **Pay Competitively:** Our constant endeavour is to either pay at market or lead-the-market.
- **Motivate Differentiating Performance:** We do so through comprehensive tools of the Performance Scorecard which ties Team Performance (Financial, Customer and Operational Excellence for Hotels, Financial and Strategic Initiatives for Corporate) and Individual Leadership Behaviours, which are aligned to IHCL's leadership code and business objectives. Potential assessment and merit increase tools are employed to sustain motivation for enhanced performance standards.

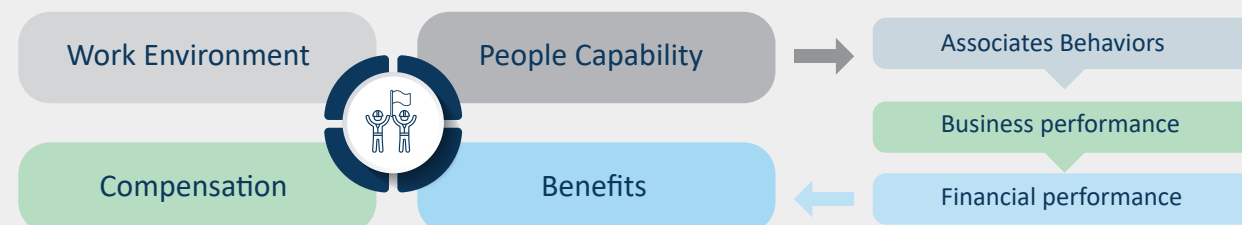
- **Reinforce Fairness, Consistency and Transparency:** We deploy standardised compensation ranges and the process involves all managers with teams across the organisation. The process is managed on a platform leading to greater transparency.

We focus on the total package in terms of benefits and a conducive work environment for long-term value optimisation. Going beyond pay, IHCL also focuses on job enrichment / enhancement based on one's potential and makes available multiple opportunities.



## The Approach

The Total Rewards Framework is built upon IHCL's Strategy, **Ahvaan 2025** which aligns behaviour and performance to provide the necessary **direction** for realizing **business objectives** and create a **winning culture**.



## • Employee Feedback

**VConnect: The Employee Listening Framework at IHCL**

To address real-time feedback, VConnect - a continuous employee engagement platform that gathers feedback was introduced in 2017-18. This provides a mechanism for employees to share their feedback anonymously through surveys, which are accessible through multiple digital mediums. Through the improved version in 2022-23, the survey is now available in 8 Indian regional languages (besides English & Hindi).

The framework is based on the core engagement drivers of - Say, Stay and Strive, which was built on the Aon Hewitt Engagement Model across workforce levels:

**Say:** Speaking positively about the organisation with stakeholders

**Stay:** Cultivating a profound sense of belonging and a desire to remain part of the organisation

**Strive:** Being motivated to exert effort for job and organisational success.



The hotel, area, regional and organisation leadership have access to a comprehensive dashboard with heat maps, drill-down of data, and sentiment analysis of the verbatim feedback. This allows leadership to ensure every associate's feedback is heard and acted upon through a detailed and aligned plan of action.





• Performance Management

# DiLOG

## Direct Line of Guidance & communication

At IHCL performance management process aligns team performance with the organisation's strategy. While 90% of the hotel performance scorecard is linked to team performance, 10% is linked to demonstration of Individual Leadership Behaviours (ILB) in line with the leadership code of conduct and the IHCL and TATA values.

Executives follow a team-based goal approach which includes financial and non-financial parameters. Customer attributes, financial attributes, key internal processes and people attributes form a part of the scorecard, ensuring continued customer and business focus.

At the hotel level, all executives have a structured process known as **DiLOG** (Direct Line of Guidance and Communication) in place which serves as a conduit for constructive dialogue between managers and their direct reports, leading to development and career progression.

### Individual Leadership Assessment

Individual Leadership refers to the behaviours exhibited by Executives throughout the year in his/her interactions with guests, colleagues, partners and anyone that they may interact with at work.

### Potential Assessment

The potential of an Executive at IHCL is assessed by considering a combination of 3 aspects Ability + Agility + Leadership that directly align with our business strategy.

All FTC associates go through a performance appraisal at the end of their contract and based on their rating, they are given a merit increase. In hotels not governed by Long-Term Wage Settlement (LTWS), staff level associates also go through performance appraisal at the end of the year. The hotels with a LTWS for bargainable staff-level associates, the benefits of the settlement agreement apply.

## IHCL GINGER Employee Turnover Data (401-1)

IHCL Including Ginger		2019-2020		2020-2021		2021-2022		2022-2023	
People Group	Age Band	Male	Female	Male	Female	Male	Female	Male	Female
Permanent	<30	1907	714	423	224	1226	535	2581	1049
	30-49 Years	720	131	414	148	763	229	1513	312
	>50	134	9	255	22	273	27	281	33

2022-2023 (TajSATS)			
People	F	M	Age
Permanent	1	3	<30
	1	18	30-49 Years
	0	24	>50

Employee Turnover Data 401-1

## IHCL GINGER Number and Rate of New Employee Hire (401-1)

IHCL Including Ginger		2019-2020		2020-2021		2021-2022		2022-2023	
People Group	Age Band	Male	Female	Male	Female	Male	Female	Male	Female
Permanent	<30	2461	951	74	58	1954	745	4871	1946
	30-49 Years	487	116	30	12	873	209	1957	459
	>50	19		2	0	27	12	113	25

2022 - 2023			
People	F	M	Age
Permanent	6	14	<30
	7	96	30-49 Years
	0	53	>50

Number and Rate of New Employee Hire (401-1)

## IHCL Parental Leave (401-3)

IHCL		2022 - 23	
		Female	Male
Employees entitled to parental leave		100%	100%
Employees that took parental leave		34	336
Employees that returned to work in the reporting period after parental leave ended		34	336
No. of employees who returned to work after parental leave ended who were still employed 12 months after their return		34	336
Return to work Rate		100%	100%



No. of employees entitled to parental leave



No. of employees that took parental leave in reporting period



Number of employees who returned to work after parental leave ended



Number of employees who returned to work after parental leave ended who were still employed 12 months after their return





## • Talent Management

The Talent Strategy at IHCL aligns itself with the core organisational values of the Tata Group and is driven through *Tajnesss* by exemplifying the IHCL values of trust, awareness and joy. This strategy is in alignment with the business strategy currently as articulated in AHVAAN 2025.

**Career Development** is addressed through a multi-pronged approach. Identified key talent have an experience map designed which includes mandatory and differentiating experiences. Employees are encouraged to develop their capabilities through core experiences and exposure in allied areas to gain deep functional expertise. Career Development opportunities are also provided through differentiating experiences such as opportunities to be part of pre-opening teams, participating in special projects, international exposure, exposure to specialised skills, etc.

We align talent management with our growth strategy through a 3-step approach: Identifying critical roles, assessing current talent and developing them for new roles. The Career and Succession Planning Process (CASP) identifies key positions globally. It focuses on ManCom, HODs, Senior Leaders and Middle Managers, leveraging Talent Councils to evaluate performance, potential and development areas aligned with business strategy. Recommendations for improvement and strengths are discussed, followed by a development plan to groom top talent for larger roles.

With a focus on growth, IHCL has defined processes to help identify the right talent and ensure a healthy pipeline across the hierarchy. Some of the key assessment and development initiatives are SPEED, Talent Identification and Development Initiative (TIDI) and Leadership Assessment and Development Center (LADC).

## • Talent Development (404-2)

The Learning & Development (L&D) team at IHCL is organised at corporate, area-level hubs and at hotel levels.

**Corporate L&D:** Manages the long-term training strategy implementation, which is primarily focused on building the talent pipeline for future capacities. The implementation happens through the Annual Corporate L&D Calendar with both internal and external facilitators. They are the custodians of process design and continuous improvement and implementation in hotels.

**Learning & Development Hubs:** In line with the organisational growth agenda, the L&D function

re-organised itself to ensure greater operational efficiencies and the best utilisation of resources. L&D hubs have been created with the objective of retaining focus on building the talent and leadership pipeline and aid in pre-opening training activities of hotels. The hub processes focus on bringing synergy across hotels in the area, with consistent deployment of initiatives and sharing of best practices.

L&D Managers oversee all L&D processes in hotels, using detailed analytics for a robust Training Needs Identification. They align the Annual Training Calendar with organisational strategy, incorporating key themes based on stakeholder feedback and capability and capacity assessments.



### Management Development Programs

- 1 Lead to IMPACT - Functional Heads
- 2 Exceed to Excel - Junior Management
- 3 Women's Leadership Program

### Professional Advancement Programs

- 1 First Time Leader Program
- 2 High Performing Leader Program
- 3 Managerial Effectiveness
- 4 Story Telling
- 5 Design Thinking

### Leadership & People Development

- 1 Thriving Together
- 2 Living the Values
- 3 Maximizing your personal impact
- 4 Coaching for Impact

### Financial Understanding & operational Excellence

- 1 Finance for Non-Finance
- 2 Essential of Excellence
- 3 Data Visualisation
- 4 Negotiation Skills

### Organizational Excellence

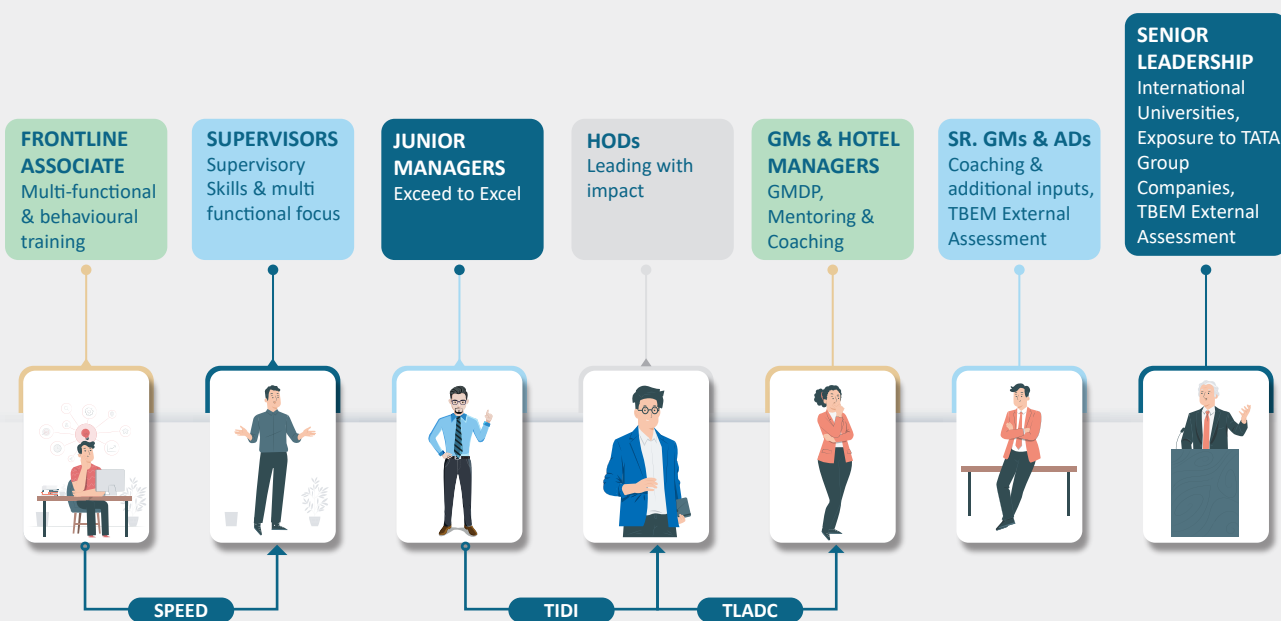
- 1 Prevention of Sexual harassment – IC
- 2 Walk in my shoes
- 3 Subject Matter Expert Assessors Program
- 4 Innovation and Creativity
- 5 Demystifying Tajness
- 6 TAAP Assessor Program

### Functional Excellence

- 1 Sales Development Program
- 2 Housekeepers Capability Building Program
- 3 Accommodations Capability Building Program
- 4 HR Capability Building – Progressive HR Practices
- 5 Security Capability Building Program
- 6 L&D Capability Program
- 7 Revenue Management
- 8 Executive Wine Training Program
- 9 Bartender Workshop
- 10 Butlers training Program



**Certified Taj Departmental Trainers:** Experienced functional managers are leveraged for their expertise and undergo a 'Train the Trainer' program which equips them with trainer and facilitator skills. Such trained functional managers are recognised as Certified Taj Departmental Trainers (CTDTs) for their respective functions. They are responsible for providing functional / skill training in their respective areas of work.



**Senior Leadership:** The organisation's senior leadership receives inputs through formal advanced management programs (INSEAD, Harvard) as well as through exposure to other TATA Group companies in various capacities (Business Excellence Assessors, Best Practice Labs, Cross-functional Teams, etc.)

**SVPs, Area Directors & Senior GMs:** They benefit from specially curated programs and experiences with international universities. They receive focused coaching and mentoring inputs from certified external professionals.

**GM, ManCom and HOD:** Leadership Assessment and Development Centres are focused on the assessment of GM and ManCom levels. Individual Development Plans are created, based on the assessment findings, focusing on a 70:20:10 principle.

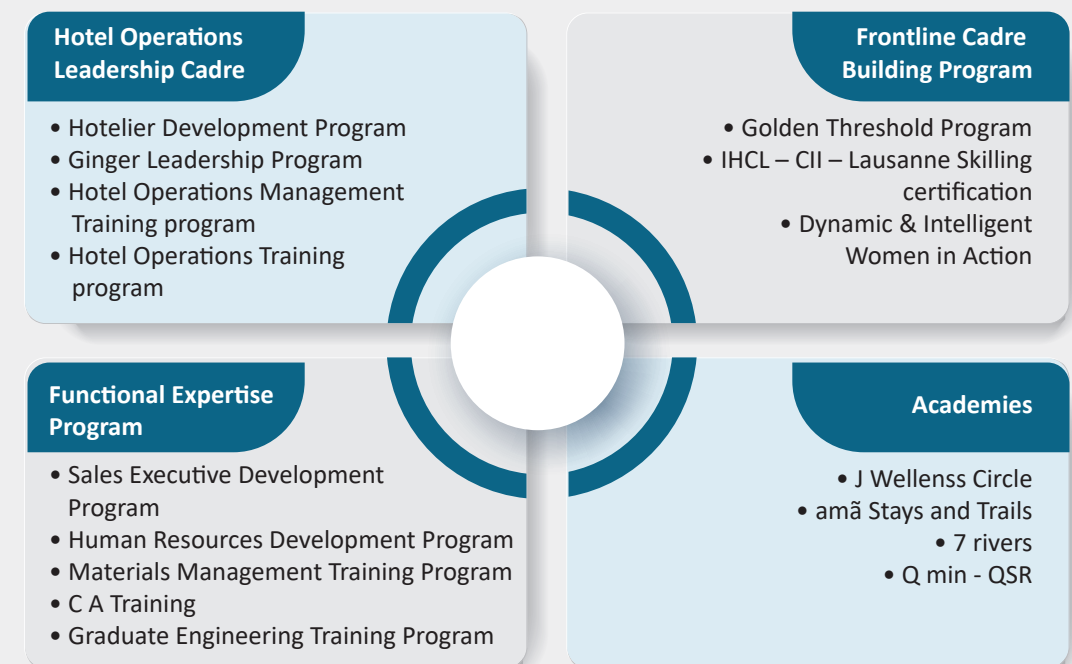
The General Manager Development Program (GMDP) in collaboration with leading Business Schools has been designed to address the gaps highlighted. Two Cohorts of 60 General Managers have benefitted from the inputs from the long-term capacity building program. Action Learning Projects, an outcome of the GMDP, have helped the organisation resolve real-time business challenges and provided double the return on investment.

**Junior Managers and Supervisors:** The focus of learning inputs for these talents is to ensure that the organisation's core competency of *Tajness* is internalised and brought to life by understanding of leadership behaviours.

**Frontline Associates:** They undergo an array of multifunctional and behavioural training to demonstrate *Tajness* in all their interactions.

**Specialized Training programs:** Bartenders, Sommeliers, Butlers, Concierge, Media Training etc. are some of the specialised training programs that are conducted throughout the year, as a mandatory program for identified employees. These service offerings are the key differentiators between IHCL and its competitors. Capability-building programs have also been conducted for Human Resources, Sales, Revenue Management and Sustainability for Chief Engineers across hotels.

**Cadre Building:** To align with the growth strategy outlined in *AHVAAN 2025*, it has been important to attract the right talent and acculturate them to the culture of *Tajness*. IHCL has put together a comprehensive Corporate Cadre Building Framework and through these 15 cadre building programs, the organisation is able to address leadership and functional needs for the pipeline. These programs support existing businesses as well as new businesses, while also creating the talent pool for the industry at large. We have collaborated at an undergraduate level towards skilling future talent through a Bachelor's program with Tata Institute of Social Sciences and a vocational education program with École hôtelière de Lausanne – Confederation of Indian Industry (CII).



**Building Resilience:** In a rapidly changing world post-pandemic it was imperative to build emotional intelligence and empathy in our leadership teams. To this effect, programs were curated to help leadership navigate unpredictable situations and foster team cohesion.

**Diversity, Equity and Inclusion:** IHCL is committed to welcoming a diverse workforce and creating an inclusive environment for all stakeholders. A

multi-pronged approach has been implemented to positively enhance and promote the culture of Diversity, Equity and Inclusion. Some of the key initiatives:

- Women Leadership Development Program
- Walk in My Shoes
- Tata Affirmative Action Program
- Mentoring and Sponsorship Program





#### Innovation and Creativity:

Innovation is pivotal for Tata companies to navigate a boundary less business world, fostering breakthrough products and services. Design thinking workshops followed by innovation labs have been conducted to encourage creative thinking.

**Cross Exposure Training:** This is one of the key methodologies used to learn and share best practices across the organisation. Based on tangible stakeholder inputs, key functions across hotels are identified as Centres of Excellence (COE). High potential talent from across the organisation leverage the opportunity with a 7 to 15 days learning exposure in these COEs, thus allowing them to implement best practices in their respective hotels. Last year, we further extended the scope by including exposure to best-in-class competition within the hospitality domain, in domestic and international markets.

**Online Learning:** IHCL has an online learning platform LEAD which hosts world-class content in the field of Management and Leadership. We have collaborated with partners so that executives and managers across the organisation have access to over 20,000 learning objects in Management and Leadership. The courses are created by thought leaders from leading business schools like Stanford University, Harvard Business School, INSEAD and many more. These are short courses including pre and post assessment.

The platform not only allows for contextualisation of courses by IHCL but also allows upload of own content on the platform. Through LEAD, we address the corporate strategy / competency framework and individual development plans (TIDI and LADC) for identified colleagues, providing opportunities for self-development.

We also collaborate with additional external partners and build in Single Sign On (SSO) to enable easy access to online content for identified colleagues.

#### Training Effectiveness:

At IHCL, the correlation between business requirements and training inputs is evaluated to determine the various training deliverables. To understand the effectiveness of learning and development initiatives, feedback is sought from participants through “Happy Sheets” which is based on Kirkpatrick’s model to capture immediate reaction to the training received and is considered as ‘level one’ input.

Skills Certifications and Knowledge Tests are used to identify the level of assimilation of learnings and the ability to demonstrate as a skill set. Feedback from Managers and Supervisors is received to understand behavioural changes or implementation of skills on the job. Internal and external compliance audits also help validate the effectiveness at this level. Indicators of training effectiveness are observed through VOC and performance in internal and external audits. Another indicator that is used would be the tests conducted post the orientation of new hires. Additionally, a continual two-way communication channel is maintained for new hires to check their development needs and progress, which is primarily driven through departmental heads and Certified Taj Departmental Trainer (CTDTs).

IHCL collaborates with hospitality campuses and international business schools (Les Roches, ESSEC) to provide advanced education opportunities to high potential talent. Employees are also equipped with learning exposures across international properties.

## • Employee Relations

As a business with an inherently experience-led offering, IHCL prioritises the need to enhance the value it delivers for all stakeholders, especially employees.

The role of ER / HR professionals at IHCL is to primarily foster a fair and transparent work environment; to resolve grievances with the least turnaround time but in the most effective manner, establishing appropriate redressal systems in the organisation.

The ER / HR professionals are well versed with the financials and business performance of the hotel, while also being cognizant of the external factors such as competition, industry, allied sectors and the economy at large. They understand the dynamics of employment relationship i.e. Co-existence of Cooperation and Conflict and going beyond the Us vs. Them mindset.

Our institutionalised policies and processes help the ER / HR professionals to take a fair and transparent approach towards every people issue, with consistency and agility. The principles of the Total Rewards Framework is also extended to the signing of long-term settlements with unions. We undertake a competitive market survey by hotels entering into wage settlements which helps us ensure market parity. Some of the salient features of Long-term Wage Settlements:

- The periodicity of wage settlements is 4 to 5 years.
- Settlements are a “zero based” collective bargaining process with no prior linkage to any internal benchmarks.
- The onus to close upon settlements lies on the outcome of bipartite settlement between Management and Union. This ensures timely closure of settlements.
- Productivity Linked Incentive Plan ensures a 70:30 linkage between fixed and business-linked variable amounts.





## • Human Rights

IHCL considers human rights as a critical aspect of responsible business practices. We have policies and processes to ensure our operations don't exploit others. We believe in respecting and promoting human rights to contribute to the sustainable development of customers, communities, and other stakeholders. Among other human rights, IHCL supports and promotes the right to life and health, the right to education, the prohibition of child labour, the elimination of all forms of discrimination, the equal rights of women in the workplace, and the right to equality and non-discrimination.

We recognise the significance of human rights and the challenges to establishing a workplace free from all forms of discrimination and unethical behaviour. Department leaders, union representatives, HR heads, and members of various welfare committees are available to resolve any reported problems of any type of human rights. The business adopted POSH policies that are in line with workplace sexual harassment laws.

There are various mechanisms to receive and redress grievances. We have collaborated with a third-party ethics partner who receives grievances via phone, e-mail and physical mail on which adequate actions are being taken and addressed. In addition to this, we have a whistle-blower mechanism in place to resolve

complaints and the same are reviewed by the Audit Committee every quarter. Also, we have ethics committees and HR heads in hotels to whom persons can report issues directly and can also drop the concerns in the drop boxes.

Representing Indian hospitality and world-class service, IHCL recognizes the importance of preserving the human rights of its stakeholders including communities and the environment. The workforce at IHCL along with its partners, vendors and suppliers are committed to demonstrating respect for human rights along with preventing, mitigating and addressing human rights violations at a larger scale.

Being an equal opportunities employer, IHCL has ensured that the culture of non-marginalization and adherence to statutory norms like no employment of child labour, etc is adhered to completely. This is also reflected in IHCL's focus on creating and maintaining safe and secure work environments. Policies such as TCOC and POSH apply to all levels of the workforce including contractual/outourced workforce and policies like POSH are gender neutral.

[https://investor.ihcltata.com/files/IHCL\\_Equal\\_Opportunity\\_Policy.pdf](https://investor.ihcltata.com/files/IHCL_Equal_Opportunity_Policy.pdf)

## • Ethics and Grievance

The Tata Code of Conduct (TCOC) sets out the ethical and moral expectations of all stakeholders that interact with the group companies. It is binding on both individuals as well as corporate entities. To enable employees and other stakeholders to follow the TCOC in its true spirit, IHCL has provided avenues for raising concerns or queries in good faith, as well as report instances of actual or perceived violations of the code in an environment free from retribution. The implementation of a robust ethics governance structure ensures adherence to the code in letter and spirit is established.

### Ethics Governance Structure (2-26)

The Ethics governance structure consists of four key elements:

1. **Multi-level ethics committees** - Establishing ethics committees at the Apex, Region and Area / Cluster / Hotel levels of the organisation to ensure Group's values and ideals that guide and govern the conduct of our companies as well as our colleagues.



## TATA CODE OF CONDUCT

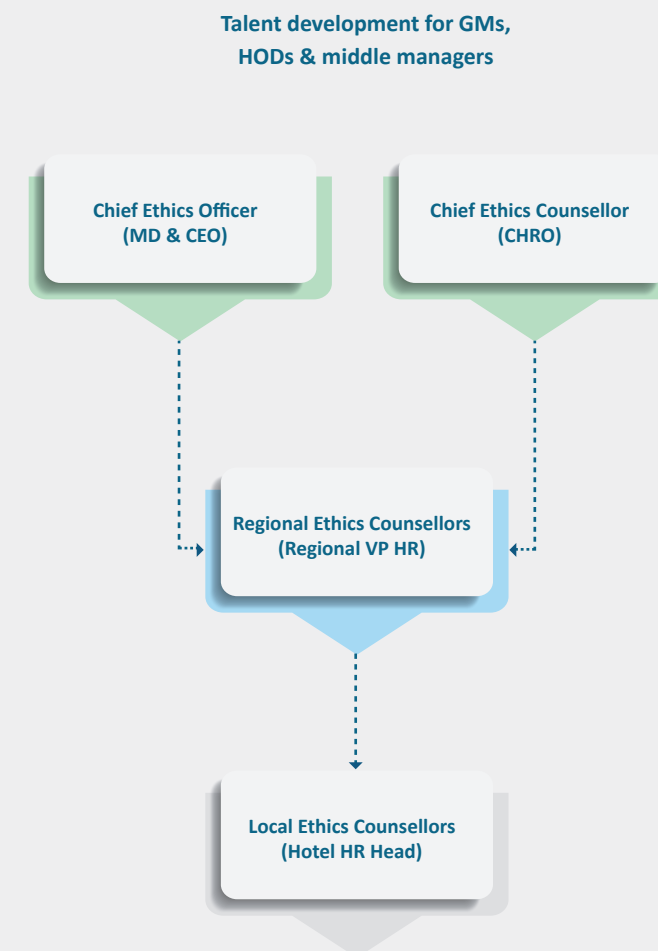
2. Procedure for registering concerns by stakeholders including an escalation matrix IHCL has partnered with a third-party for a multi-channel interface (telephonic, web portal, email, etc.) to report and record ethical concerns which can also be reported in anonymity.

3. Procedure for inquiry / ethics case management by the ethics committee An escalation matrix is designed, aligned to the type of concern reported.

4. Progressive Consequence Management Framework which is commensurate with the infraction and is meted out in a fair manner.

The MD and CEO and the Executive Vice President HR are the Chief Ethics Officer and Chief Ethics Counsellor respectively. There are Local Ethics Counsellors at Hotels and two Regional Ethics Counsellors. Policies such as **Anti-Bribery Anti-Corruption (ABAC), Data Security, Gifts and Hospitality**, etc. have been framed and implemented as per the Tata Code of Conduct. [https://investor.ihcltata.com/files/IHCL\\_Anti-Bribery\\_and\\_Anti-Corruption\\_Policy.pdf](https://investor.ihcltata.com/files/IHCL_Anti-Bribery_and_Anti-Corruption_Policy.pdf)

IHCL has zero tolerance for sexual harassment at its workplace and has adopted a policy on prevention, prohibition and redressal of sexual harassment at the workplace in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Appropriate governance structures through Internal Committees at hotels and corporate office have been put in place.

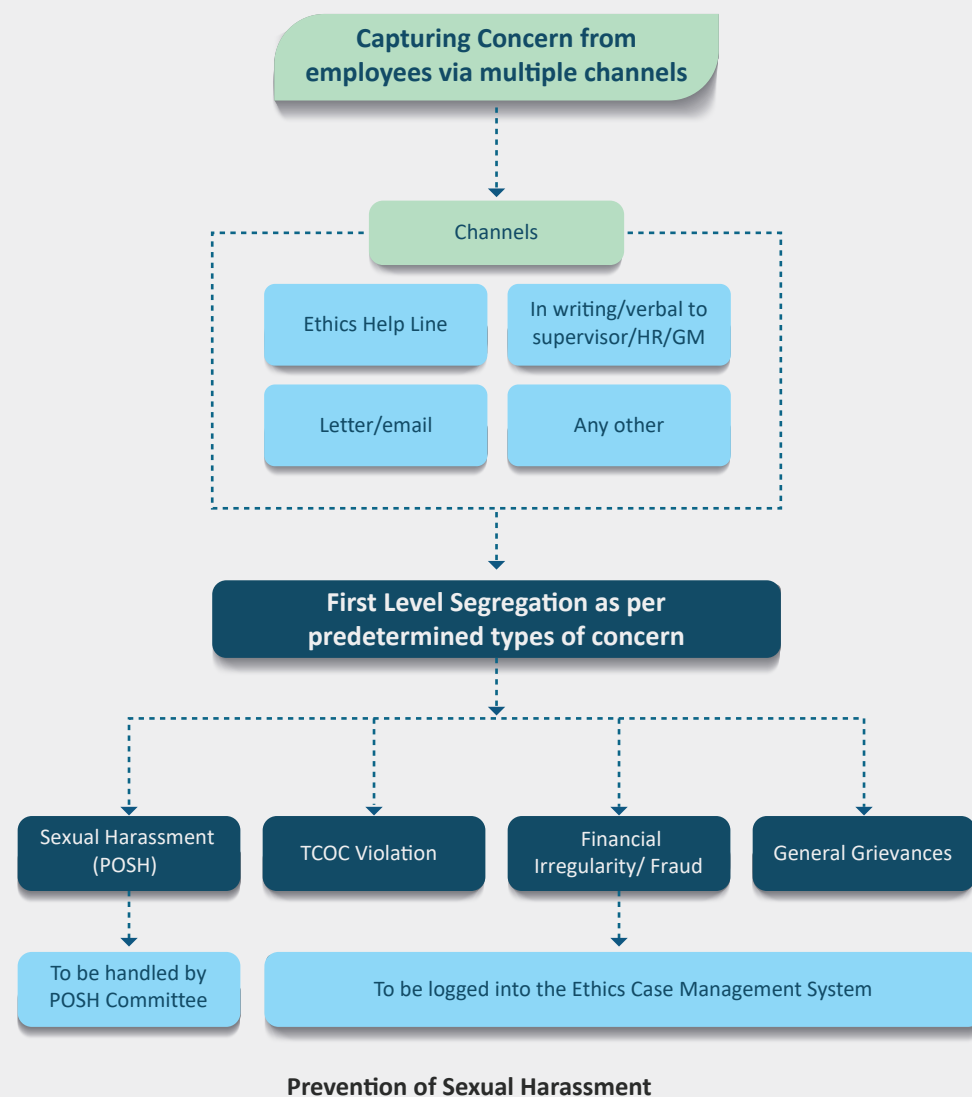


Ethics Governance Structure at IHCL



**Online training modules:** On the TCoC and POSH are available and form a mandatory training requirement for all employees. The “Speak Up” communication campaign was created to build awareness about the ethical behaviour and mechanism for reporting concerns. Information of all cases reported on the third-party **Ethics Helpline** are shared every quarter with all the relevant stakeholders.

The whole process of redressal of various grievances raised can be summarized as follows:



IHCL is committed to creating a safe and conducive gender-neutral work environment that enables employees to work without fear of prejudice, bias and harassment. We promote a workplace free of sexual harassment with a clearly defined process for reporting, investigating and redressing complaints of sexual harassment raised by complainants, including but not limited to employees, contractual employees, guests and vendors. As per IHCL Policy on Prevention, Prohibition and Redressal of Sexual Harassment at the Workplace (POSH), an Internal Committee (IC) has been created at each establishment including hotels and corporate office. We ensure that the cases are closed with appropriate action / outcome, in the least time but with maximum effectiveness.

Though the law of the land extends only to aggrieved women, we have taken a step ahead to make it a gender inclusive policy and all such cases, which fall under the purview of the act, are dealt in accordance to the Tata Code of Conduct.

**POSH Awareness Campaigns at IHCL: Available in Multi-Lingual.** Posters are put up on Digital and Physical Notice Boards across the hotel including the most accessible areas such as associate dining area, restrooms and more, to promote awareness amongst all.

The metrics on Ethics and POSH are tracked periodically and presented at the Executive Committee and Board Meetings.



## • Wellness

**OHS Framework:** Occupational Health, Safety and Wellness instituted at IHCL indicate the robust nature of our OHS Framework.

- 1. Regular Safety Training Sessions:** We conduct a substantial number of safety training sessions which cover a wide array of aspects, including fire safety, first aid and emergency response.
- 2. Health Awareness Campaigns:** The campaigns serve as powerful catalysts for preventive health measures through webinars and active fitness challenges, encouraging employees to take ownership of their health.
- 3. Near-Miss Reporting:** This practice encourages employees to report and address near-miss incidents promptly. This approach prevents potential accidents by addressing underlying issues and it identifies areas for continuous improvement.

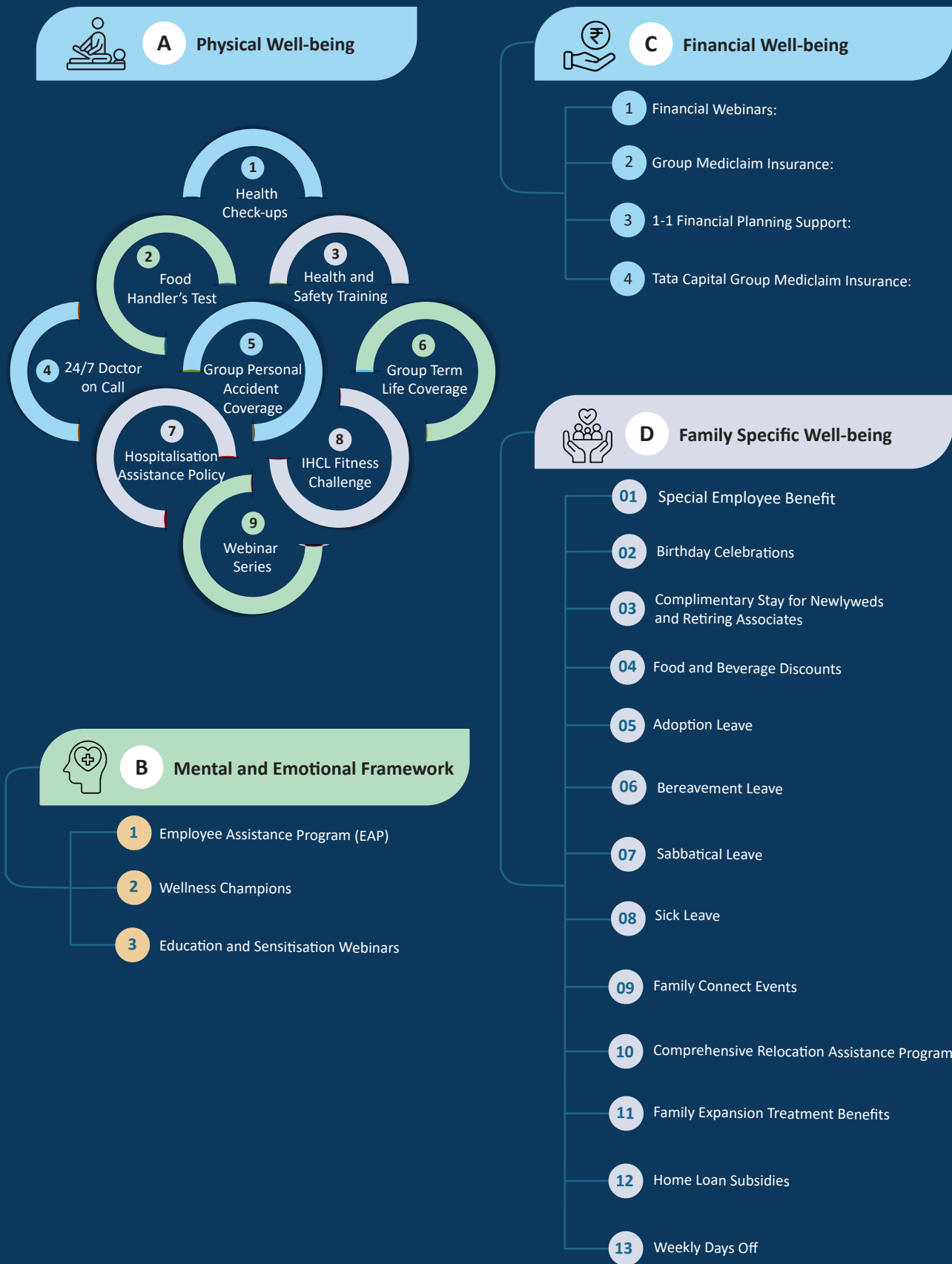


- 4. Fire Safety Measures:** The implementation of comprehensive fire safety measures, including fire drills, fire safety equipment and evacuation plans, ensures the safety of both employees and guests in the event of emergencies.
- 5. Emergency Response Teams:** IHCL maintains well-trained emergency response teams at its properties to handle crisis situations efficiently. This preparedness ensures the safety and security of everyone on the premises. The positive impact is evident in the swift and effective responses to emergencies, fostering a sense of security for employees and guests alike. Our proactive approach to emergency readiness underscores our reputation as a trusted and responsible hospitality provider.
- 6. Injury Prevention Programs:** Our commitment to safety extends to injury prevention programs, which have significantly reduced the incidence of workplace injuries. These programs include ergonomic assessments and measures designed to minimise occupational health risks. The positive outcomes are visible in a healthier, more productive workforce, showcasing IHCL as an employer that prioritises the well-being of its employees.



Promoting Health and Wellbeing

IHCL adopts a comprehensive approach to promoting health and wellbeing among employees, addressing various facets such as financial, mental, emotional and physical wellbeing through a range of programs and initiatives.



• Health and Safety

Leadership and Accountability

At IHCL, safety and health are core priorities woven into our operations. We ensure their effectiveness by integrating requirements into our risk management and strategic planning processes. Our systematic approach, using the Plan-Do-Check-Act concept, drives a proactive safety culture by pinpointing areas for improvement. Senior leaders are instrumental in guiding and upholding these initiatives. They demonstrate commitment by establishing comprehensive policies, defining the organisational structure, allocating necessary resources, leading by example, and fostering a culture where safety is ingrained in everyday operations.

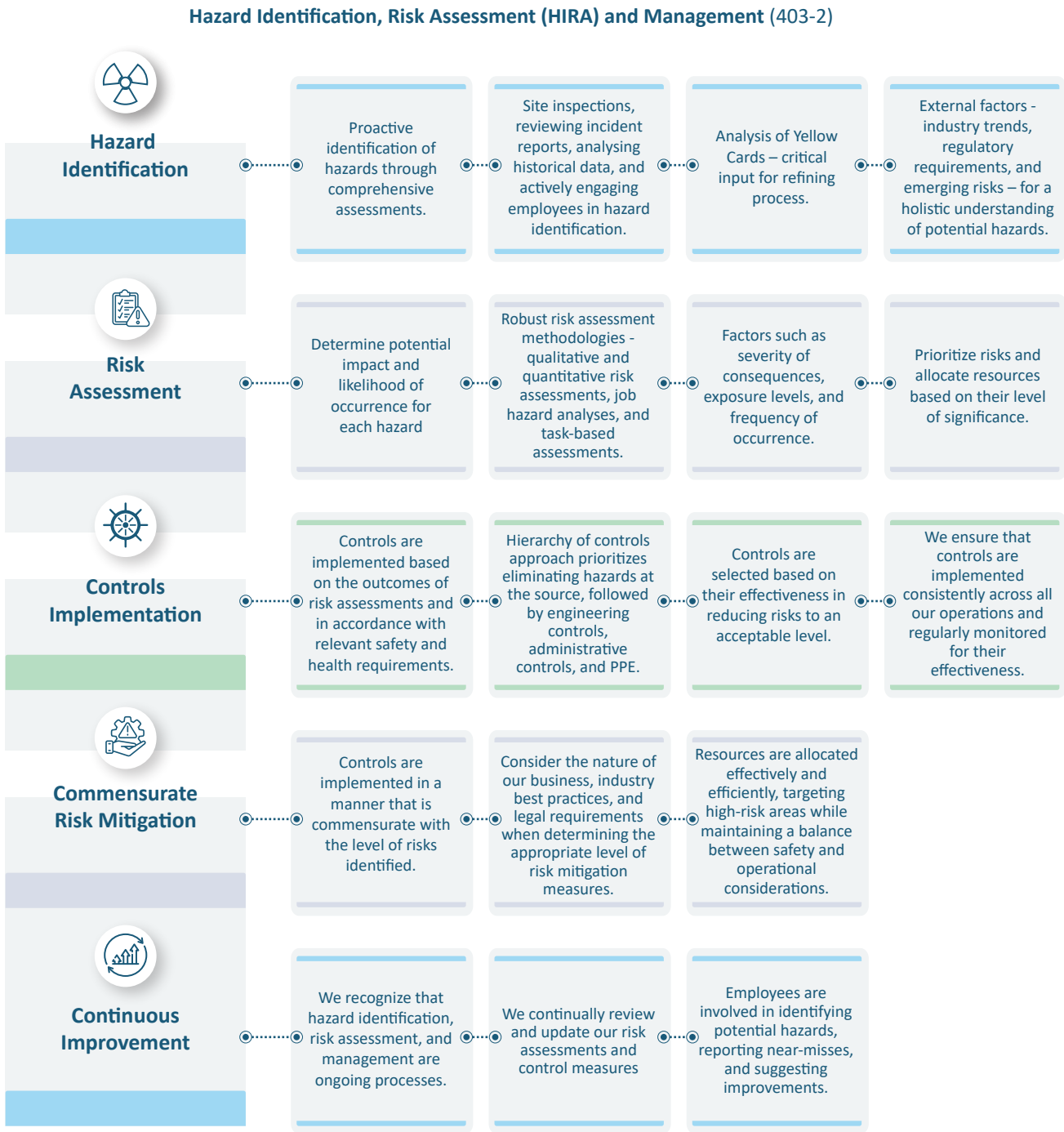


Figure 1: HIRA Process at IHCL



At IHCL, safety and health requirements seamlessly merge into our Enterprise Risk Management and Strategic Planning Processes. We systematically identify hazards, evaluate risks and implement suitable controls, ensuring that safety and health considerations permeate our operations (Refer to Figure 1).

## Compliance Assurance

**Regulatory Compliance:** IHCL prioritises obtaining necessary licenses and permissions for hotel operations, maintaining a streamlined tracking system for timely renewal and adherence to regulations. Collaborating with industry experts helps us stay updated on legislative changes, ensuring compliance and upholding top safety standards.

**Food Safety Compliance:** The company adheres to FSSAI regulations, fostering robust food safety practices.

**Security Compliance:** Hotels are categorised as high, medium, or low-risk, and security measures are tailored accordingly with manpower, technology, and processes. Threat levels are determined for adaptable security protocols.

**Design, Construction and Operational Control:** Safety is prioritised throughout the project lifecycle, including the design phase, to effectively identify and manage potential risks.

**Safety Considerations in Design:** In the initial planning phase, safety considerations shape the design process, covering building layout, emergency exits, fire safety, ventilation and other relevant aspects. IHCL engages qualified architects, engineers and specialised consultants in safety and health design. All design plans strictly adhere to national and local safety regulations

and standards. and standards.

**Construction Safety:** IHCL proactively ensures construction safety by conducting thorough risk analysis which identify and mitigate potential hazards. Contractors are selected based on their capability to deliver high-risk tasks. On-site Project Managers ensure strict adherence to safety protocols and standards.

**Operational Control:** We maintain rigorous operational control for safety and security, adhering to relevant standards and procedures. Equipment from reputable manufacturers undergoes regular maintenance, calibration and safety checks. A comprehensive Permit to Work system covers high-risk tasks like hot work, heights, chemicals, confined spaces, electrical work and general tasks at all project sites.

**People, Competency and Behaviours:** IHCL employs a comprehensive approach involving training, assessment, and qualification processes. This strategy enhances workforce safety and maintains a secure environment for guests and stakeholders. Various training programs equip employees with essential skills, covering induction, job-specific, continuation, and refresher training, while emphasising on safety aspects. We assess employees' safety understanding and job capabilities through diverse methods like knowledge assessments, practical evaluations, and specialised certifications.

**Communication, Consultation and Empowerment for Security, Safety and Health 403-4:** IHCL recognizes the importance of effective communication in engaging, motivating, and empowering employees on matters of security, safety, and health. Figure 2 depicts the approaches used to facilitate clear and relevant communication:



Figure 2: Clear and Relevant Safety Communication at IHCL

We prioritise employee consultation in security, safety, and health matters, leveraging their expertise. Practices include employee reporting, safety committees and audits. Employees receive training and resources that foster a culture of safety. This commitment extends to contractors and partners, aligning them with IHCL's safety standards.

## Incident Reporting, Investigation and Learning: (403-2)

Incidents related to safety, security and health, undergo reporting, investigation and analysis to prevent recurrence. We have established a robust reporting system utilising dedicated forms, online systems and direct communication channels for prompt and accurate reporting. Incidents are classified by severity, aiding in prioritising investigations and responses, ensuring proper resource allocation for each incident.

## Sharing of Best Practices:

IHCL prioritises learning from audits and incidents, sharing findings and recommendations widely among stakeholders through safety bulletins, talks, committees and other channels. This transparent sharing raises awareness and fosters a proactive safety culture. We monitor the effectiveness of implementations and track incident trends over time.

## Asset Management:

The organisation employs comprehensive strategies and processes to manage assets throughout their lifecycle. We follow 4 key practices for preventive maintenance to proactively identify and address potential issues before they escalate into failures or safety hazards (Refer to Figure 4).

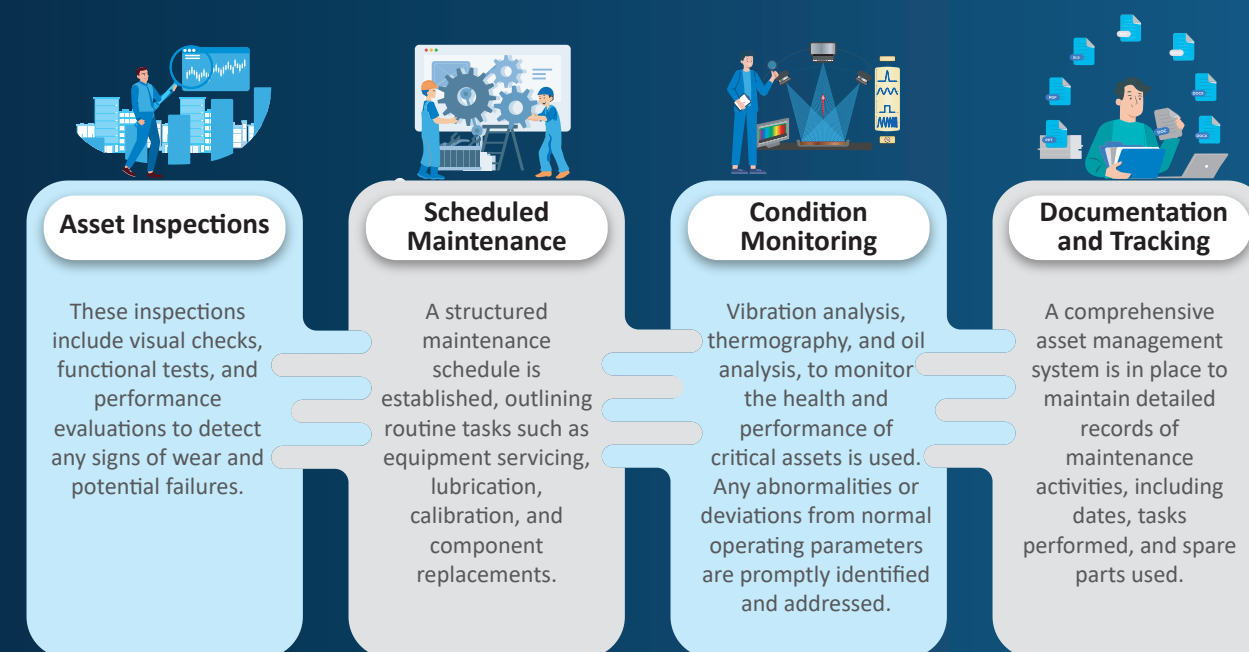


Figure 4: Key Practices for Preventive Maintenance at IHCL

IHCL consistently oversees facility and asset performance to ensure reliability and safety compliance, utilising established KPIs like uptime, Mean time between failures(MTBF), Mean time to resolve(MTTR) and equipment availability. Advanced technologies like remote monitoring and data analytics offer real-time insights, enabling early anomaly detection for timely interventions.



Management of Change

Through the Plan-Do-Check-Act (PDCA) concept, we follow a systematic approach to safety management. Both temporary and permanent changes have the potential to impact safety and health, therefore we implement processes to assess, manage, document, and approve changes (Refer to Figure 5).

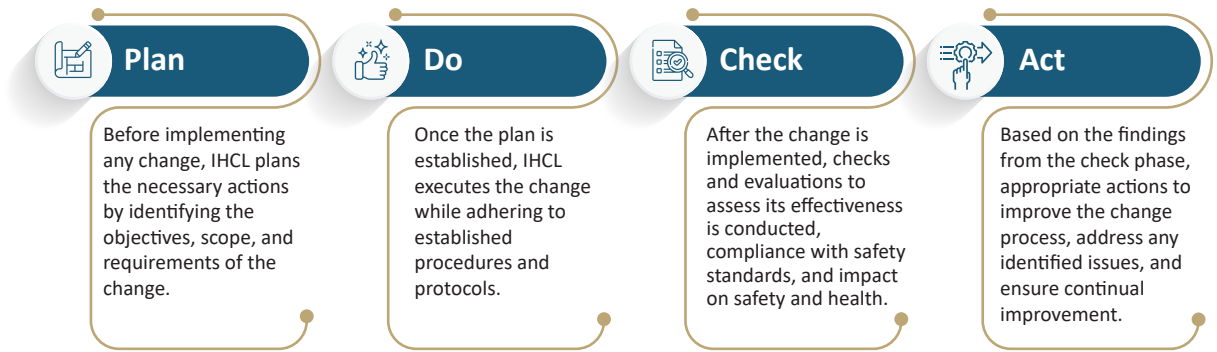


Figure 5: Incorporating PDCA into the Safety Management System

Working with Contractors (403-8, 403-7)

We recognise the importance of ensuring the safety of contractors working on our properties. The company has implemented a comprehensive mechanism to promote contractor safety and facilitate a safe working environment (Refer to Figure 6). Additionally, IHCL actively influences business partners to enhance their safety and health standards.

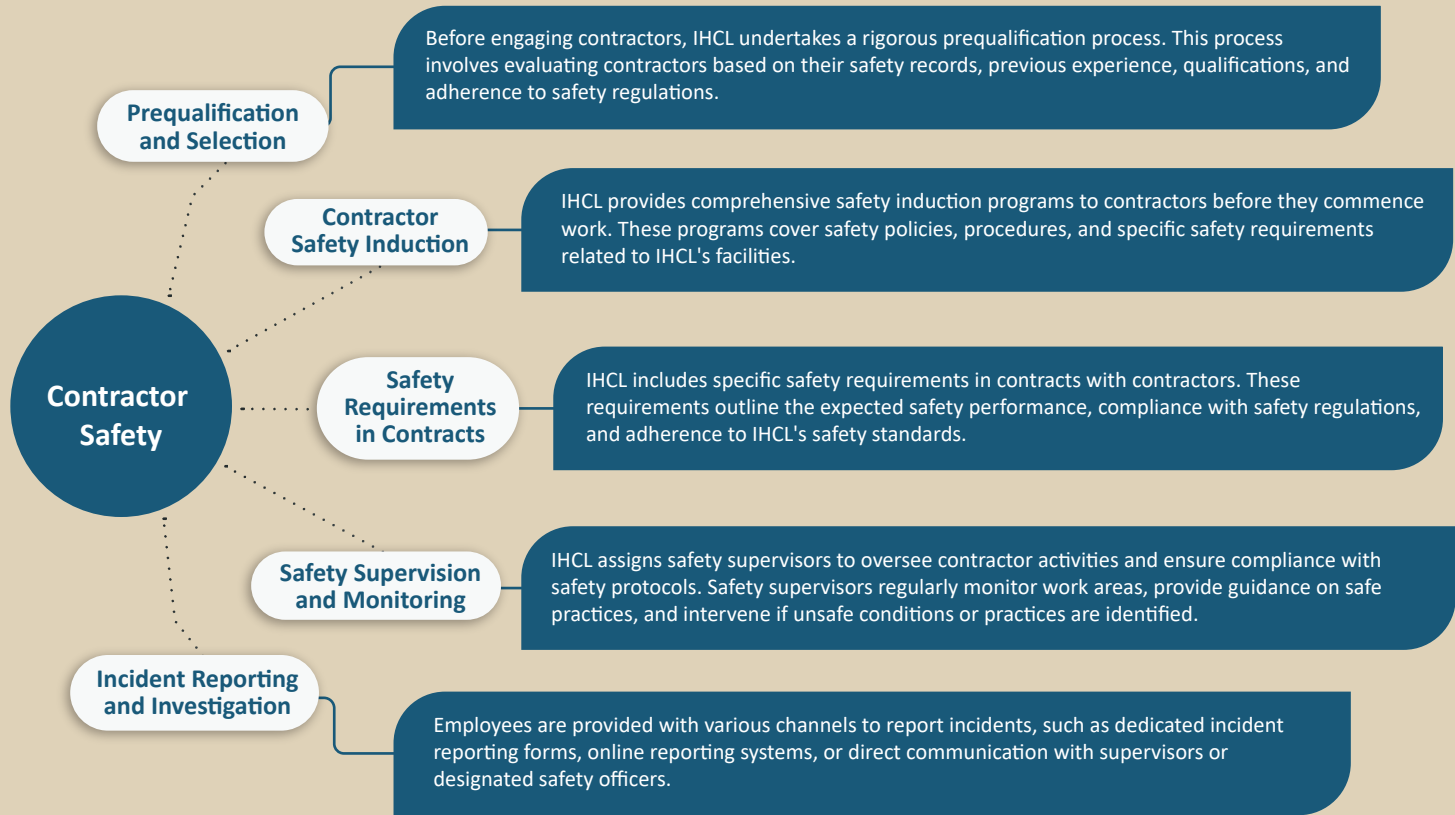


Figure 6: Contractor Safety Management at IHCL

IHCL & GINGER

Safety Data Sheet

First Aid Case (FAC)	4292
Medical Treatment Cases (MTC)	409
Lost-Time Injuries (LTI)	198
Lost Time Injury Frequency Rate	40.1
Fatalities	0
Million Man-hours worked	59881990
Average Number of Permanent Employees	210926
Average Number of Contracted Staff	72806

TAJ sats

Safety Data Sheet

First Aid Case (FAC)	554
Medical Treatment Cases (MTC)	13
Lost-Time Injuries (LTI)	25
Lost Time Injury Frequency Rate	3.23
Fatalities	0
Million Man-hours worked	7.74
Average Number of Permanent Employees	2074
Average Number of Contracted Staff	1373

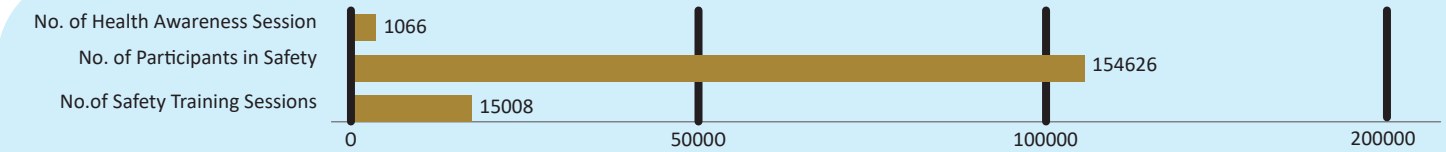
Auditing

IHCL conducts regular internal and external safety audits led by qualified auditors to assess systems, procedures and compliance. Partnering with reputable auditors, they cover fire / life safety and food hygiene. Audit results highlighting strengths and opportunities are shared with hotels and reviewed by senior leaders and key stakeholders. This leads to resource allocation, identifying improvements and tracking corrective actions.

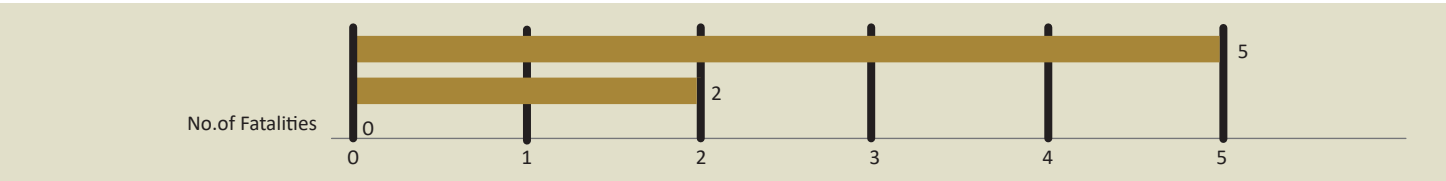
Measuring Performance and Review (403-3)

We have a robust system for tracking safety and health performance that allows monitoring, improvement identification and compliance. Specific KPIs, including injury rates, compliance levels and incident analysis, are monitored and compared against industry benchmarks for improvement insights. Data from incident reports, inspections and employee feedback is analysed to identify trends and areas needing attention. This benchmarking aids in setting realistic goals for enhancing safety and health performance.

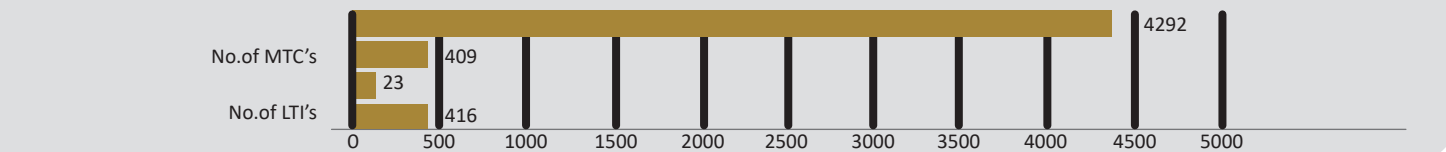
Training Intervention (403-5)



High Potential Incidents



Injuries and Lost Time a





• Incident Management and Business Continuity Plan (403-7)

IHCL has deployed the **Incident Management and Business Continuity (IMBC) Manual and Guidelines**. The IMBC outlines responses to various crises that could befall a hotel. Guidelines to prepare for foreseen incidents (e.g. bandhs / strikes) as well as unforeseen ones (e.g. floods / riots / IT disruptions) have been outlined. The IMBC also includes recovery strategies. Hotels have customised these based on their facilities and requirements and have also included unique situations that they may face. Employees undergo training on handling crises and drills to test these crisis scenarios are carried out periodically.

• Crisis Escalation Matrix

A. Crisis Management and Emergency Response Teams

IHCL maintains well-trained emergency response teams at its properties to handle crisis situations efficiently. This preparedness ensures the safety and security of everyone on the premises. Different teams are constituted based on functional expertise, to prepare the hotel to respond to potential emergencies in the most effective manner, and to execute and co-ordinate the response in the event of an actual crisis.

Emergency Response Teams:

- 1 Red Team – Firefighting and Engineering Support
- 2 Orange Team – Rescue and Evacuation
- 3 Green Team – First Aid
- 4 Blue Team – Communication and Co-ordination

B. Incident Management and Business Continuity

Comprehensive Standard Operating Procedures (SOPs) are laid down in cases of different types of crisis that alter the operations and thereby business continuity. It aims to build and maintain a robust capability at our hotels to protect guests, associates, product, infrastructure, information and financial assets. Given the ecosystem we are in, IHCL realises its responsibility of upholding safety for all stakeholders involved. Detailed SOPs are available for access to all on the Intranet, so that each employee is aligned to the behaviour / action expected in case of crises.

C. Crisis Escalation Matrix

Every matter needs to be reported as per the Crisis Escalation Matrix, according to the gravity of the crisis that has occurred.

**Drills** are carried out to test the emergency response of external services such as ambulance, police, fire fighters etc. annually and at times involving guests’ voluntary participation.

**Medical attendants / Doctors on call** are enabled with a local hospital tie-up to attend to emergencies, which is standard practice at the hotels and the corporate office. First-aid policy and process have also been standardised company-wide.

**Mock traceability drills** are carried out for food safety to ensure that a prepared food item can be traced to its raw material source in the event of any food safety incident.

Crisis Escalation	
Category A	Terrorist attack, major fire, guest/associate fatality on site, major accident, Alleged sexual assault by associate/guest/outsider, Bomb attack, Sting operations (drugs, gambling, prostitution, etc), natural calamity eg. floods, storms, earthquakes, tsunami, etc; Social media feedback that may cause reputational risks, Fatal road accidents (associates/guests)
Category B Local Issues	Bomb threat, Minor fire, local unrest, equipment sabotage, road related accidents non-fatal (guests/associates), Swimming pool/Health club/Spa related accidents etc., Celebrity issues
Category C Hotel Level Crisis	Food poisoning, failure of critical equipment & systems, local health epidemics (H1N1, Legionella etc); industria Relations ‘issues, Raids / enquiries conducted by income Tax / CI / Police & other govt authorities on hotel
Category D Hotel Level Crisis	Minor Accidents to guest / associates on account of ‘equipment mishandling or failure, physical assault, altercation amongst guests / associates, Theft of Guest belongings and hotel property

Diversity, Equity and Inclusion



IHCL is committed to creating an inclusive environment for all stakeholders with special emphasis on Gender Diversity and PwD. The company works at multiple levels to create diversity of workforce, be it creating a talent pipeline, skill building or creating employability; and also engages and employs people from diverse backgrounds. These include the underserved, those from marginalised communities and women.

The organisational efforts are also focused on reviving the lost art of weaving in Benares, which is otherwise losing favour with the current generation. We have encouraged and enabled young women in the community to train in these skills through master craftsmen and further supported them by creating livelihood opportunities. Employee uniform saris have been procured from these weavers to showcase their workmanship.

IHCL creates opportunities for employment of women in the community through specially curated programs like DIWA and “Second That”. We have also collaborated with Tata Power in its volunteering initiative “PayAutention” to create awareness about the Autism spectrum disorder. We have set targets for skilling PwD through internships and employment opportunities.







Our culture of inclusion embraces and respects diversity in all of its manifestations and the organisation is an equal-opportunity employer committed to treating everyone with dignity. In FY 2022-23, IHCL announced its goal of 25% representation of women associates by 2025 and also has a Diversity and Inclusion (D&I) Framework in place, called “HER”.

#### HER Framework:

1. Hire without discrimination of race, gender, ethnicity, disability, age or sexual orientation
2. Offer an environment of inclusion
3. Promote continuous growth and retention of key talent

#### Promoting Gender Diversity: 405-1

With a renewed focus on increasing gender diversity within the workforce, we have undertaken various initiatives under this framework:

1. DIWA program - Aimed at skilling and employment possibilities for women in the communities
2. A second careers program for women, called "Second That" - An exclusive initiative aimed at presenting new career prospects for women professionals who want to resume work post a break or sabbatical
3. VIBES - An internal referral program that incentivises the hiring of women candidates
4. Skilling initiatives under the *Paathya* framework

Career Development processes at IHCL are equitable in nature and take into consideration talent development opportunities across sections of employees. The efforts towards this have resulted in a diversity ratio of 19.6% of Women Employees and a quarter-on-quarter improvement in diversity ratios over the last year. There has been a steady rise in the number of women in leadership roles over the last three years.

The organisation’s diversity and inclusion focus has initiatives like “Inclusive Parental Benefits and Policies” (programs addressing workplace-related biases like ‘Walk in my Shoes’ and ‘NewGendeneration’ campaigns etc., to promote gender equality and equity). The "Going Beyond Gender" initiative offers internships and employment opportunities to people with disabilities.

Several progressive policies like extended maternity leave, compulsory crèche facilities and expense reimbursement for family expansion including IVF treatments, besides skilling women in underserved communities and regions to improve their participation in the workforce, have been initiated. These efforts have resulted in the development of a talent pool of women across the Company.

IHCL has a dedicated resource leading the D&I function and remains committed to creating infinite equal opportunities for the workforce, through globally benchmarked D&I practices and policies aligned to our business goals.

## Embracing A New Gendeneration

As a Tata Group company, IHCL respects and encourages all forms of diversity and is committed to being an equal opportunity employer. We respect differences that are fundamental to an individual’s identity such as age, gender, ethnicity, race, physical ability, mental ability and sexual orientation; as well as latent and invisible differences that shape perspectives like education, work experience, parental status, among others.

Gender diversity is a strategic focus for the company. Through the “She remains the Taj” initiative, the company has introduced an entire framework that includes customised offerings for women travellers. Partnering with women-led businesses to help them grow and flourish are amongst some of the many steps taken to encourage and motivate women's empowerment in the various roles.

Our constant endeavour is to ensure that we continue to provide an inclusive environment for all our employees where they can bring their entire authentic self to work; contributing to a culture where individual and collective accomplishments are honoured and celebrated. To further strengthen this culture, the company launched a campaign called “*New Gendeneration*”.

This initiative ties in with IHCL’s values of Trust, Awareness and Joy which foster a culture of acceptance, collaboration, respect, empathy, equal opportunities and celebration. From running gender sensitisation awareness campaigns and training modules, to providing several development programs and mentorship opportunities for women, to enabling people with disabilities by providing new possibilities and job roles, the company remains committed to increasing diversity at all levels in the organisation.

Existing and new hotels are making a focused effort to hire more women across all departments. Retention and reducing attrition of these employees is another key pillar of the New Gendeneration program.

## Persons with Disability (PwD)

IHCL has set goals to increase its Persons with Disabilities (PwD) participation to 1% of the workforce by 2025. All this is being done whilst reviewing and amending policies to provide and facilitate these inclusion initiatives.





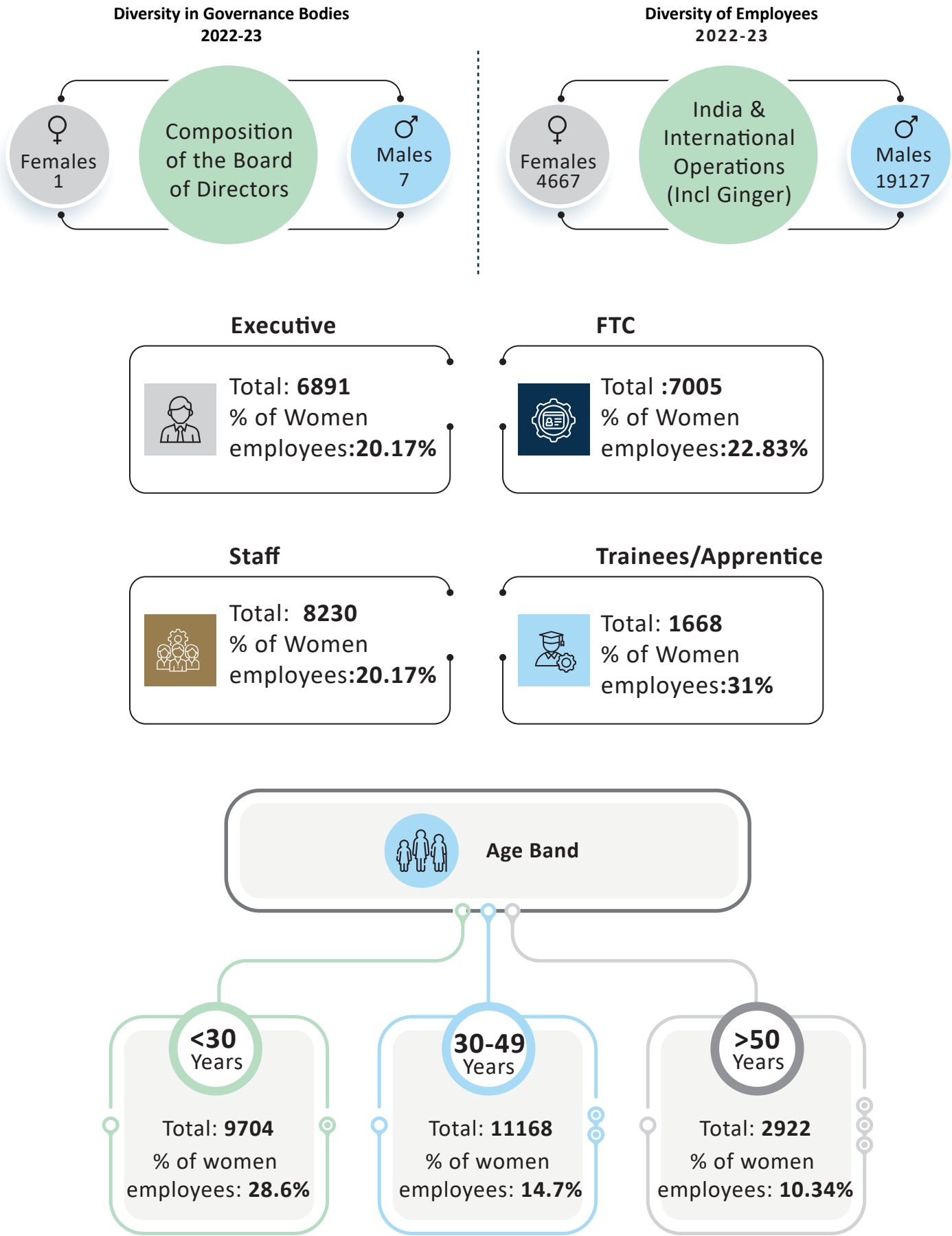
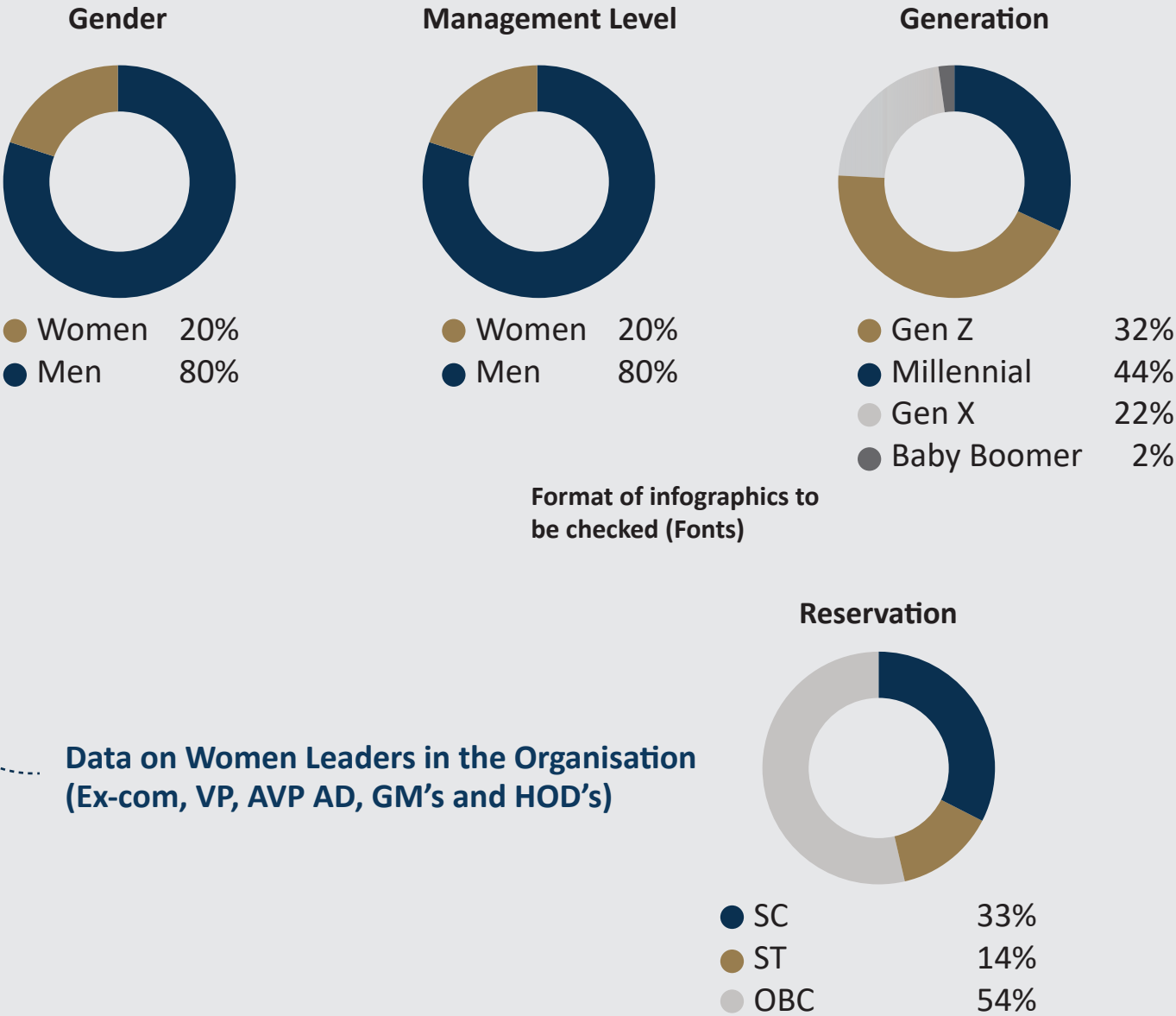
Pay Autention

Tata Power Community Development Trust (CDT) and IHCL jointly organised the first National Workshop on Neurodiversity in Mumbai with a focus on Autism Spectrum. The event aimed to create a collective platform for key factors to optimise existing efforts, cross-pollinate and enable required support ecosystems for early diagnosis, acceptance and care by leveraging the combined power of technology, people, corporate and government schemes networks.

The workshop brought together representatives from the Tata Group, Ministry of Social Justice and Empowerment, United Nations, practitioners and domain experts from the field of Neurodiversity to deliberate and implement phygital interventions and support programs in Tier 2 and Tier 3 cities and rural India.

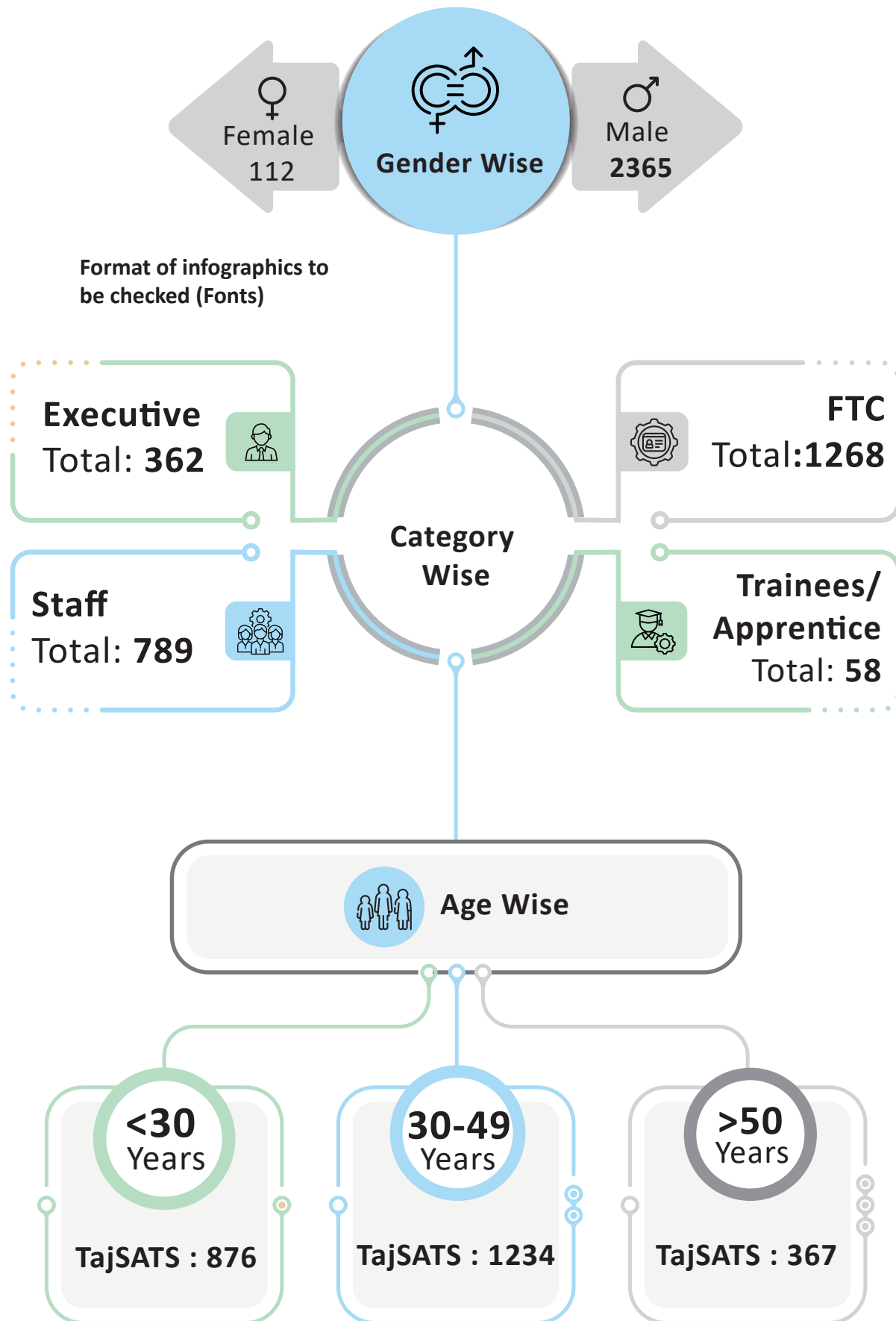
The initiative also includes equipping locals like Anganwadi workers and primary teachers to enable counselling and handholding wherever necessary.

41 nos. Data on PwD employees





## Diversity at TajSATS



## Community (413-1)

Guided by our Founder's values, IHCL drives policies fostering a humane, inclusive society while maintaining our identity as a socially responsible business house. We continue our legacy of 'Giving Back to Society' by empowering underprivileged youth, promoting social inclusion, and engaging in community programs, seeking global hospitality leadership. Our programs transcend charity, leveraging business strengths, partner networks and employee volunteering for beneficiary empowerment.

CSR Policy  
<https://investor.ihcltata.com/files/CSR-Policy-IHCL.pdf>

### Our CSR Programs:

We support skill building, livelihood generation, neighbourhood cleanliness and upkeep, as well as the preservation of heritage and revival of indigenous art and culture, through our CSR programs.

### • Skill Building

IHCL has trained over 15,000 less privileged youth directly over the decade. Collaborating with skill centres, we continue to work towards bridging the gap in industry-ready skills. We strive for broader reach and societal impact through partnerships, especially those targeting marginalised communities..

With 16+ centres across 9 states, IHCL has played a pivotal role in fostering employability. We have ensured quality training and support through industry networks and Train-the-Trainer workshops for over 50 faculty members.

## Knowledge Partnership





## Key Collaborations

### The IHCL-Tata STRIVE Partnership

The IHCL-Tata STRIVE Partnership, launched in 2016, aims to bridge the skill gap by contributing to national skill-building priorities, creating scalable skill channels, and sharing the organisation's ethos of excellence. IHCL has partnered with organisations that are accredited by the National Skill Development Council. These efforts have resulted in over 80% employment for the candidates.

The partnership aims at:

- Participating in the national priority of skill building and livelihood creation
- Contributing to developing the hospitality ecosystem by creating scalable channels for skill building and enhancement

Beyond skilling of the youth, the partnership has also addressed the gap of skilled workforce lacking formal training and certification, which limits their productivity, quality of output and chances of future growth within the organised sector. Under its Recognition of Prior Learning (RPL) program, skilled workers are trained, assessed and certified on their current competencies as per the National Skill Qualification Framework, allowing them to be recognised for it.

Under this partnership, IHCL has had the chance to work with the highest offices within the Government of India including training professional staff at Rashtrapati Bhawan (President's Residence), the Supreme Court of India and the Mumbai International Airport.

## IHCL adds value to the partnership

### Provision of Training Infrastructure

- Use of premises, infrastructure and facilities to conduct hospitality and allied skills certification programs
- Providing technical knowledge and support in setting up of Hospitality Labs at Tata STRIVE centres and their partner centres
- Providing training infrastructure support like old / new furniture, linen, cutlery, equipment etc.

### Curriculum Development

- Share domain expertise and assist in curriculum development for hospitality courses.
- Be responsible for content quality standardisation

### Deployment of Trainers and Facilitators / Enabling On-the-Job Training

- Providing faculty and facilitating Train the Trainer (TTT) sessions.
- Learning and development support for trainers and enabling faculty exposures at IHCL properties.
- On-the-Job training opportunities.

### Digital Assessment

- Assessment and review of facility, faculty, training quality and students.
- Providing assessors for evaluation and assessment of the Practical Examination.

### Placement Opportunities

- Support for suitable placements where there is a need-availability match, either at IHCL hotels or within the ecosystem

## Knowledge Partnership Model

The organisation has knowledge partnerships with other not-for-profit and like-minded partners to further strengthen skilling. Some of the key partnerships are with:

Head Held High Foundation | Assam Tourism Development Corporation | Ministry of Skill Development and Entrepreneurship, | Ambuja Cement Foundation | Research and Extension Association for Conservation Horticulture and Agro-forestry (REACHA)

### Exploring Synergies with Head Held High (HHH) Foundation

In 2018, IHCL and Head Held High (HHH) Foundation joined forces to successfully launch the youth transformation initiative in Bangalore. Post this, a short-term 45 days work readiness program that addressed gaps in communication and soft skills was conceptualised and designed.

Through this collaboration, over 2,000 youth from marginalised backgrounds have been certified and offered jobs in the hospitality industry.

To scale and strengthen the partnership, IHCL has conducted faculty training and development for over 90% of the faculty. Going forward, the aspiration is to impact over 5,000 aspiring youth from marginalised communities.



### Varanasi Weavers Training Program

- IHCL's focus on marginalised communities has led to a collaboration with Human Welfare Association (HWA). Through this initiative, we identify and train women in the traditional art of handloom weaving, boosting their skills and confidence, addressing economic inequity effectively.
- Taj Ganges supports the project through field visits, interaction with beneficiaries and communities, thus adding value.
- The program's success stories, well-covered by national media, raise awareness at State and Central Government levels, showcasing efforts in empowering girls, women and preserving the country's heritage.







• Promoting Heritage

Collaboration with UNESCO (413-1)

IHCL collaborated with UNESCO in March 2022 to launch the initiative to promote India's Intangible Cultural Heritage (ICH). Guests at our hotels partake in experiential tours, immersing in the living heritage in authentic community settings. This approach fosters community-catered tourism, creating interest in genuine cultural experiences. By visiting these tradition-bearing communities and tribal villages, travellers witness first-hand the creation and processes behind traditional arts and crafts.

ICH encompasses practices, knowledge, objects and cultural spaces integral to communities' cultural identities. IHCL's pioneering initiative stands as a significant step in this direction, potentially sparking more impactful programs in the future.

Name of ICH Project	State
Patachitra- traditional scroll painting	Pingla Village, West Bengal
Durga Puja	Kolkata, West Bengal
Unique tribal life of the Bishnoi Village	Jodhpur, Rajasthan
Kalbelia Performance	Jaipur, Rajasthan
Bagru Hand Block Printing	Jaipur, Rajasthan
Terracotta art	Udaipur, Rajasthan
Blue Pottery	Jaipur, Rajasthan
Janapada Loka, village folk arts museum	Bengaluru, Karnataka
Mysuru Dasara pageant	Mysuru, Karnataka
Ganga Aarti at Dashashwamedh ghat	Varanasi, Uttar Pradesh

Currently, there are ten ICH projects underway at different IHCL properties:





## The Varanasi Handloom Weavers Support Program

### Giving a new lease of life to the Varanasi saree weavers

The opulent silk and *zari* weave of the Varanasi saree, which has a tradition that is more than six centuries old and is symbolic of India's prosperous textile heritage, was facing extinction due to lack of demand, as their beautiful products failed to satisfy contemporary tastes. Taj Ganges, Varanasi, stepped in to help as soon as this came to notice.



To support this effort, the Varanasi Handloom Weavers Support Program was formed and since then, the program has been running for almost 15 years. Under this livelihood support program, raw materials, designs, handloom and fabric are all provided to the weavers. These weavers produce an average of 250+ sarees every year and 700-750 metres of blouse fabric. They receive annual wages ranging between INR 1,25,000 -1,30,000, with an average earning of INR 4000-5000 per saree. Additionally, payment is made into their personal bank accounts, ensuring transparency and promoting savings.



## Protecting our unique textile heritage and cultural identity

To ensure the survival and preservation of our rich traditional weaving heritage, the **Varanasi Handloom Weaving Training Program for Women** was developed by Taj Ganges, Varanasi in 2016 in association with the NGO, Human Welfare Association, Varanasi. The project provides training in handloom weaving and skill upgradation to girls from Sajoi village in Varanasi. So far 48 girls from marginalised communities have been successfully trained, while another 16 girls have completed the handloom weaving training in carpet and durrie weaving. The traditional crafts that they practice, carry the Geographical Indication (GI) markers and are uniquely identified with India, thus serving to continue the textile heritage of the country.

The program fulfils the need for protecting the handloom sector that is under threat from mass-mechanised power-looms. It also creates replicable systems that can carry forward our cultural heritage, while also assuring livelihoods and improving the living standards of those involved. The basic handloom weaving training takes place over a six-month period, followed by another three months of advanced training. Four handlooms have been upgraded with advanced jacquard weaving capabilities, in-step with modern preferences.

## Tribal Food Festival at Taj Lakefront Bhopal

IHCL presents authentic Indian cuisines to the world, even collaborating with *Samvaad* by Tata Steel to preserve and advance tribal cuisines. In Madhya Pradesh, home to 44 tribes, these communities that are deeply rooted in nature and agriculture, prioritise Ayurveda in their belief system. Their local food, abundant in nutrients, forms the foundation of Ayurvedic medicine, showcasing rich traditions passed down since ancient times.



## Supporting Heritage Sites

Besides Intangible Cultural Heritage, key heritage sites in the neighbourhood are also supported by the organisation, in collaboration with UNESCO. Acknowledging the need for direct intervention, IHCL took a two-pronged approach:

- A.** Upkeep and beautification of monuments or structures that have deep connect and serve as symbols of Indian culture
- B.** Promoting certain arts or crafts that are uniquely rooted to India's cultural identity and diversity

Under the first category, IHCL has been preserving and maintaining sites like The National Rail Museum, New Delhi; the Gateway of India precinct, Mumbai; and the *Dasashwamedh Ghat* at Varanasi. Each of these sites symbolise different aspects of India's history and living culture and have great significance as cultural repositories for the younger generations.

The Rail Museum is a unique collection of railways artefacts reflecting the heritage and history of the more than 150-year-old Indian Railways. In partnership with the Ministry of Railways, IHCL has been working towards upkeep and maintenance of the Museum through greening and plantation of native species. In Mumbai, IHCL initiated a project for the upkeep of the historic precinct of Gateway of India in

collaboration with representatives from Tata Trust, local administration organisations and a heritage conservation expert. Efforts are underway to improve cleanliness, lighting and maintenance of signages at the precinct. The iconic Gateway of India symbolises Mumbai and ensuring it stays in perfect condition reflects on the city's global image.

As one of the world's oldest living cities, having found mention in ancient Hindu texts many thousands of years old, modern-day Varanasi or Benares is a microcosm of India's diversity. Its legendary temples and riverside Ghats are representative of the city's rich, glorious past, where the contemporary coexists with equal vitality. IHCL is proud to be involved with one of the most iconic symbols of modern-day Varanasi – the spectacular *Ganga Aarti* at *Dashashwamedh Ghat*. Performed twice a day, once at dawn and then in the evening, this aarti takes place at Kashi's oldest and holiest of Ghats and comes together as a spectacle with tradition, divinity and culture in a truly unique way, serving as a very powerful example of 'culture in action'.

Keeping up with the times, in recent years, women priests have also joined in performing the *Ganga Aarti*, especially on ceremonial occasions, holding up a bold example of gender diversity in religious rituals in one of the most ancient religious bastions of the Hindu faith.



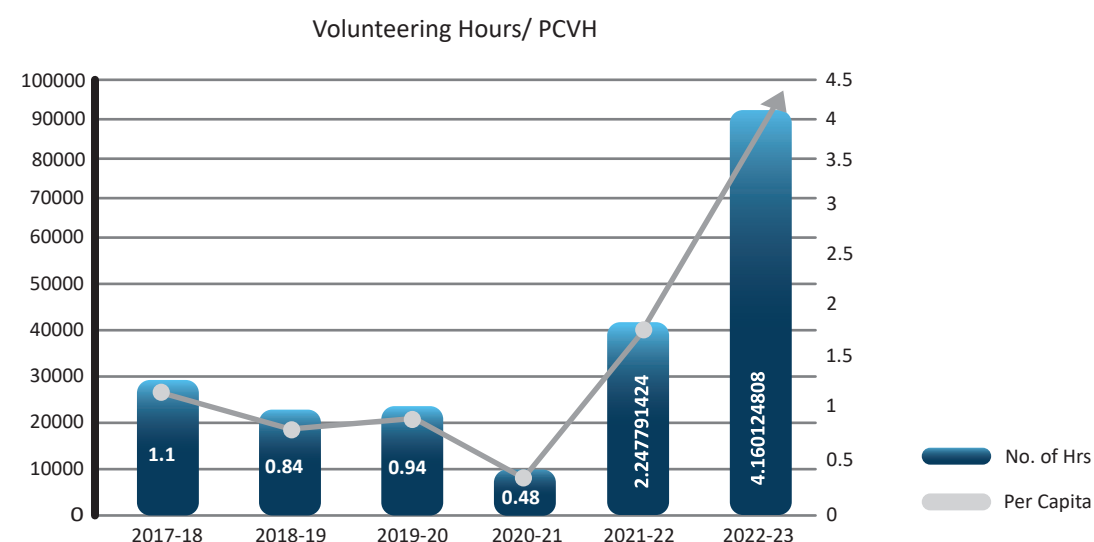
## • Taj Public Service Welfare Trust



The Taj Public Service Welfare Trust (TPSWT) was set up in December 2008, in the aftermath of the Mumbai terror attacks. Inspired by the resilience of survivors and the courage of those who came to their aid, our purpose is to reach out to people affected by disasters, both man-made and natural, with support to rebuild their lives. The Trust also has a special mandate to promote the welfare of injured and disabled members of the armed forces. Since inception, it has worked on a range on relief and rehabilitation initiatives across the country, with a strong commitment to helping survivors regain their confidence and independence. Details of the Trust may be accessed at [www.ihcltata.com/responsibility/taj-public-service-welfare-trust](http://www.ihcltata.com/responsibility/taj-public-service-welfare-trust)

## • Volunteering

IHCL emphasises volunteering for local community needs, involving associates in various activities like food donation, supporting charity homes, cleanliness drives and more. Aligned with the Tata Group's Legacy, IHCL integrates volunteering into its daily operations, contributing to public welfare, social responsibility and livelihood support. A board-approved volunteering policy and leadership commitment further institutionalise volunteering, with mechanisms for reporting and IHCL Volunteering Week. Volunteering, integral to Tajness, enhances skills, self-esteem and purpose for employees, fostering community-building as an intrinsic part of IHCL's culture. Policy: <https://investor.ihcltata.com/files/IHCL-Volunteering-Policy.pdf>



• IHCL clocked a total of 92,000 Volunteering Hours in FY 2022-23.

### Activities undertaken by TPSWT:

The tragic incidents of the terror attacks in Mumbai left lasting scars on many families, several of whom come from poor financial and educational backgrounds. The focus areas of the Trust is to invest in the education of children, enabling them to secure their well-being and improve the life of the families and communities adversely impacted by the attacks.

### Unsung Heroes Program:

The courage displayed by members of the armed forces during the 26/11 attack inspired the Unsung Heroes program, which promotes the welfare of injured and disabled soldiers and veterans. Our emphasis is currently on equipping disabled soldiers with the skills to continue earning their livelihood.

### Disaster Relief:

India's climatic conditions especially in rural areas, make natural disasters extremely recurrent and destructive. The Trust works in partnership with implementing agencies on the ground and other partners to ensure that affected communities can access emergency relief and long-term support for rehabilitation.

• We achieved the target of 4 PCVH set by TSG for IHCL in FY 2022-23, thereby significantly contributing to the performance at the group level.

## Community above all

We drive a shared purpose and meaningful engagement by offering employees the opportunity to align their values and beliefs with the organisations' greater purpose of giving back to the community through *Paathya*, our ESG+ framework.

As an employee at IHCL, one is encouraged to volunteer their time for causes close to the heart through a host of volunteering platforms:

**a. IHCL Volunteering Week:** Celebrated twice a year in March and September, the Volunteering Week epitomises our shared purpose - a profound journey deeply rooted in our core values. During this time, employees across the organisation come together to pledge their time and talent, to drive a meaningful change. Employees can choose to participate in volunteering programs curated by the organisation or employees' own initiatives.

### b. Tata Group-wide Volunteering Programs

**Tata Volunteering Week:** A worldwide celebration of our purpose as a conglomerate that brings together not only Tata employees, but also their families and retired employees through virtual and on-ground volunteering opportunities.

**ProEngage:** A bi-annual skill-based volunteering program to leverage our expertise and enable non-profits to build and sustain their capacity. IHCL has nurtured over 200 dedicated ProEngagers within the organisation, making a meaningful impact together as a group.





Key Action Areas for Volunteering:

**1. Nurturing Communities:** From visits to old age homes, orphanages, medical camps, donation drives to distribution of kits to the needy (food, hygiene, hydration, monsoon essentials), IHCL volunteers help to nurture communities in and around its areas of operations.

**2. Investing in the Environment and Neighbourhood:** Activities include planting saplings, upkeep and maintenance of public sites including beaches, schools, libraries and more. The Hotel Operations, Procurement and Sustainability teams work together on initiatives aimed at minimising plastic usage through elimination of single use plastic and use of biodegradable materials, and the installation of water bottling plants in select hotels, among other efforts.

**3. Heritage and Culture:** Our associates work towards the upkeep, maintenance, restoration, waste management and raising awareness around the historic significance of the identified areas.

**SAMVAAD** - An initiative by Tata Steel Foundation that began its journey in 2014 with the objective of bringing forth the culture, heritage and development of indigenous communities from across the country, this program culminates in the ‘Samvaad’ conclave at Jamshedpur, Jharkhand from November 15th to 19th each year. IHCL collaborates with Tata Steel Foundation towards building capacity of the tribal home cooks at this conclave through our associates.



**4. Building Livelihoods:** Our teams make dedicated efforts to empower young minds by acting as Knowledge Partners in the larger skilling ecosystem to uplift the industry by building employability and livelihoods, especially amongst youth from the underserved sections of the community. Furthermore, our supply chain ecosystem supports inclusive and sustainable sourcing especially from partners – women-led businesses and underserved sections of the society, and our teams drive efforts towards building their capabilities in terms of product enhancements, etc.

**5. Disaster Response:** IHCL plays a pivotal role in orchestrating the Tata Group's disaster response efforts. Our teams take the lead in managing the State Disaster Response Platforms (SDRPs) in three designated States/UT: Jammu and Kashmir, Rajasthan and Goa. Last year, our associates extended support to individuals affected by floods in regions like Assam, Raigad, Pune and others, by providing essential services such as meals and necessities.





## • Supply Chain Management

The Corporate Materials Group (CMG) places paramount importance on upholding the highest standards of quality in all our interactions and engagements with vendors and aligns them with the overall vision and sustainability goals of the Company.

The team endeavours to ensure that all our vendors adhere to the statutory compliances, encompassing aspects such as FSSAI and tax regulations, emission standards and ESG Focus.

IHCL's transformative shift in sourcing and distribution involved partnering with one of the largest grocery distributors in 2021. The collaboration envisages centralised procurement and distribution, optimised logistics, reduced stock inventories, and enhanced administrative efficiencies across our extensive hotel network.

IHCL has also shown commitment to sustainability by implementing various green practices that help to reduce carbon emissions, such as minimising plastic use, using renewable energy sources and managing food waste efficiently.

We have embraced innovative technologies such as encouraging paperless office, e-signing of documents, digitised procurement processes, data management systems, and auto-generation of purchase orders to name a few.

The onboarding process for all CMG vendors is both meticulous and binding. This process entails comprehensive validation of their statutory certificates like PAN, GST, etc., through online verification, establishing their eligibility to transact with us. Moreover, we administer a due diligence audit including appropriate site visits, focusing on aspects of financial, legal, and forensic compliance. All vendors adhere to the IHCL's Supplier Code of Conduct, and its mandatory acceptance is a pre-condition to their onboarding. This stringent process ensures that our vendor landscape comprises partners who reflect our commitment to ethics and excellence. Furthermore, we rigorously assess our vendor partners based on a well-defined set of ESG parameters.

We have implemented rigorous vendor empanelment processes, including a carefully crafted vendor empanelment form developed in collaboration with internal and external stakeholders. To ensure accuracy and compliance, a third-party service provider validates and certifies all empanelment forms before they are integrated into our ERP system.

## Supplier ESG Program

In our FY 2022-23 plan, we have undertaken a comprehensive process to enhance our sustainability efforts, particularly focusing on Environmental, Social, and Governance (ESG) considerations. As a crucial step in this journey, we have identified Tier 1 vendors based on specific predefined parameters. Additionally, we have compiled a list of vendors that collectively represent 75% of our business volume by value. This vendor group will be the primary focus of our initial ESG audit phase, ensuring that our sustainability initiatives have a meaningful impact on our core operations and value chain.

Our commitment to ESG principles underscores our dedication to responsible and sustainable business practices, and we look forward to working closely with these vendors to achieve our shared sustainability goals.

- Categorise vendors based on volume, value, brand standards and criticality.
- Identify Tier 1 vendors including significant suppliers using defined criteria and parameters.
- Third party assessment based on ESG parameters covering Health, Safety and Environment.
- Vendors to be rated based on the above assessments for further actions, including training and support.
- Preference for vendors with Higher ESG ratings.
- Vendors with below threshold ratings are to be provided support programs for capacity and ESG performance improvement.
- Vendors to be supported (remote/on-site) for corrective/improvement actions and undergo more rigorous measures, such as site visits, to improve their performance and ratings.



## Assessment of Technical and Financial Capabilities

The technical and financial capabilities of the firms, including their past performance, must be carefully evaluated for purpose of considering registration/contracting for ARA. The CMG may also co-opt a representative of the User.

- 1 Functional Head or his representative responsible for managing the vendor in hotels or the Project Manager on project site are expected to periodically monitor the tasks being performed by the vendor during the contract period (once every quarter) and inform the supervisor/contractor of the contract staff.
- 2 Any violations observed need to be recorded on the Safety Violation Record sheet.
- 3 Progressive Consequence Management for Safety Non-Compliance process may be applied as appropriate, including immediate termination and blacklisting of the vendor in case of any loss of life or damage to the site by the vendor.
- 4 Once the annual contract with the vendor is expiring or when the job assigned to the vendor is completed, vendor performance evaluation is conducted by authorised personnel from the respective department along with the Materials Head.
- 5 There are separate assessment forms to assess contractors who provide manpower, services or AMC-related activities etc., in the premises and suppliers that provide goods and materials.
- 6 Adherence by the vendor to all compliances including statutory compliances is noted.
- 7 Any statutory non-compliance observed during the periodic review or otherwise should be reported in writing to the vendor who needs to ensure that the non-compliance is addressed. Any wilful default will be dealt with seriously including the termination of contract and/or blacklisting the vendor.
- 8 Safety Assessment is also done for the vendor by the Safety Champion where vendor conformance to IHCL safety standards and vendor safety record in terms of illness, injuries or any fatalities of vendor manpower is captured.
- 9 Vendor Assessment Group (VAG) will collectively review vendor performance in all these criteria.
- 10 Final decision to retain the vendor or to terminate its services is taken by VAG based on the assessment.
- 11 In case the vendor is blacklisted for any reason, the vendor is blocked in the system so that the vendor cannot be selected by anyone for any job.

## Tier – 1 Vendors Key Selection Parameters:

- Annual procurement value exceeding INR.200 lakhs
- Critical/essential to business continuity (Brand Standard Product/Service)
- Centralised rate agreements
- OEM/FMCG products & services

## Exclusions:

- Overseas Service Providers (no place of business in India)
- State Corporations, Public Utilities
- Discontinued Vendors

IHCL Vendor Categorisation

Particulars	By Volume					By Value		
	Total	Top 100	Top 200	Top 300	> 60 laks	> 100 laks	> 200 laks	> 300 laks
Total Volume - INR/Lakhs	1,71,776	79,081	1,01,289	1,14,030	1,29,922	1,15,243	95,860	77,301
No. of Vendors	13,797	100	200	300	504	312	170	94
Average Volume per vendor	12	791	506	380	258	369	564	822
Coverage %	100%	46%	59%	66%	76%	67%	56%	45%



## GOVERNANCE AND ETHICAL BUSINESS PRACTICES





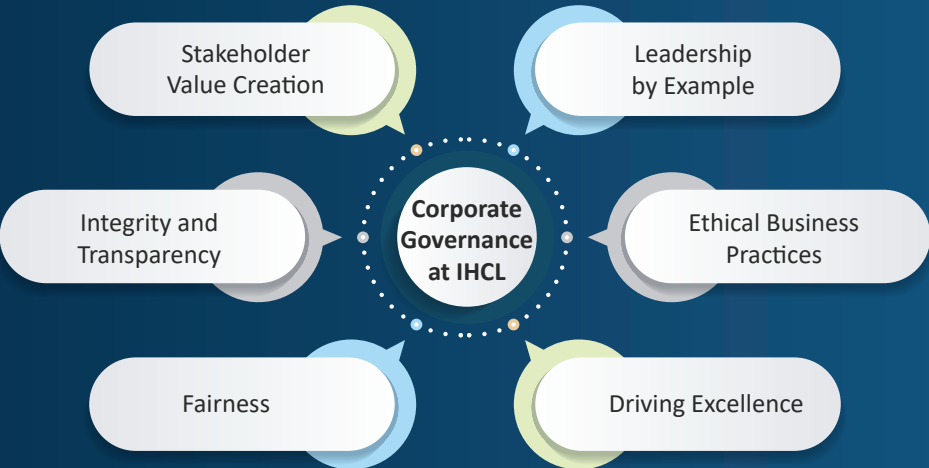
Corporate Governance is a reflection of our value system that encompasses our culture, policies,- and relationship with all stakeholders. Integrity and transparency are key to our corporate governance practices to ensure that we gain and retain the trust of our stakeholders at all times.

### Corporate Governance Framework:

Our corporate governance framework is guided by our core principles.

This is implemented by:

- Safeguarding shareholder’s capital as trustee and not as owner
- Satisfying both the spirit and letter of law, both n our actions and disclosures
- Ensuring independence of the Board
- Communicating frequently with stakeholders
- Building simple and transparent processes driven by business needs



### Governance Structure



### Alignment with the Tata Business Excellence Model and the Tata Code of Conduct

Our Corporate Governance philosophy is further strengthened through our alignment with two core pillars that are fundamental to the Tata Group - the Tata Business Excellence Model (TBEM) and the Tata Code of Conduct (TCoC).

While the former helps put in place a systematic framework for achieving strategic objectives and relentlessly driving business excellence throughout our work, the latter lays down principles for the management, employees and our partners to carry out their responsibilities in an ethical manner. The Tata Code for Prevention of Insider Trading and Code of Corporate Disclosure Practices are the other crucial policies that define the conduct and restrict Directors, Senior Executives,- and other designated employees from engaging in any pledging, short sales, or hedging investments involving company stock.

Most critical though, is that our governance and standards form the basis on which our employees do their work to improve stakeholder experience every day, along with other policies and processes that are deployed to ensure the highest standards of integrity to restrict errant behaviour.

- Risk management framework to identify, assess and mitigate business threats.
- Robust vendor selection process
- Transparent disclosures through Integrated reporting based on the International Integrated Reporting Framework
- Repository of all FAQ’s for shareholders through a dedicated web portal on the website of the company
- Related party transactions framework and policies

### Instilling the spirit of our Governance Culture



### Effective Governance and Ethical Practices

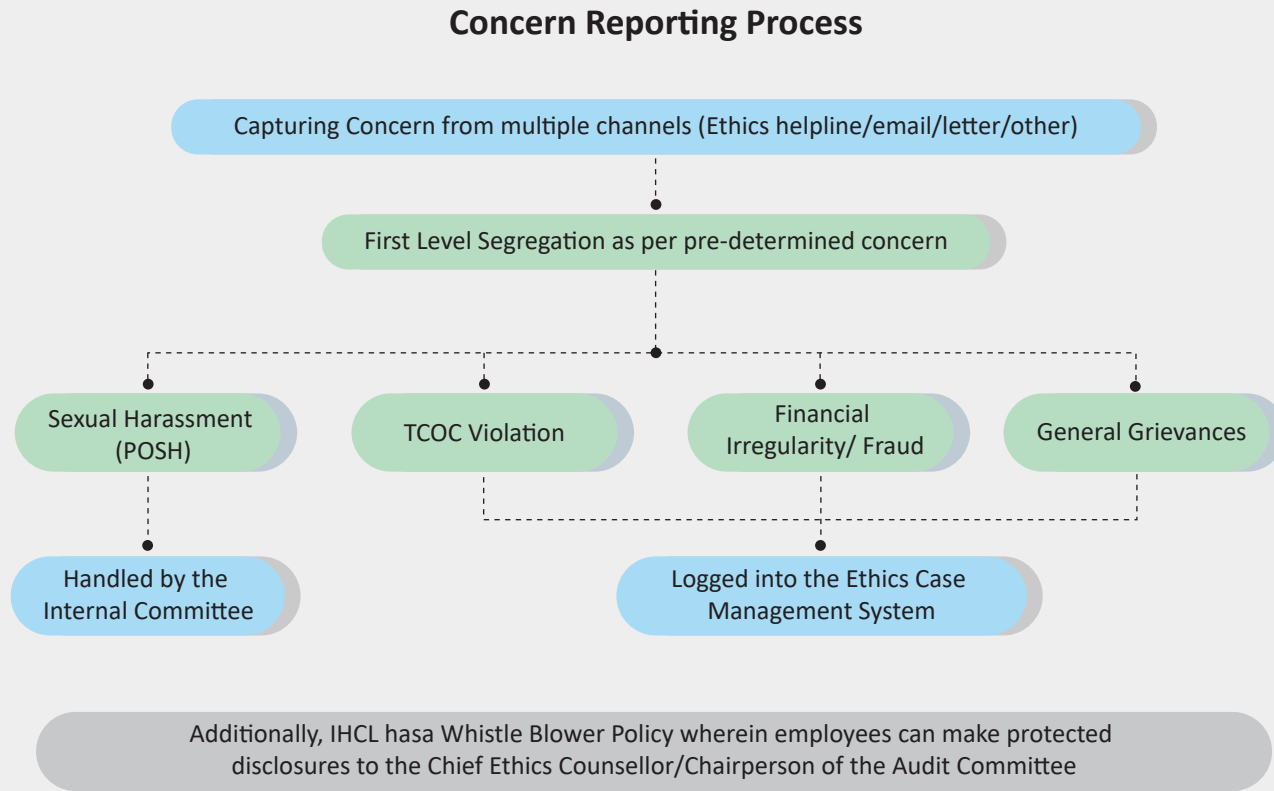
- Anti-Bribery and Anti-Corruption Policy
- Prevention of Sexual Harassment Policy
- Whistle Blower Mechanism
- CybersecurityPolicy and standards for protection of consumer data under General Data Protection Regulations
- Retirement age and term limit for Directors
- Annual assessment evaluation by Board, Committees and self-assessments, including one-on-one reviews with individual Directors to ensure thoughtful, candid feedback

All new employees are inducted into the Tata Code of Conduct, which is integrated in their employment contracts. Our contracts with suppliers, owners and other partners also include the TCoC. Furthermore 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 organisation and reinforced through regular training.

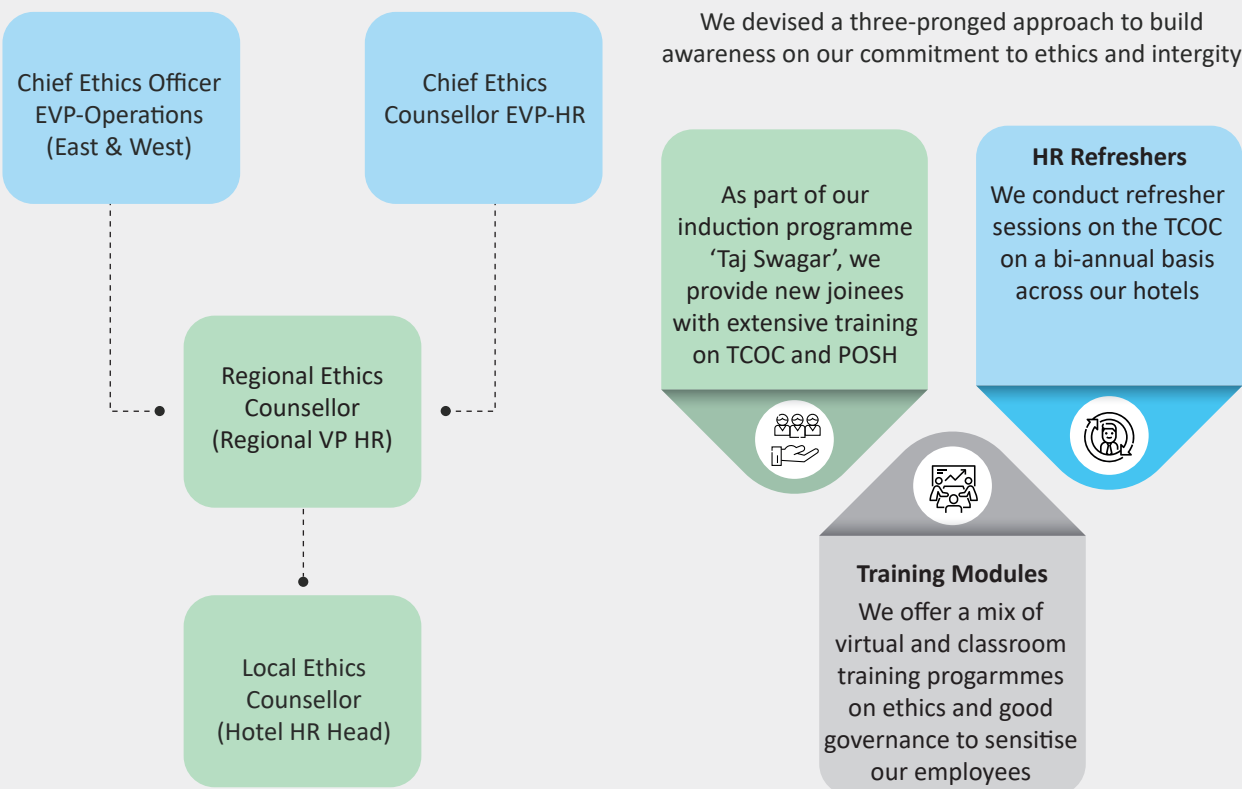
All these policies are placed on the company’s intranet for easy access by all employees globally. Training on these guidelines is part of the annual learning and development calendar of associates at our hotels and is included in interactions with partners, such as the annual supplier meetings. Complaints and concerns can also be raised through a third-party ethics helpline, which is monitored by the Chief Human Resources Officer to ensure investigation and closure. Employees can use this mechanism to raise their concerns relating to fraud, malpractice or similar activities.



# Grievance Redressal



# Ethics Management



# Compliance

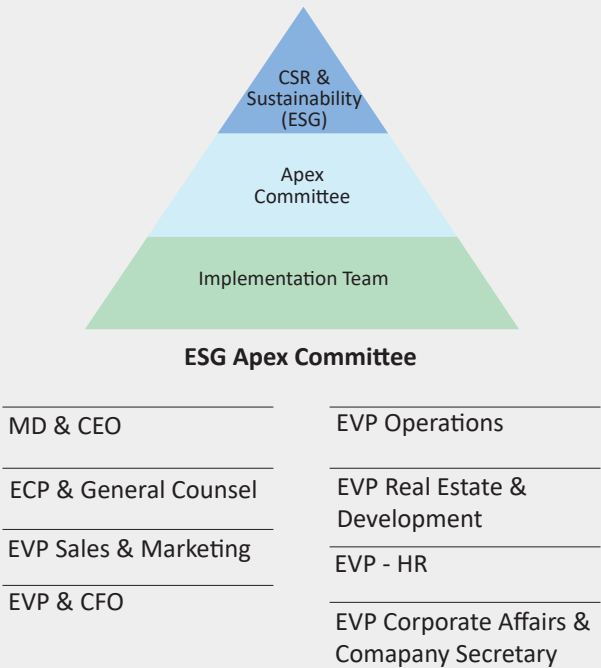
IHCL follows a strong internal assessment process to minimise non-compliance risks, as we view compliance as crucial for high-quality and unhindered operations. The company complies with national, international and regional laws related to various areas such as product safety, trademark, environment, governance, employment, taxes, among others. We foster a culture that regards compliance as a part of 'business as usual' and we do this by raising awareness, documenting, and utilising independent consultants to supplement the expertise of internal professionals as needed.

# Sustainability Governance

We drive our sustainability and social impact efforts through *Paathya*, our ESG+ framework., Featuring 2030 targets, *Paathya* outlines an ESG governance structure aligned with IHCL's purpose, culture, and objectives. The Board and its committees manage risks and issues, while the cross-functional ESG governance framework helps internal stakeholders implement the strategy and also outlines roles and responsibilities.

The CSR and Sustainability (ESG) Committee reviews our sustainability performance, while the Apex Committee mentors teams and offers guidance on performance, operational concerns and new initiatives. The Global Head of HR oversees the Sustainability and CSR teams, who work closely with the Engineering, Procurement, HR and Learning and Development departments in each hotel. Security, Food Safety, Fire, and Life Safety are critical sustainability verticals and therefore, gets reported to the IHCL Board.

## Framework to Steer and Implement the ESG Strategy Across our Hotels



# Responsibilities

- Enable and support overall direction to ESG programmes
- Review and approve public disclosures on ESG (Annual Report, ESG Report, special disclosures)
- Allocate resources required by ESG champions
- Oversee ESG strategy and roadmap

## • Cybersecurity and Information Governance

To mitigate data security and cyber risks, IHCL follows comprehensive IT policies and procedures as per ISO 27001 framework and other international standards like GDPR, PCI, NIST and CIS. Our comprehensive enterprise risk management framework identifies security risks, and the Board and Senior Management regularly monitor the information security landscape. Third-party audits are conducted, and recommendations are implemented to keep our entire IT ecosystem secure and compliant.

Advanced technologies, such as firewalls, web filtering tools, and VPN have been employed to, secure IHCL's hotels and corporate offices. We are also constantly strengthening our IT processes, IT security and governance measures to ensure business continuity is maintained and digitalisation is leveraged fully for business benefit.

As we embrace digitalisation across more and more of our functions, we acknowledge that the opportunities created are fraught with risks and need vigilant monitoring. So we have a 24X7 Security Operation Centre to proactively identify potential threats and mitigate the risks.



## GRI content index

**Statement of use :** IHCL has reported the information cited in this GRI content index for the period April-2022 to March-2023 with reference to the GRI Standards.

**GRI 1 used :** GRI 1: Foundation 2021

GRI Standard	Disclosure	Page No.
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	6
	2-2 Entities included in the organization's sustainability reporting	5
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	4
	2-5 External assurance	5
	2-6 Activities, value chain and other business relationships	11-12
	2-7 Employees	10
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	2-9 Governance structure and composition	114
	2-11 Chair of the highest governance body	114
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	2-13 Delegation of responsibility for managing impacts	115
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	2-15 Conflicts of interest	116
	2-16 Communication of critical concerns	116
	2-29 Approach to stakeholder engagement	16
	2-30 Collective bargaining agreements	11
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	18-21
	3-2 List of material topics	18-21
	3-3 Management of material topics	18-21
<b>GRI 3: Material Topics 2021</b>	201-1 Direct economic value generated and distributed	23
	201-2 Financial implications and other risks and opportunities due to climate change	22
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	111
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	33-35
	302-3 Energy intensity	33-35
	302-4 Reduction of energy consumption	37
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	46-47
	303-2 Management of water discharge-related impacts	46-47
	303-3 Water withdrawal	48
	303-4 Water discharge	48
	303-5 Water consumption	48-49
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	53-56
	304-2 Significant impacts of activities, products and services on biodiversity	53-56
	304-3 Habitats protected or restored	53-56

GRI Standard	Disclosure	Page No.
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	42-45
	305-2 Energy indirect (Scope 2) GHG emissions	42-45
	305-4 GHG emissions intensity	42-45
	305-5 Reduction of GHG emissions	43
	305-6 Emissions of ozone-depleting substances (ODS)	42-45
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	42-45
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	50
	306-2 Management of significant waste-related impacts	50-51
	306-3 Waste generated	50
	306-4 Waste diverted from disposal	50
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	110-111
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	75
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	62
	401-3 Parental leave	75
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	87
	403-2 Hazard identification, risk assessment, and incident investigation	87
	403-4 Worker participation, consultation, and communication on occupational health and safety	88-89
	403-5 Worker training on occupational health and safety	91
	403-6 Promotion of worker health	90
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	92
	403-8 Workers covered by an occupational health and safety management system	90
	403-9 Work-related injuries	91
	403-10 Work-related ill health	91
<b>GRI 404: Training and Education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	77
	404-3 Percentage of employees receiving regular performance and career development reviews	68
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	97
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	99-109



# Annexure 1 - List of Hotels Reported

## IHCL

Ambassador IHCL seleQtions

Anand Kashi by the Ganges, Rishikesh – IHCL SeleQtions

Blue Diamond, Pune - IHCL SeleQtions

Devi Ratn, Jaipur – IHCL SeleQtions

Gateway Chikmagalur - IHCL SeleQtions

Gateway Coonoor - IHCL SeleQtions

Gateway Varkala- IHCL SeleQtions

Gir Serai - IHCL SeleQtions

Jai Mahal Palace, Jaipur

Pilibhit House, Haridwar – IHCL SeleQtions

Pratap Mahal, Ajmer - IHCL SeleQtions

President, Mumbai - IHCL SeleQtions

Raajkutir, Kolkata – IHCL SeleQtions

Rambagh Palace, Jaipur

Ramgarh Lodge, Jaipur - IHCL SeleQtions

Savoy, Ooty - IHCL SeleQtions

Sawai Madhopur Lodge - IHCL SeleQtions

Sawai Man Mahal, Jaipur

Taj 51 Buckingham Gate Suites and Residences, London

Taj Aravali Resort & Spa, Udaipur

Taj Bangalore

Taj Banjara, Hyderabad

Taj Bekal Resort & Spa, Kerala

Taj Bengal, Kolkata

Taj Bentota Resort & Spa, Sri Lanka

Taj Campton Place, San Francisco

Taj Cape Town

Taj Chandigarh

Taj Chia Kutir Resort & Spa, Kurseong Darjeeling

Taj Cidade de Goa Heritage, Goa

Taj Cidade de Goa Horizon, Goa

Taj City Centre New Town, Kolkata

Taj City Centre, Gurugram

Taj Club House, Chennai

Taj Connemara, Chennai

Taj Coral Reef Resort & Spa, Maldives

Taj Corbett Resort & Spa, Uttarakhand

Taj Coromandel, Chennai

Taj Deccan, Hyderabad

Taj Dubai

Taj Exotica Resort & Spa The Palm, Dubai

Taj Exotica Resort & Spa, Andamans

Taj Exotica Resort & Spa, Goa

Taj Exotica Resort & Spa, Maldives

Taj Falaknuma Palace, Hyderabad

Taj Fateh Prakash Palace, Udaipur

Taj Fisherman's Cove Resort & Spa, Chennai

Taj Fort Aguada Resort & Spa, Goa

Taj Ganges Varanasi

Taj Green Cove Resort & Spa, Kovalam

Taj Hari Mahal, Jodhpur

Taj Holiday Village Resort and Spa, Goa

Taj Hotel & Convention Centre, Agra

Taj Jumeirah Lakes Towers

Taj Krishna, Hyderabad

Taj Kumarakom Resort & Spa, Kerala



Taj Lake Palace, Udaipur

Taj Lakefront, Bhopal

Taj Lands End, Mumbai

Taj Madikeri Resort & Spa, Coorg

Taj Mahal Palace & Tower, Mumbai

Taj Mahal, Lucknow

Taj Mahal, New Delhi

Taj Malabar Resort & Spa, Cochin

Taj MG Road, Bengaluru

Taj Nadesar Palace, Varanasi

Taj Palace, New Delhi

Taj Rishikesh Resort & Spa, Uttarakhand

Taj Samudra, Colombo

Taj Santacruz, Mumbai

Taj Skyline, Ahmedabad

Taj Swarna, Amritsar

Taj Taal Kutir, Kolkata

Taj Tashi, Bhutan

Taj Theog Resort & Spa, Shimla

Taj Tirupati

Taj Usha Kiran Palace, Gwalior

Taj Wayanad Resort & Spa Kerala

Taj Wellington Mews Chennai

Taj Wellington Mews, Mumbai

Taj West End, Bengaluru

Taj Yeshwantpur, Bengaluru

Tajview, Agra - IHCL SeleQtions

The Connaught, New Delhi - IHCL SeleQtions

The Gateway Hotel Ambad Nashik

The Gateway Hotel Beach Road Visakhapatnam

The Gateway Hotel Calicut

The Gateway Hotel Pasumalai, Madurai

The Gateway Resort - Damdama Lake, Gurgaon

The Pierre, A Taj Hotel, New York

Umaid Bhawan Palace, Jodhpur

Vivanta Ahmedabad, SG Highway

Vivanta Aurangabad, Maharashtra

Vivanta Bengaluru, Residency Road

Vivanta Bengaluru, Whitefield

Vivanta Bhubaneswar, DN Square

Vivanta Chennai, IT Expressway

Vivanta Coimbatore

Vivanta Colombo, Airport Garden

Vivanta Dal View, Srinagar

Vivanta Ernakulam, Marine Drive

Vivanta Goa, Miramar

Vivanta Goa, Panaji

Vivanta Guwahati

Vivanta Hyderabad, Begumpet

Vivanta Katra, Vaishno Devi

Vivanta Kolkata EM Bypass

Vivanta Mangalore, Old Port Road

Vivanta Meghalaya, Shillong

Vivanta Navi Mumbai, Turbhe

Vivanta New Delhi, Dwarka

Vivanta Pune, Hinjawadi

Vivanta Sikkim, Pakyong

Vivanta Surajkund

Vivanta Thiruvananthapuram

Vivanta Vadodara

Vivanta Vijayawada, MG Road



## GINGER

Ginger Agartala

Ginger Ahmedabad (Vastrapur)

Ginger Ahmedabad, RTO Circle

Ginger Aurangabad

Ginger Bangalore IRR

Ginger Bangalore Whitefield

Ginger Chennai (Tharamani, IITM)

Ginger Chennai (Vadapalani)

Ginger East Delhi

Ginger Faridabad

Ginger Goa, Dona Paula

Ginger Goa, Madgaon

Ginger Goa, Panjim

Ginger Guwahati

Ginger Jamshedpur

Ginger Kalinganagar

Ginger Kochi, Kalamassery

Ginger Lucknow

Ginger Manesar

Ginger Mangalore

Ginger Mumbai Andheri (MIDC)

Ginger Mumbai, Andheri East

Ginger Mumbai, Goregaon

Ginger Mysore

Ginger Nashik

Ginger Noida City Centre

Ginger Noida Sector 63

Ginger Pantnagar

Ginger Patna

Ginger Pondicherry

Ginger Pune Pimpri

Ginger Pune Wakad

Ginger Sanand

Ginger Surat

Ginger Thane

Ginger Tirupur

Ginger Trivandrum

Ginger Vadodara

Ginger Vadodara RCR

Ginger Vapi

Ginger Visakhapatnam, Gajuwaka



TajSATS Bangalore

TajSATS Chennai

TajSATS Delhi

TajSATS Goa

TajSATS Kolkata

TajSATS Mumbai



# Annexure 2 - Glossary

ABBREVIATION	FULL FORM
3PL	Third-Party Logistics
ABAC	Anti-Bribery Anti-Corruption
AD	Area Director
AMC	Annual Maintenance Contract
ARA	Annual Rate Agreement
BE-IoT	Built Environment Internet-of-Things
CASP	Career & Succession Planning
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CHRO	Chief Human Resource Officer
CIS	Center for Internet Security
CMG	Corporate Materials Group
CNG	Compressed Natural Gas
COE	Centre of Excellence
CSR	Corporate Social Responsibility
CTDT	Certified Taj Departmental Trainers
DiLOG	Direct Line of Guidance & Communication
DIWA	Dynamic Intelligent Women in Action
EAP	Employee Assistance Program
EBITDA	Earnings Before Interest, Taxes, Depreciation, & Amortization
ESG	Environment Social Governance
ETP	Effluent Treatment Plants
EV	Electric Vehicle
EVP	Executive Vice President
F&B	Food & Beverage

FMCG	Fast Moving Consumer Goods
FO	Fuel Oil
FSSAI	Food Safety & Standards Authority of India
FTC	Fixed Term Contract
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GHG	Green House Gases
GI	Geographical Indication
GM	General Manager
GMDP	General Manager Development Program
GST	Goods & Services Tax
HHH	Head Held High
HR	Human Resource
HIRA	Hazard Identification, Risk Assessment
HOD	Head of Department
HRMS	Human Resource Management System
HVAC	Heating, Ventilation, & Air Conditioning
HWA	Human Welfare Association
IC	Internal Committee
ICH	Intangible Cultural Heritage
ICRA	Investment Information & Credit Rating Agency
IFC	International Finance Corporation
IHCL	Indian Hotels Company Limited
IJP	Internal Job Postings
ILB	Individual Leadership Behaviours
IMBC	Incident Management & Business Continuity
IOT	Internet-of-Things
ISO	International Organization for Standardization
IT	Information Technology
IVF	In Vitro Fertilization



kgCO2-e	Kilograms of CO2 equivalent
KL	Kilo Litre
KPI	Key Process Indicator
L&D	Learning & Development
LADC	Leadership Assessment & Development Center
LDO	Light Diesel Oil
LED	Light-Emitting Diode
LEED	Leadership in Energy & Environmental Design
LPG	Liquefied Petroleum Gas
LTWS	Long-Term Wage Settlement
ManCom	Management Committee
MD	Managing Director
MJ	Mega Joules
MSEDCL	Maharashtra State Electricity Distribution Co. Ltd
MoU	Memorandum of Understanding
MTBF	Mean Time Between Failures
MTTR	Mean Time to Repair
MWh	Megawatt-Hour
NGO	Non-Governmental Organization
NIST	National Institute of Standards & Technology
NPS	Net Promoter Score
OEM	Original Equipment Manufacturer
PAN	Permanent Account Number
PBT	Profit Before Tax
PCI	Payment Card Industry
PCVH	Per Capita Volunteering Hours
PDCA	Plan-Do-Check-Act
PNG	Piped Natural Gas
POSH	Prevention of Sexual Harassment
PwD	Persons with Disabilities

REACHA	Research & Extension Association for Conservation Horticulture & Agro-forestry
SDGs	Sustainable Development Goals
SDRP	State Disaster Response Platforms
SKU	Stock Keeping Unit
SSO	Single Sign On
STP	Sewage Treatment Plant
SVP	Senior Vice President
tCO2 eq	Million Tonnes of carbon dioxide equivalent
TCOC	Tata Code of Conduct
TIDI	Talent Identification & Development Initiative
TJ	Tera Joules (106 MJ)
TSG	Tata Sustainability Group
TPSWT	Taj Public Service Welfare Trust
TTT	Train the Trainer
UN	United Nations
UNESCO	United Nations Educational, Scientific & Cultural Organization
VAG	Vendor Assessment Group
VDP	Variable Frequency Drive
VOC	Voice of Customer
VP	Vice President
VPN	Virtual Private Network
WWF	World Wide Fund



# Price Waterhouse Chartered Accountants LLP

## Independent practitioner’s limited assurance report on Identified Sustainability Indicators in The Indian Hotels Company Limited’s Sustainability Report

### To the Board of Directors of The Indian Hotels Company Limited & TajSATS Air Catering Limited

We have undertaken to perform a limited assurance engagement for The Indian Hotels Company Limited and TajSATS Air Catering Limited (collectively referred to as the ‘Companies’) vide our Engagement Letter dated August 11, 2023, in respect of the agreed indicators listed below (the “Identified Sustainability Indicators”). These indicators are as included in the “GRI content index” in the Sustainability Report of The Indian Hotels Company Limited for the year ended March 31, 2023. The reporting boundary for Sustainability Report covers 158 Hotels owned or operated under management contracts by The Indian Hotels Company Limited and its subsidiaries Benares Hotels Limited, Piem Hotels Limited, United Hotels Limited, Roots Corporation Limited, the joint venture Taj GVK Hotels Limited [presented as ‘IHCL’ (covering 117 Hotels) and ‘Ginger’ (covering 41 Hotels) in the Sustainability Report] and 6 locations of its subsidiary TajSATS Air Catering Limited (presented as ‘TajSATS’ in the Sustainability Report), with exceptions, if any, been disclosed as a note under the respective sections of the Sustainability Report.

### Identified Sustainability Indicators

The Identified Sustainability Indicators for the year ended March 31, 2023 are summarised in Appendix 1 to this report.

Our limited assurance engagement was with respect to the year ended March 31, 2023 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the Sustainability Report and, therefore, do not express any conclusion thereon.

### Criteria

The criteria used by the Companies is Global Reporting Initiatives Standards (“GRI Standards”) 2021 as set out under Appendix 1 to this report, to prepare Identified Sustainability Indicators for inclusion in the Sustainability Report.

### Management’s Responsibility

The Companies’ Management are responsible for identification of key aspects of Sustainability Report, engagement with stakeholders, content and presentation of the Sustainability Report in accordance with the Criteria mentioned above. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the Sustainability Report and measurement of Identified Sustainability Indicators, which are free from material misstatement, whether due to fraud or error.

### Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial indicators allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, Greenhouse gas (“GHG”) quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

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Price Waterhouse (a Partnership Firm) converted into Price Waterhouse Chartered Accountants LLP (a Limited Liability Partnership with LLP identity no: LLPIN AAC-5001) with effect from July 25, 2014. Post its Conversion to Price Waterhouse Chartered Accountants LLP, its ICAI registration number is 012754NN500016 (ICAI registration number before conversion was 012754N)

# Price Waterhouse Chartered Accountants LLP

## Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management (ISQM) 1 “Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements” and ISQM 2 “Engagement Quality reviews”, and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Indicators based on the procedures we have performed and evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ and International Standard on Assurance Engagements 3410 ‘Assurance Engagements on Greenhouse Gas Statements’, issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Indicators are free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of the Companies’ use of the Criteria as the basis for the preparation of the Identified Sustainability Indicators, assessing the risks of material misstatement of the Identified Sustainability Indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Indicators.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgement and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods and reporting policies and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed below, we:

- Obtained an understanding of the Identified Sustainability Indicators and related disclosures.
- Obtained an understanding of the assessment criteria and their suitability for the evaluation and /or measurements of the Identified Sustainability Indicators.
- Made enquiries of Companies’ Management, including those responsible for Sustainability, Environment Social Governance (ESG), Engineering teams etc., and those with responsibility for managing The Indian Hotels Company Limited’s Sustainability Report.
- Obtained an understanding and performed an evaluation of the design of the key systems, processes and controls for managing, recording and reporting on the Identified Sustainability Indicators including at the hotels/sites/offices visited.
- Based on above understanding and the risks that the identified sustainability indicators may be materially misstated, determined the nature, timing and extent of further procedures.
- Checked the consolidation for various hotels and sites under the reporting boundary (as mentioned in the Sustainability Report) for ensuring the completeness of data being reported.
- Performed limited substantive testing on a sample basis of the Identified Sustainability Indicators at 9 hotels in India, 2 overseas hotels and 2 sites of TajSATS Air Catering Limited, to verify that data had



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- been appropriately measured with underlying documents recorded, collated and reported. This included assessing records and performing testing including recalculation of sample data.
- Assessed the level of adherence to GRI Standards, 2021 followed in preparing the Sustainability Report.
  - Assessed the Sustainability Report for detecting, on a test basis, any major anomalies between the information reported in the Sustainability Report on performance with respect to agreed Identified Sustainability Indicators and relevant source data/information.
  - Obtained representations from Companies’ Management.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Identified Sustainability Indicators have been prepared, in all material respects, in accordance with the Criteria.

Exclusions

Our limited assurance scope excludes the following and therefore we do not express a conclusion on the same:

- Testing the operating effectiveness of management systems and controls;
- Performing any procedures over other information/operations of the Companies/aspects of the report and data (qualitative or quantitative) included in the Sustainability Report not agreed under our engagement letter / Scope of Assurance;
- The statements that describe expression of opinion, belief, aspiration, expectation, aim or future intentions provided by the Companies and testing or assessing any forward-looking assertions and/or data.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Companies’ Identified Sustainability Indicators included in The Indian Hotels Company Limited’s Sustainability Report for the year ended March 31, 2023 are not prepared, in all material respects, in accordance with the criteria.

Restriction on Use

Our limited assurance report including the conclusion has been prepared and addressed to the Board of Directors of the Companies at the request of the Companies solely to assist the Companies in reporting on the Companies’ Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than to the Companies. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Place: Mumbai  
Date: March 31, 2024

Price Waterhouse Chartered Accountants LLP  
Firm Registration No: 012754N/N500016  
SUMIT SHASHIKANT SETH  
Sumit Seth  
Partner  
Membership Number: 105869  
UDIN: 24105869BKFWTL3431

Digitally signed by SUMIT SHASHIKANT SETH  
Date: 2024.03.31 16:54:43 +05'30'

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Appendix 1

Identified Sustainability Indicators

S. No.	GRI Indicator Reference	Description of Indicator
1	302-1	Energy consumption within the organization
2	303-3	Water Withdrawal
3	303-4	Water Discharge
4	303-5	Water Consumption
5	305-1	Direct (Scope 1) GHG emissions
6	305-2	Energy indirect (Scope 2) GHG emissions
7	305-7	Nitrogen oxides (NOx) and Sulphur Oxides (SOx)
8	306-3	Waste Generated
9	306-4	Waste diverted from disposal



# Business Responsibility & Sustainability Report (BRSR)

(Pursuant to Regulation 34 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

## SECTION A: GENERAL DISCLOSURE

### I. Details of the Listed Entity

1	Corporate Identity Number (CIN) of the Listed Entity	L74999MH1902PLC000183
2	Name of the Listed Entity	The Indian Hotels Company Limited (IHCL)
3	Year of incorporation	1902
4	Registered office address	Mandlik House, Mandlik Road, Mumbai – 400 001
5	Corporate address	9th Floor, Express Towers, Barrister Rajni Patel Marg, Nariman Point, Mumbai – 400 021
6	E-mail	<a href="mailto:investorrelations@ihcltata.com">investorrelations@ihcltata.com</a>
7	Telephone	+91-22-61371637
8	Website	<a href="https://www.ihcltata.com/">https://www.ihcltata.com/</a>
9	Financial year for which reporting is being done	April 2022-March 2023
10	Name of the Stock Exchange(s) where shares are listed	BSE Limited (BSE) National Stock Exchange of India Limited (NSE)
11	Paid-up Capital	₹ 142,04,00,342
12	Contact Person	
	Name of the Person	Beejal Desai – Executive Vice President – Corporate Affairs & Company Secretary (Group) Gaurav Pokhariyal - Executive Vice President – Human Resources
	Telephone	022-61371931
	E-mail address	<a href="mailto:beejal.desai@ihcltata.com">beejal.desai@ihcltata.com</a> <a href="mailto:gaurav.pokhriyal@ihcltata.com">gaurav.pokhriyal@ihcltata.com</a>
13	Type of Reporting (Standalone/ Consolidated Basis)	Standalone Basis

### II. Product/ Services

#### 14 Details of business activities

Sr. No.	Description of Main Activity	Description of Business Activity	% Turnover of the Entity
1.	Accommodation and Food Service.	Inns, Resorts, Holiday homes, Hostels, etc	100

#### 15 Products/ Services sold by the entity

Sr. No.	Product/ Service	NIC Code	% of Total Turnover contributed
1.	Accommodation services	55101	43.03
2.	Food & Beverage services	55101	37.29

### III. Operations

#### 16 Number of locations where plants and/ or operations/ offices of the entity are situated

Location	Number of plants	No. of Offices / Hotels	Total
National	Not Applicable*	83	83
International	Not Applicable*	12	12

#### 17 Market served by the entity

##### a) No. of Locations

Locations	Numbers
National (No. of States)	<b>As per Standalone BRSR reporting there are 27 hotels operating pan India in following locations:</b> Andaman, Aurangabad, Bengaluru, Calicut, Chennai, Goa, Guwahati, Gwalior, Hyderabad, Jaipur, Jodhpur, Kolkata, Mumbai, New Delhi, Ooty, Udaipur  <b>Other operation locations are spread pan India across 22 States plus 4 Union Territories as under:</b> Agartala, Agra, Ahmedabad, Ajmer, Amritsar, Aurangabad, Bandhavgad, Bekal, Bengaluru, Bharuch, Bhopal, Bhubaneswar, Calicut, Chandigarh, Chennai, Chikmagalur, Cochin, Coimbatore, Coonoor, Coorg, Corbett, Darjeeling, Dharamshala, Dudhwa, Dwarka, Ernakulam, Faridabad, Gangtok, Goa, Gondia, Gurugram, Guwahati, Haridwar, Hyderabad, Indore, Jaipur, Jamshedpur, Jodhpur, Junagadh, Kalinganagar, Kanha, Katra, Kolkata, Kovalam, Kumarakom, Lucknow, Madurai, Manali, Mangalore, Mumbai, Mysore, Nashik, New Delhi, Noida, Ooty, Panna, Pantnagar, Patna, Pench, Pondicherry, Pune, Ranthambore, Rishikesh, Sanand, Shillong, Shimla, Srinagar, Surajkund, Surat, Thane, Thiruvananthapuram, Tirupati , Tirupur, Udaipur, Vadodara, Vapi, Varanasi, Varkala, Vijaywada, Vizag, Wayanad
International (No. of Countries)	<b>We have operations in 9 Countries as listed below:</b> Bhutan, Maldives, Nepal, South Africa, Sri Lanka, United Arab Emirates, United Kingdom, United States of America, Zambia

##### b) What is the contribution of exports as a percentage of the total turnover of the entity?

NA

##### c) A brief on types of customers

- Business travellers - IHCL's hotels are often chosen by business travellers due to their convenient locations, high-quality amenities, and efficient services.
- Tourists - IHCL's hotels cater to both domestic and international tourists who are looking for comfortable and luxurious accommodations during their travels.
- Event and conference attendees - IHCL's hotels offer event spaces and conference rooms, making them an ideal choice for corporate events, meetings, and conferences.
- Wedding guests - IHCL's hotels are also popular wedding venues, with many of them offering wedding planning and coordination services.
- Food and beverage patrons - IHCL's restaurants and bars are popular with both hotel guests and local residents who are looking for high-quality dining experiences.
- Crew members
- Long staying guests

\* The Company does not undertake any manufacturing activity.



IV. Employees

18. Details as at the end of Financial Year:

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
a)	<b>Employees and workers (including differently-abled)</b>					
	<b>Employees</b>					
1	Permanent Employees (A)	2,641	1,981	75.01	660	24.99
2	Other than Permanent Employees (B)	0	0	0	0	0
3	<b>Total Employees (A+B)</b>	<b>2,641</b>	<b>1,981</b>	<b>75.01</b>	<b>660</b>	<b>24.99</b>
	<b>Workers</b>					
4	Permanent (C)	2,655	2,431	91.56	224	8.44
5	Other than Permanent (D)	2,512	1,849	73.61	663	26.39
6	<b>Total Workers (C+D)</b>	<b>5,167</b>	<b>4,280</b>	<b>82.83</b>	<b>887</b>	<b>17.17</b>
b)	<b>Differently abled employees and workers</b>					
	<b>Employees</b>					
1	Permanent Employees (E)	-	-	-	-	-
2	Other than Permanent Employees (F)	-	-	-	-	-
3	<b>Total Employees (E+F)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Workers</b>					
4	Permanent (G)	6	4	66.67	2	33.33
5	Other than Permanent (H)	35	29	82.86	6	17.14
6	<b>Total Differently Abled Employees (G+H)</b>	<b>41</b>	<b>33</b>	<b>80.49</b>	<b>8</b>	<b>19.51</b>

19. Participation/ Inclusion/ Representation of women

Sr. No.	Category	Total (A)	No. and % of females	
			No. (B)	% (B/A)
1	Board of Directors	7	1	14.29
2	Key Management Personnel	3	0	0

20. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Category	FY 2022-23 (Turnover rate in current FY)			FY 2021-22 (Turnover rate in previous FY)			FY 2020-21 (Turnover rate in the year prior to previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	383	107	490	187	68	255	128	49	177
Permanent Workers	234	32	266	189	37	226	135	23	158

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21 Names of holding/ subsidiary/ associate companies/ joint ventures

Sr. No.	Name of the holding/ subsidiary/ associate companies/ joint ventures	Indicate whether it is a holding/ Subsidiary/ Associate/ or Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/ No)
1.	Oriental Hotels Limited	Associate	35.67	Yes
2.	Taj Madurai Limited	Associate	26.00	Yes
3.	Taida Trading & Industries Limited	Associate	34.78	No
4.	Lanka Island Resort Limited	Associate	24.66	Yes
5.	TAL Lanka Hotels PLC	Associate	24.62	Yes
6.	Taj Karnataka Hotels & Resorts Limited	Joint Venture	44.27	Yes
7.	Taj Kerala Hotels & Resorts Limited	Joint Venture	28.78	Yes
8.	Taj GVK Hotels & Resorts Limited	Joint Venture	25.52	Yes
9.	Taj Safaris Limited	Joint Venture	41.81	Yes
10.	Kaveri Retreats and Resorts Limited	Joint Venture	50.00	Yes
11.	TAL Hotels & Resorts Limited	Joint Venture	27.49	Yes
12.	KTC Hotels Limited	Subsidiary	100.00	Yes
13.	United Hotels Limited	Subsidiary	55.00	Yes
14.	Roots Corporation Limited	Subsidiary	100.00	Yes
15.	Taj Enterprises Limited	Subsidiary	93.40	Yes
16.	Taj Trade and Transport Company Limited	Subsidiary	73.03	Yes
17.	Benares Hotels Limited	Subsidiary	51.58	Yes
18.	Inditravel Limited	Subsidiary	78.88	No
19.	Piem Hotels Limited	Subsidiary	51.57	Yes
20.	Northern India Hotels Limited	Subsidiary	48.56	Yes
21.	Skydeck Properties and Developers Pvt. Limited	Subsidiary	100.00	No
22.	Sheena Investments Pvt. Limited	Subsidiary	100.00	No
23.	ELEL Hotels & Investments Limited	Subsidiary	100.00	No
24.	Luthria & Lalchandani Hotel & Properties Pvt. Limited	Subsidiary	100.00	No
25.	Ideal Ice Limited	Subsidiary	100.00	Yes
26.	IHOCO BV	Subsidiary	100.00	No
27.	United Overseas Holding Inc.	Subsidiary	100.00	Yes
28.	St. James Court Hotel Limited	Subsidiary	76.86	Yes
29.	Taj International Hotels Limited	Subsidiary	100.00	Yes
30.	Taj International Hotels (H.K.) Limited	Subsidiary	100.00	No
31.	PIEM International (H.K.) Limited	Subsidiary	51.57	No
32.	IHMS Hotels (SA) (Proprietary) Limited	Subsidiary	100.00	No
33.	Good Hope Palace Hotels Proprietary Limited	Subsidiary	100.00	Yes
34.	Zarrenstar Hospitality Private Limited	Subsidiary	100.00	No
35.	Genness Hospitality Private Limited	Subsidiary	100.00	No
36.	Qurio Hospitality Private Limited	Subsidiary	100.00	No
37.	Kadisland Hospitality Private Limited	Subsidiary	100.00	No
38.	Suisland Hospitality Private Limited	Subsidiary	74.00	No
39.	BAHC Pte Ltd	Subsidiary	51.57	No
40.	Taj SATS Air Catering Limited	Subsidiary	51.00	Yes



VI. CSR Details

22 a) Whether CSR is applicable as per Section 135 of Companies Act, 2013:

Yes, the CSR budget under Section 135 of the Companies Act, 2013 for FY 2022-23 was NIL.

Turnover (in ₹)

3,704.24 crores (FY 22-23)

Net worth (in ₹)

8,838.98 crores (FY 22-23)

VII. Transparency and Disclosures Compliances

23 Complaints/ Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/ No)	If yes, then provide web-link for grievance redress policy	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
			Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes	IHCL has a platform for grievance reporting: <a href="https://investor.ihcltata.com/files/IHCL_Stakeholder_Engagement_Policy.pdf">https://investor.ihcltata.com/files/IHCL_Stakeholder_Engagement_Policy.pdf</a>	NIL	NIL	NA	NIL	NIL	NA
Investors (other than shareholders)			NIL	NIL	NA	NIL	NIL	NA
Shareholders			47	0	NA	17	0	NA
Employees and workers			42	1	in process	18	0	NA
Customers*			1	1	in process	NIL	NIL	NA
Value Chain Partners			NIL	NIL	NA	1	NIL	NA
Other: Ex-employee and other than above			9	1	in process	5	0	NA

\*Complaints only at legal forum

24 Overview of the entity's material responsible business conduct issues

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Customer Delight	Opportunity	Customer Relationship Management (CRM) plays a significant part in hospitality business. It aids in improving customer satisfaction and retention rates and helps us better understand our customers.	We have comprehensive CRM practices and a strong customer loyalty program (with over 4 million members). There is a strong engagement with our customers through diverse channels viz websites, email & social media. Further, the Care@Tajness program, an industry first initiative to listen, learn and leverage insights helps us in building innovative product and service solutions	Positive

VI. CSR Details

Material Issue Identified

Indicate whether risk or opportunity

Rationale for identifying the risk/ opportunity

In case of risk, approach to adapt or mitigate

Financial implications of the risk or opportunity (Indicate positive or negative implications)

Brand Reputation and Communication

Opportunity

Brand reputation is crucial in the hospitality sector as it directly impacts the level of trust and loyalty customers have towards the brand. Effective communication is key in building and maintaining a strong brand reputation in the hospitality sector. This includes clear and consistent messaging across all channels, such as website, social media, and customer interactions.

The Taj Brand has been rated as the World's Strongest Hotel Brand for two consecutive years and India's Strongest Brand across sectors. We have comprehensive connect and communication with our customers right from booking through to stay with us. At every point, right from reservations, we adopt a customer first approach. We actively listen and respond to customer feedback in a timely and professional manner.

Positive

Water Management

Risk

In the hospitality sector water management plays a very crucial role, we are directly affected by the availability and the quality of the water considering our business sector.

As water is material to our sector, it becomes crucial for us that we work towards water security. Our water management approach includes measures like recycling of STP water in cooling tower and operating our chillers under optimal condition. We are proactively taking efforts for water conservation in our operational facilities.

Negative

Climate change, Energy and Emissions

Risk/ Opportunity

Climate change poses a significant risk on hospitality sector. Changes in weather patterns can negatively impact tourism in certain regions, as extreme heat or drought may make them less attractive to visitors. Furthermore, the industry may also face additional costs to adapt to these changes, such as building sea walls or upgrading air conditioning systems.

Being cognisant of the potential risk due to climate change IHCL is planning to integrate Task Force on Climate-related Financial Disclosure (TCFD) in risk management framework and conduct physical and transition risk assessment in consequent years. We have put in place comprehensive power purchase agreements with Tata Power on Green power. Further, we have systems to track and minimise consumption in our hotels.

Negative/ Positive

Diversity and Equal opportunity

Opportunity

Diversity and equal opportunity are crucial in the hospitality sector as it not only promotes inclusivity but also helps to attract customers from diverse backgrounds. This can help to create an inclusive and welcoming atmosphere for guests, which can lead to increased customer loyalty and positive word-of-mouth recommendations.

We have employed people from diverse backgrounds and have procedures in place that ensure equal opportunity in workplace. It also includes providing equal pay and benefits, promoting equal opportunity in promotions and advancement and providing accommodations for employees with disabilities.

Positive



Business Responsibility & Sustainability Report (BRSR)

Material Issue Identified	Indicate whether risk or opportunity	Rationale for identifying the risk/ opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
Sustainable supply chain	Opportunity	Businesses are under increased pressure from investors, clients, and authorities to lower environmental, social, and governance (ESG) risk exposures in their supply chains.	<p>At IHCL, we see it as an opportunity to integrate ESG aspect in our supply chain which can effectively reduce the overall risk. From supplier/ vendor diversification to sustainable sourcing, IHCL has taken huge strides in the supply chain management.</p> <p>We ensure sustainable sourcing for all our operations, which promotes the development of local communities, generates job opportunities, streamlines transportation and has a major impact in reducing carbon dioxide emissions. Close to 90% of our sourcing is done from domestic vendors and producers.</p>	Positive
Talent management and retention	Risk	Overall, effective talent management is crucial in mitigating the risks associated with managing human capital. Failing to attract and retain employees by providing them rewarding careers may lead to loss of skillful employees in an organisation.	<p>We carry out Potential assessment to assess potential and determine roles and leadership responsibilities. Through various talent processes, we aim to identify and build a strong leadership pipeline at every hotel, developing talent through robust development journeys.</p> <p>Following are the two key talent processes:</p> <ul style="list-style-type: none"><li>Leadership Assessment and Development Center (LADC) for identification and development of future general managers.</li><li>Talent Identification and Development Initiative (TIDI) for identification and development of high potential Heads of Department (HoD).</li></ul> <p>DiLOG is a bi-annual career conversation process which enables structured focused conversations that incorporate constructive feedback and set a development plan for the year ahead.</p> <p>VConnect is our continuous employee engagement platform which gathers continuous feedback from employees across levels. It provides a mechanism for leaders to hear the voice of our employees, thereby promoting trust and transparency.</p>	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

P1	Businesses should conduct and govern themselves with integrity in a manner that is ethical, transparent and accountable
P2	Businesses should provide goods and services in a manner that is sustainable and safe
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains
P4	Businesses should respect the interests of and be responsive towards all its stakeholders
P5	Businesses should respect and promote human rights
P6	Businesses should respect, protect and make efforts to restore the environment
P7	Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent
P8	Businesses should promote inclusive growth and equitable development
P9	Businesses should engage with and provide value to their consumers in a responsible manner

	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Ethics & Transparency	Product Responsibility	Human Resources	Responsiveness to stakeholders	Human Rights	Responsible Lending	Public Policy Advocacy	Inclusive Growth	Customer Engagement
Disclosure Questions									
Policy and Management Processes									
1	a) Whether your entity’s policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	b) Has the policy been approved by the Board? (Yes/ No)	Yes, the policies have been approved by the Board (including committees)							
	c) Web Link of the Policies, if available	<a href="https://investor.ihcltata.com/CorporateGovernance">https://investor.ihcltata.com/CorporateGovernance</a>							
2	Whether the entity has translated the policy into procedures. (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Do the enlisted policies extend to your value chain partners? (Yes/ No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Name of the national and international codes/ certifications/ labels/ standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	<p>At IHCL, we recognise the importance of global management standards and frameworks. We have integrated ISO, OHSAS, SA 8000, Fairtrade etc. to further strengthen our operations and business practices.</p> <p>Our business is governed with robust and comprehensive Information Technology (IT) policies and procedures, which cover information security management as per ISO 27001, General Data Protection Regulation (GDPR), and Payment Card Industry (PCI) compliance, among others. Ensuring safe and protected business operations is our utmost priority.</p>							
5	Specific commitments, goals and targets set by the entity with defined timelines, if any.	<p>The Company has developed an ESG roadmap that outlines the important aspects of sustainability as well as timeframes for attaining the goals. The ESG framework also known as the Paathya framework mainly focuses on six strategies: Progress sustainable growth, preserve heritage and brand, Prudent corporate governance, promise social responsibility, Promote environmental stewardship and Partner transformation.</p> <p>IHCL has taken targets that by 2030</p> <ul style="list-style-type: none"><li>100% hotels will be single use plastic free (beyond the Govt mandated list)</li><li>100% hotels will be Earth Check certified</li><li>100% of wastewater recycled</li><li>100% hotels will have an organic waste management system</li><li>50% of Energy to come from Renewable sources</li><li>100,000 youth to be trained for livelihood</li><li>100% adoption of UNESCO’s Intangible Cultural Heritage projects in the geographies we operate in</li></ul>							
6	Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	The key performance targets are set, reviewed, and implemented as per the objectives taken. The Corporate Social Responsibility and Sustainability (ESG) Committee reviews the progress periodically							



Governance, Leadership and Oversight

7	<b>Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievement</b>	<p>Puneet Chhatwal (Managing Director &amp; Chief Executive Officer): As one of the oldest operating company in the Tata Group, we have always operated in the spirit of our founder Mr. Jamsetji Tata who believed that the community is not just another stakeholder in business, but is in fact the very purpose of its existence. Over the years, we have adopted a responsible approach to ESG in all we do. We have announced an Industry leading ESG+ program called Paathya wherein clear milestones have been set for various ESG related initiatives by 2030. We have also signed up to SBTi and are working towards our commitment to Net Zero Emissions. We have subscribed to the Earthcheck program – 77 of our hotels go through this certification currently, with 57 achieving Platinum status, a global benchmark.</p> <p>We continue to work on decarbonisation in our operations through efforts such as elimination of single use plastic and other measures. On Scope 2, we have entered into significant green power arrangements for a number of properties. On Scope 3, we have a comprehensive program of working with our supply chain partners. We are evaluating various measures relating to Scope 3 for our customers. As a company, we are growing significantly through management contracts – consequently, we are working with our partners to implement ESG measures in their respective hotels.</p> <p>Our people are the backbone of our business. We are immensely grateful to our colleagues for their dedication and care towards our community, customers, and each other. Empowering and enabling our employees to execute our strategic priorities while keeping sustainability at the core of our operations is the key to our future success.</p>
8	<b>Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).</b>	Mr. Puneet Chhatwal (DIN: 07624616 ) Designation: Managing Director & Chief Executive Officer
9	<b>Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes/ No). If yes, provide details.</b>	<p>Yes, the Corporate Social Responsibility and Sustainability (ESG) Committee of the Board of Directors is responsible for decision making on Sustainability related issues. The Committee comprises of Mr. Puneet Chhatwal, Ms. Hema Ravichandar and Mr. Naseer Munjee.</p> <p>Note: Mr. Venkataramanan Anantharaman, has been appointed as the Chairperson of the Committee w.e.f. April 27, 2023.</p>

10 Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Performance against above policies and follow up action	Yes, On regular basis																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes, On regular basis																	
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency	P1	P2	P3	P4	P5	P6	P7	P8	P9	No	No	No	No	No	No	No	No	No
Subject for Review	Indicate whether review was undertaken by Director/ Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Performance against above policies and follow up action	Yes, on a regular basis																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Yes, on a regular basis																	

12. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency	P1	P2	P3	P4	P5	P6	P7	P8	P9
	No	No	No	No	No	No	No	No	No
	Policies are currently evaluated internally and would be subjected to external audits as and when applicable.								

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.



IHCL strongly believes in conducting business in an ethical and responsible manner. The Company is governed by the TATA Code of Conduct that ensures the group’s values are imbibed within its operations. The TATA Code of Conduct allows the organisation to operate in a manner that ensures accountability. We are committed to operating our businesses conforming to the highest moral and ethical standards. The Company’s mission and vision are integrated into all aspects of its operations. The Company has unwavering commitment to operate its businesses with integrity and in accordance with high regulatory standards.

ESSENTIAL INDICATORS

1. Percentage coverage by training and awareness Programmes on any of the principles during the financial year:			
Segment	Total number of training and awareness programmes held	Topics/ principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors	2	Overview of the Hospitality Industry and way forward, Hotels Business model and benchmarking.	100
Key Management Personnel	4	Insider Trading	100
Employees other than BODs and KMPs	95	TCOC - Dignity & Respect, Human rights, Equal opportunity, Bribery & Corruption, Insider trading, Conflict of interest	77
Workers	95	TCOC - Dignity & Respect, Human rights, Equal opportunity, Bribery & Corruption, Insider trading, Conflict of interest	70

2. Details of fines/ penalties/ punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors/ KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format.

a) Monetary

Type	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the case	Has an appeal been preferred? (Yes/ No)
Penalty/ Fine	NIL	NA	NA	NA	NA
Settlement	NIL	NA	NA	NA	NA
Compounding fee	NIL	NA	NA	NA	NA



b) Non-Monetary

Type	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the case	Has an appeal been preferred? (Yes/ No)
Imprisonment	NIL	NA	NA	NA
Punishment	NIL	NA	NA	NA

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
	NA
	NA

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, the entity has Anti-corruption and Anti-bribery policy which is applicable to all individuals working at all levels and grades which states that Our Company is committed to implementing and enforcing adequate procedures to prevent, deter, detect, and counter bribery and corruption in any form or manner. [https://investor.ihcltata.com/files/IHCL\\_Anti-Bribery\\_and\\_Anti-Corruption\\_Policy.pdf](https://investor.ihcltata.com/files/IHCL_Anti-Bribery_and_Anti-Corruption_Policy.pdf)

5. Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Category	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	NIL	NIL
Workers	NIL	NIL

6. Details of complaints with regards to conflict of interest:

Topic	FY 2023-22 (Current Financial Year)		FY 2021-22 (Previous Financial Year)	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	-	0	-
Number of complaints received in relation to issues of Conflict of Interest of KMPs	0	-	0	-

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/ action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Not applicable

LEADERSHIP INDICATORS

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Total number of training and awareness programmes held	Topics/ principles covered under the training and its impact	% of persons in value chain covered by the awareness programmes
1. Annual Vendor Meet – Region/Cluster - 12 Vendor Meets	1. Paathya/CSR & Sustainability Initiatives, Tata Code of Conduct, Safety and Security and Hygiene & Cleanliness	Not Ascertained at this point
2. Site visits - All new perishable vendors 100% before onboarding.	2. Hygiene & Cleanliness, Storage & Transportation, locker room & personal Hygiene, Preventive maintenance , Pest Management & Waste Management	
3. Surveys – Three Surveys Centrally; Hotels conduct their surveys for local vendors	3. Vendor satisfaction, Internal Customer Satisfaction, Vendor rating	
4. Yearly communication on IHCL sustainability initiatives	4. Initiatives completed & work in progress in the year gone by and the future outlook	

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No) If yes, provide details of the same.

Yes, the Company has processes in place to avoid or manage conflict of interests among board members. A policy on Related Party Transactions has been adopted by the Company in compliance to the Companies Act, 2013. The policy covers methods to avoid instances pertaining to conflict of interest and ensures high standards of corporate governance when dealing with Related Parties. It sets forth the procedures under which the Related Party Transactions must be reviewed, approved, and reported. <https://www.ihcltata.com/RPT.pdf>. Also, IHCL adheres to the TATA Code of Conduct which also covers an aspect of Conflict of Interest under Section D. <https://investor.ihcltata.com/files/TCOC-Booklet.pdf>

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe



IHCL places utmost priority in producing high quality goods and services that have been sourced/ produced in a safe and sustainable manner. The Company has undertaken several initiatives to integrate sustainable practices in its supply chain. It is currently working towards ensuring all of its operations are conducted in an efficient manner. It has also taken appropriate measures to provide excellent customer service and support through systems which are easy to navigate.

ESSENTIAL INDICATORS

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

Type	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)	Details of improvement in social and environmental aspects
Research & Development (R&D)	NIL	NIL	While there has been no direct input towards R&D. IHCL has collaborated with IFC Tech Emerge towards piloting sustainable cooling technology. 9 projects have been rolled out across 6 hotels.
Capital Expenditure (CAPEX)	11.64%	7.64%	In Energy saving Initiatives like installation of Bottling plants, Modular Chillers, LED bulbs and steam less laundry equipment.



2.

a)

Does the entity have procedures in place for sustainable sourcing? (Yes/ No)

Yes.

b)

If yes, what percentage of inputs were sourced sustainably?

Yes, the entity requires all of its contracted vendors to sign and adhere to the TATA Code of Conduct (TCOC) during their onboarding process. The entity also has procedures in place to ensure sustainable practices are integrated in their supply chain. The Company has a unified warehouse and distribution management system for all its hotels. This system has made our supply chain greener, improved efficiency and has reduced the Company’s carbon footprint with regard to its supply chain. Around 10% of the total sourcing is through the Vendor aggregation system. Consolidation of FMCG goods from multiple vendors through a single vendor and Third Party logistics of around 600 Stock Keeping Units (SKUs) through a single vendor have immensely helped our hotels to reduce around 5,000 vendor interactions a month resulting in cutting considerable amount of emissions.
3.

Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Not Applicable
4.

Whether Extended Producer Responsibility (EPR) is applicable to the entity’s activities (Yes/ No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

IHCL is in the hospitality business, being part of services sector, hence not applicable.

LEADERSHIP INDICATORS

1.

Has the entity conducted Life Cycle Perspective/ Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

No, LCA has not been conducted for any of the services.
2.

If there are any significant social or environmental concerns and/ or risks arising from production or disposal of your products/ services, as identified in the Life Cycle Perspective/ Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Not Applicable
3.

Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Not Applicable
4.

Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed:

IHCL is in the hospitality business, being part of services sector, hence not applicable.
5.

Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

IHCL is in the hospitality business, being part of services sector, hence not applicable.

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains



A strong organisation is often an indication of a healthy workforce. At IHCL, we prioritise the all-round safety and development of employees by providing a nurturing ecosystem where employees have the opportunity to further explore their potential and a chance to progress their career. IHCL believes an employee’s dedication and assistance can contribute extensively to the organisation’s goals. The best practices for human safety and safe working conditions were assisted and promoted by employees, business teams, vendors, and other stakeholders.

ESSENTIAL INDICATORS

1. a) Details of measures for the well-being of employees:

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Employees											
Male	1,981	1,981	100	1,981	100	-	-	1,981	100	1,981	100
Female	660	660	100	660	100	660	100	-	-	660	100
Total	2,641	2,641	100	2,641	100	660	24.99	1,981	75.01	2,641	100
Other than Permanent Employees											
Male	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Female	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Total	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL

b) Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	%(C/A)	No.(D)	%(D/A)	No. (E)	%(E/A)	No. (F)	%(F/A)
Permanent Workers											
Male	2,431	2,431	100	2,431	100	-	-	2,431	100	-	-
Female	224	224	100	224	100	224	100	-	-	224	100
Total	2,655	2,655	100	2,655	100	224	8.44	2,431	91.56	224	8.44
Other than Permanent Workers											
Male	1,849	1,849	100	1,849	100	-	-	1849	100	-	-
Female	663	663	100	663	100	663	100	-	-	663	100
Total	2,512	2,512	100	2,512	100	663	26.39	1,849	73.61	663	26.39



**2. Details of retirement benefits, for Current FY and Previous Financial Year:**

Sr. No.	Benefits	FY 2022-23 (Current FY)			FY 2021-22 (Previous FY)		
		No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
1	PF	100	100	Yes	100	100	Yes
2	Gratuity	100	100	Yes	100	100	Yes
3	ESI	100	100	Yes	100	100	Yes
4	Others-Please Specify	--	--	--	--	--	--

**3. Accessibility of workplaces: Are the premises/ offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

All our locations have been designed in a way that every individual with disabilities can utilise shared facilities without encountering any barriers. Work areas, restrooms, social areas and the surrounding facilities all are being constructed keeping their accessibility in mind.

**4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.**

IHCL is committed to providing equal opportunities in employment and creating an inclusive working environment.

It is our policy that there should be no discrimination, harassment or less favourable treatment of any employee or job applicant, either directly or indirectly, on the grounds of age, color, disability, origin, religion, race, gender, family or marital status, gender re-assignment, disability, sexual orientation, pregnancy or maternity status. It is our policy that there shall be no bullying or intimidation for any reason towards any employee or applicant.

[https://investor.ihcltata.com/files/IHCL\\_Equal\\_Opportunity\\_Policy.pdf](https://investor.ihcltata.com/files/IHCL_Equal_Opportunity_Policy.pdf)

**5. Return to work and Retention rates of permanent employees and workers that took parental leave.**

Gender	Total number of people returned after parental leave in FY	Total Number of people who took parental leave in FY	Return to work rate	Total Number of people retained for 12 months after returning from parental leave	Total number of people returned from parental leave in prior FY	Retention Rate
<b>Permanent Employees</b>						
Male	211	211	100	209	255	99.05
Female	19	19	100	19	34	100
Others	-	-	-	-	-	-
<b>Total</b>	<b>230</b>	<b>230</b>	<b>100</b>	<b>228</b>	<b>289</b>	<b>99.13</b>
<b>Permanent Workers</b>						
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-
Others	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

Category	Yes/ No	Details of the mechanism in brief
Permanent Workers	Yes	At IHCL, we have various mechanisms to receive and redress grievances. We have collaborated with third party ethics partner who receives grievances via phone, e-mail and physical mails on which adequate actions are taken and addressed. In addition to this, we have the whistle-blower mechanism in place to resolve complaints and the same are reviewed by the Audit Committee every quarter. Also, we have ethics committees and HR heads in hotels to whom persons can report issues directly and can also drop the concerns in the drop boxes.
Other than Permanent Workers	Yes	
Permanent Employees	Yes	
Other than Permanent Employees	Yes	

**7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:**

Category	FY 2022-23 (Current FY)			FY 2021-22(Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who are part of association(s) or Union (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who are part of association(s) or Union (D)	%(D/C)
<b>Permanent Employees</b>						
Male	-	-	-	-	-	-
Female	-	-	-	-	-	-
Others	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Permanent Workers</b>						
Male	2,431	2,115	87.00	2,410	2,047	84.94
Female	224	183	81.70	207	167	80.68
Others	-	-	-	-	-	-
<b>Total</b>	<b>2,655</b>	<b>2,298</b>	<b>86.55</b>	<b>2,617</b>	<b>2,214</b>	<b>84.60</b>

**8. Details of training given to employees and workers:****a) Details of Skill training given to employees and workers.**

Category	FY 2022-23 (Current FY)			FY 2020-21 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who received Skill Training (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who received Skill Training (D)	%(D/C)
<b>Permanent Employees</b>						
Male	1,981	1,952	98.54	1,820	1,278	70.22
Female	660	395	59.85	543	212	39.04
Others	-	-	-	-	-	-
<b>Total</b>	<b>2,641</b>	<b>2,347</b>	<b>88.87</b>	<b>2,363</b>	<b>1,490</b>	<b>63.06</b>
<b>Permanent Workers</b>						
Male	2,431	1,823	74.99	2,410	844	35.02
Female	224	175	78.13	207	77	37.20
Others	-	-	-	-	-	-
<b>Total</b>	<b>2,655</b>	<b>1,998</b>	<b>75.25</b>	<b>2,617</b>	<b>921</b>	<b>35.19</b>



b) Details of training on Health and Safety given to employees and workers.

Category	FY 2022 -23 (Current FY)			FY 2020-21 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who received training on Health and Safety (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who received training on Health and Safety (D)	%(D/C)
Permanent Employees						
Male	1,981	1,981	100	1,820	1,820	100
Female	224	660	100	543	543	100
Others	-	-	-	-	-	-
Total	2,641	2,641	100	2,363	2,363	100
Permanent Workers						
Male	2,431	2,431	100	2,410	2,410	100
Female	224	224	100	207	207	100
Others	-	-	-	-	-	-
Total	2,655	2,655	100	2,617	2,617	100

9. Details of performance and career development reviews of employees and workers:

	FY 2022 -23 (Current FY)			FY 2020-21 (Previous FY)		
	Total employees/ workers in respective category (A)	No. of employees/ workers in respective category, who had a career review (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees/ workers in respective category, who had a career review (D)	%(D/C)
Permanent Employees						
Male	1,981	1,785	90.11	1,820	1,684	92.53
Female	660	527	79.85	543	450	82.87
Others	0	0	0	0	0	0
Total	2,641	2,312	87.54	2,363	2,134	90.31
Permanent Workers						
Male	NA	NA	NA	NA	NA	NA
Female	NA	NA	NA	NA	NA	NA
Others	NA	NA	NA	NA	NA	NA
Total	NA	NA	NA	NA	NA	NA

10. Health and safety management system:

a) Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No)	Yes
What is the coverage of such system?	The system covers all employees and all hotels.
b) What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?	Safety Risk Assessments are carried out by the Hotel Safety Committee. These assessments are reviewed periodically and are utilised for incident management in hotels. An analysis of yellow cards is also used as an input to refine the Hazard Identification and Risk Assessment (HIRA) process. Based on these controls, appropriate processes such as administrative controls are put into place to mitigate any potential risks. These controls are also reflected in the Capex/Opex requirements of the hotel.

c) Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Yes/ No)	Yes
d) Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No)	Yes, all of the locations have access to non-work-related medical and healthcare services, either on-site or through partnerships with reputable healthcare providers nearby. Additionally, staff members receive on-site medical emergency response training.

11. Details of safety related incidents:

Safety Incident/ Number	Category	FY 2022-23	FY 2021-22
		Current Financial Year	Previous Financial Year
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	NIL	NIL
	Workers	3.31	4.12
Total recordable work-related injuries	Employees	NIL	NIL
	Workers	148	122
No. of fatalities	Employees	NIL	NIL
	Workers	NIL	NIL
High consequence work-related injury or ill-health (excluding fatalities)	Employees	NIL	NIL
	Workers	NIL	NIL

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

- IHCL's Safety Policy was rephrased in 2018 as an integrated Safety and Security Policy that is in line with the Tata Group Safety Policy. Both the employees and an Executive Committee are responsible for safety management.
- Corporate Safety guidelines and policies that have been framed on inputs from Tata Group Safety Office are displayed at prominent strategic locations in Hindi, English and in local languages where applicable.
- IHCL uses a tiered approach to implement safety in its work culture. The Executive Committee sets the direction and is the apex Safety council for the Company. Updates to the Company's safety policies are presented at each Executive Committee meeting where further input, guidance and direction is sought.
- Safety non-compliance/ hazards are reported to the concerned personnel for further action. These actions are reviewed by the General Manager and members of the Hotel Safety Council.
- The hotels carry out Safety Risk Assessments. The hotel safety committee along with employees collectively participate in these assessments, which are periodically reviewed in case of any incident.
- Yellow cards are utilised as an input to refine the HIRA. Safety assessment results and other inputs are incorporated into the Capex/Opex requirements of the hotel.
- There is a Safety and Security Head, a member of Hotel Operations and Future Openings Committee, who provides both Safety and Security inputs for new buildings.
- Prior to a new construction project, a detailed safety & risk analysis is conducted. This includes identification of high/low risk activities along with contractors eligible to work on high-risk activities. There is an on-site project manager who monitors all activities including high risk activities that have to be carried out in the presence of a project manager.
- Following risk identification, measures to control and mitigate these risks are implemented. Moreover, a Progressive Consequence Framework for safety violations has also been implemented.



13. Number of Complaints on the following made by employees and workers:

Topic	FY 2022-23 (Current Financial Year)			FY 2021-22 (Previous Financial Year)		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	30	2	Since resolved	19	0	NA
Health & Safety	NIL	NA	NA	0	0	NA

14. Assessments for the year:

Topic	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100
Working Conditions	NA

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks/ concerns arising from assessments of health & safety practices and working conditions.

Internal audits are being conducted on periodic basis, if any deviations are found, preventive and corrective measures are taken based on the same. In addition to this the entity has developed a Road and Driving Safety Manual based on the guidelines of the Tata Group Road & Driving Safety Manual. The manual has been shared with all transportation providers including employee and guest transport providers, and their personnel are being trained on the same. The Company actively tracks and reports all road related incidents/ accidents/ injuries.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Yes/ No) (B) Workers (Yes/ No).  
a) Employees (Yes/ No):  
Yes, employees at the executive level are covered by a life and accident insurance.  
b) Workers (Yes/ No):  
Yes, the Company extends the benefit of accident insurance for all of its workers.
2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners  
All statutory dues are being deducted and deposited to respective authorities and the receipts of payment obtained are filed for records.
3. Provide the number of employees/ workers having suffered high consequence work related injury/ ill-health/ fatalities (as reported in Q11 of Essential Indicators above), who have been rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

Category	Total no. of affected employees/ workers		No. of employees/ workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	Current FY 23	Previous FY 22	Current FY 23	Previous FY 22
Employees	NIL	NIL	NIL	NIL
Workers	NIL	NIL	NIL	NIL

4. Does the entity provide transition assistance programmes to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No).  
We provide retirement planning guidance to employees who will soon be retiring. We also provide an employee who is transferred internally 4-6 weeks of notice in order to give them enough time to adjust to the change.

5. Details on assessment of value chain partners:

Topic	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	Not Ascertained at this point
Working Conditions	Not Ascertained at this point

6. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from assessments of health and safety practices and working conditions of value chain partners.  
Periodic Site visits are being conducted for the critical value chain partners basis which corrective and preventive measures are recommended. However no significant risk/ concerns were observed during the site visit.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders



We believe stakeholder engagement is important as it helps to build and maintain trust, ensure accountability, and foster collaboration. Our stakeholders include customers, employees, regulators, suppliers, shareholders, and the community. Effective communication and engagement with these groups helps us to understand their needs and expectations, identify potential risks and opportunities, and make informed decisions that benefit all parties. This can lead to improved customer satisfaction, regulatory compliance, operational efficiency, and overall business success.

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity:  
At IHCL, we see our stakeholders as partners in our mission to provide long-term value. So, achieving our strategic goals depends on effective stakeholder involvement. By an integrated and open process, we attempt to strike a balance between the requirements, interests, and expectations of stakeholders and those of the business. We have mapped our internal and external stakeholders listed below who have the direct and indirect impact on the operation of our organisation.
2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group:

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	<ul style="list-style-type: none"><li>Real-time engagement through VConnect</li><li>Daily meetings and briefings</li><li>Monthly town halls</li><li>Timely internal communications</li><li>Published training calendar</li><li>Employee committees and union meetings</li><li>Recognition Forums</li></ul>	Ongoing	<ul style="list-style-type: none"><li>Vconnect-Employee engagement platform aimed to get feedback from employees across all levels.</li><li>VConnect surveys are conducted through e-mail, SMS or Whatsapp Messenger and is available in 8 regional Indian languages such that all employees can seamlessly provide their feedback anonymously</li><li>It enables transparency and trust and provides a mechanism for leaders to hear the voice of our employees.</li></ul>



Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	<ul style="list-style-type: none"><li>– Direct feedback from guests during and after each experience</li><li>– Loyalty programme</li><li>– Real-time social media engagement</li><li>– Periodic market research</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li></ul>	<ul style="list-style-type: none"><li>– The business actively engages with customers to learn about their expectations and experiences with our services</li><li>– Their feedback helps us improve and maintain our leadership in the industry</li></ul>
Shareholders	No	<ul style="list-style-type: none"><li>– Quarterly investor calls, annual investor meets, Annual General Meetings, public and media announcements press releases, Stock Exchange intimations, Company website, ongoing meetings/ communication through electronic/ social media</li><li>– Annual Report and sustainability disclosures</li><li>– A dedicated investor relations department</li></ul>	<ul style="list-style-type: none"><li>– Quarterly &amp; Annually</li></ul>	<ul style="list-style-type: none"><li>– The Company is committed to maintaining financial transparency with its shareholders and investors. We consistently provide quarterly financial/business results on our website, a repository of data and FAQs to shareholders through a dedicated web portal on the website of the Company and implementation of IEPF Portal to enable settlement of claims by shareholders of unclaimed dividend/ shares.</li></ul>
Owners & Partners	No	<ul style="list-style-type: none"><li>– Annual partner meets</li><li>– Ongoing communication from the business development department</li><li>– Annual Business Conference</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li></ul>	<ul style="list-style-type: none"><li>– Hotel owners are our partners in business operations and in sustainability seeking their feedback on our decisions that may impact them is important.</li><li>– Alignment of priorities with owners is critical for efficient operations and business performance</li></ul>
Suppliers	No	<ul style="list-style-type: none"><li>– Supplier development initiatives</li><li>– Supplier feedback surveys throughout the year</li><li>– Annual suppliers’ meet</li><li>– On-boarding process and maintenance of open communication channels</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li><li>– Annual</li></ul>	<ul style="list-style-type: none"><li>– Our suppliers provide materials and services that influence the quality of our customers’ experiences.</li><li>– Supplier engagement ensures efficiency, quality, reliability and an ethical value chain</li></ul>
Local Communities	No	<ul style="list-style-type: none"><li>– CSR partnerships</li><li>– Minimisation of our environmental footprint</li><li>– Community welfare programmes</li><li>– Participation in neighborhood associations</li><li>– Annual volunteering calendar</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li></ul>	<ul style="list-style-type: none"><li>– The CSR policy sets out the commitment and approach towards corporate social responsibility.</li><li>– It outlines the purpose, focus areas, annual action plan through guiding principles for selection, implementation, monitoring of CSR activities and stakeholder communications</li><li>– We empower the communities around us through our CSR activities and ensure that our business does not have any adverse impact on the environment</li></ul>
Government & Regulators	No	<ul style="list-style-type: none"><li>– Participation in government consultation programmes</li><li>– Representation through trade bodies</li><li>– Meetings</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li></ul>	<ul style="list-style-type: none"><li>– We comply with the regulations governing our properties and engage with regulators frequently to drive important policies in the sector</li><li>– We partner the government in various policies and community improvement initiatives</li></ul>

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Yes/ No)	Channels of communication	Frequency of engagement (Annually/ Half yearly/ Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Lenders	No	<ul style="list-style-type: none"><li>– Meetings</li><li>– Ongoing communication and relationship</li><li>– Sharing regular updates on financial performance</li></ul>	<ul style="list-style-type: none"><li>– Ongoing</li></ul>	<ul style="list-style-type: none"><li>– A positive relationship with lenders enables us to raise growth capital in a timely and cost-effective manner</li><li>– We have a high credit rating of AA+ (Stable) by ICRA and AA (positive) by CARE</li></ul>

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Consultation is primarily between the Executive Committee and the stakeholders. Engaging with stakeholders is essential because it helps us comprehend their viewpoints, issues, and demands. Engaging with stakeholders and incorporating their feedback in the important decisions of our organisation is crucial for building trust and credibility with stakeholders and ensuring that our decisions reflect the diverse views and concerns of all stakeholders involved. Interactions with stakeholders occur at every AGM/meetings.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes/ No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into the policies and activities of the entity.

IHCL has conducted a materiality assessment by gathering insights of different stakeholders. It evaluated how environmental, social, governance, and economic challenges affected the organisation’s long-term viability and sustainability. The challenges that were most crucial to the long-term viability of the Company’s operations were helped to identify and rank in importance by this review. Inputs received have been incorporated in the newly formulated policies.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalised stakeholder groups.

IHCL is committed to further the legacy of ‘Giving Back to the Society’ and focus on building livelihoods for the target communities and geographies by many different ways:

- Supporting heritage and tourist destinations and nurturing the environment
- CSR efforts towards skill building in collaboration with Corporate & Social partners
- Volunteering activities to address the local needs of the community

Aimed at standardisation and quality in skilling youth in hospitality, the skilling partnership brings the best of domain expertise from IHCL coupled with superior approach to holistic youth development from our partner organisations. IHCL has collaborated with many like-minded partners in skilling youth across the country and train them for gainful employment. Few e.g. – Tata STRIVE, Ambuja Cement Foundation.



PRINCIPLE 5: Businesses should respect and promote human rights



IHCL considers human rights as a critical aspect of responsible business practices. We have policies and processes to ensure our operations don’t exploit others. We believe in respecting and promoting human rights to contribute to the sustainable development of customers, communities, and other stakeholders. Among other human rights, IHCL supports and promotes the right to life and health, the right to education, the prohibition of child labour, the elimination of all forms of discrimination, the equal rights of women in the workplace, and the right to equality and non-discrimination.

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
Employees						
Permanent	2,641	2,066	78.23	2,363	1,494	63.22
Other than permanent	0	0	0	0	0	0
<b>Total Employees</b>	<b>2,641</b>	<b>2,066</b>	<b>78.23</b>	<b>2,363</b>	<b>1,494</b>	<b>63.22</b>
Workers						
Permanent	2,655	1,346	50.70	2,617	979	37.41
Other than permanent	2,512	1,291	51.39	1,653	540	32.67
<b>Total Workers</b>	<b>5,167</b>	<b>2,637</b>	<b>51.04</b>	<b>4,270</b>	<b>1,519</b>	<b>35.57</b>

2. Details of minimum wages paid to employees and workers:

Category	FY 2022-23 Current Financial Year					FY 2021-22 Previous Financial Year				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
<b>Permanent Employees</b>										
Male	1,981	0	0	1,981	100	1,820	0	0	1,820	100
Female	660	0	0	660	100	543	0	0	543	100
<b>Other than Permanent</b>										
Male	NA					NA				
Female	NA					NA				
<b>Workers</b>										
<b>Permanent</b>										
Male	2,431	57	2.34	2,374	97.66	2,410	76	3.15	2,334	96.85
Female	224	6	2.68	218	97.32	207	10	4.83	197	95.17
<b>Other than Permanent</b>										
Male	1,849	282	15.25	1,567	84.75	1,303	494	37.91	809	62.09
Female	663	101	15.23	562	84.77	350	111	31.71	239	68.29

3. Details of remuneration/ salary/ wages:

	Male		Female	
	Number	Median remuneration/salary/ wages of respective category	Number	Median remuneration/salary/ wages of respective category
Board of Directors (BoD)*	6#	56,25,000	1	57,50,000
Key Managerial Personnel	3	4,35,89,000	0	0
Employees other than BoD and KMP	1,977	7,41,233	660	8,14,330
Workers	2,431	5,25,729	224	4,17,355

\* Excludes Directors who are already covered under KMP

# Mr. Venu Srinivasan retired as Non-Executive Non-Independent Director w.e.f. December 10, 2022 upon attaining the age of retirement as per the Governance Guidelines adopted by the Company.

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/ No)

We recognise the significance of human rights and the challenges to establish a workplace free from all forms of discrimination and unethical behaviour. Department leaders, union representatives, HR heads, and members of various welfare committees are available to resolve any reported problems of any type of human rights. The business adopted POSH policies that are in line with workplace sexual harassment laws.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

At IHCL, we have various mechanisms to receive and redress grievances. We have collaborated with third party ethics partner who receives grievance via phone, e-mail and physical mails on which adequate actions are being taken and addressed. In addition to this, we have whistle-blower mechanism in place to resolve complaints and the same are reviewed by the Audit Committee every quarter. Also, we have ethics committees and HR heads in hotels to whom persons can report issues directly and can also drop the concerns in the drop boxes.

6. Number of Complaints on the following made by employees and workers:

	FY 2022-23 Current Financial Year			FY 2021-22 Previous Financial Year		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	16	1	in process	13	1	Since resolved
Discrimination at workplace	NIL	NIL	NA	NIL	NA	NA
Child Labour	NIL	NIL	NA	NIL	NA	NA
Forced Labour/ Involuntary Labour	NIL	NIL	NA	NIL	NA	NA
Wages	NIL	NIL	NA	NIL	NA	NA
Other human rights related issues	NIL	NIL	NA	NIL	NA	NA

7. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

IHCL does not accept, support or tolerate retaliation in any form against any Employee who, acting in good faith, reports suspected misconduct, asks questions or raises concerns. Any person who engages in such retaliation directly or indirectly, or encourages others to do so, may be subject to appropriate disciplinary action. Retaliation against those reporting Sexual Harassment is prohibited by the Company’s POSH policy. Anyone suspecting or experiencing retaliation should report to the appropriate authorities. Retaliation cases are treated as seriously as an alleged case of Sexual Harassment.



**8. Do human rights requirements form part of your business agreements and contracts? (Yes/ No)**  
Yes, IHCL has specific clauses as part of the TCoC included in the business agreements and contracts/ purchase orders. Human rights form a part of the TCoC. The Company does not employ children at its workplaces and does not use forced labour in any form.

**9. Assessments for the year:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	100
Forced/ involuntary labour	100
Sexual harassment	100
Discrimination at workplace	100
Wages	100
Others – please specify	-

**10. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 9 above.**  
NA

**Leadership Indicators**

- 1. Details of a business process being modified/ introduced as a result of addressing human rights grievances/ complaints.**  
NA
- 2. Details of the scope and coverage of any Human rights due-diligence conducted.**  
No Due Diligence was conducted.
- 3. Is the premise/ office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?**  
All our locations have been designed in a way that every individual with disabilities can utilise shared facilities without encountering any barriers. Work areas, restrooms, social areas and the surrounding facilities all are being constructed keeping their accessibility in mind.

**4. Details on assessment of value chain partners:**

	% of value chain partners (by value of business done with such partners) that were assessed
Child labour	All Tier I contracts carry compliance certification from the Vendors
Forced/ involuntary labour	All Tier I contracts carry compliance certification from the Vendors
Sexual harassment	All Tier I contracts carry compliance certification from the Vendors
Discrimination at workplace	All Tier I contracts carry compliance certification from the Vendors
Wages	All Tier I contracts carry compliance certification from the Vendors
Others – please specify	

**5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Question 4 above.**  
NA

**PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment**



IHCL operates in a way that minimises negative impacts on the environment and promotes sustainable development. We implement various environmental management practices such as reducing waste and emissions, conserving natural resources, and implementing environmentally friendly policies and practices. By prioritising environmental sustainability, we contribute to a healthier planet and a more sustainable future for all.

**Essential Indicator**

**1. Details of total energy consumption (in Joules or multiples) and energy intensity:**

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Total electricity consumption (A) (GJ)	4,49,328.28	3,79,181.49
Total fuel consumption (B) (MT)	2,60,867.54	2,15,103.61
Energy consumption through other sources (C) (GJ)	0	0
Total energy consumption (A+B+C) (GJ)	7,10,195.82	5,94,285.10
Energy intensity per rupee of turnover (Total energy consumption/ turnover in rupees crores)	191.73	296.65
Energy intensity (GJ/ Guest Night)*	0.23	0.28

\*Includes utilisation and footfall in public areas also

Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

- 2. Does the entity have any sites/ facilities identified as Designated Consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Yes/ No) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**  
Yes, Details are listed below:

Sr. No.	Location of operations/offices	Does hotel identified as Designated Consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India?	If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.
1.	Taj Lands End, Mumbai	Yes	FY 22-23 is assessment year and Monitoring & Verification (M&V) audit will be conducted in May 2023.
2.	Taj Mahal, New Delhi	Yes	Yes. Target Achieved
3.	Taj West End, Bengaluru	Yes	Yes. Target Achieved
4.	Taj Mahal Palace & Tower, Mumbai	Yes	Yes. Target Achieved
5.	Taj Exotica Resort & Spa, Goa	Yes	Yes. Target Achieved
6.	Taj Holiday Village Resort & Spa, Goa	Yes	Yes. Target Achieved
7.	Vivanta Dwarka, New Delhi	Yes	FY 22-23 is assessment year and M&V audit will be conducted in July 2023.
8.	Taj Yeshwantpur, Bengaluru	Yes	Yes. Target Achieved
9.	Taj Palace Hotel, New Delhi	Yes	Yes. Target Achieved
10.	Taj Bengal, Kolkata	Yes	Yes. Target Achieved
11.	Taj Fort Aguada Resort & Spa, Goa	Yes	FY 22-23 is assessment year and M&V audit will be conducted in June 2023.



3. Provide details of the following disclosures related to water:

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	8,11,332	6,62,974
(iii) Third party water	12,95,864	11,39,510
(iv) Seawater/ desalinated water	0	0
(v) Others (Rainwater storage)	12,663	2,957
<b>Total volume of water withdrawal (in kilolitres) (i+ii+iii+iv+v)</b>	<b>21,19,859</b>	<b>18,05,441</b>
<b>Total volume of water consumption (in kilolitres)</b>	<b>25,28,043</b>	<b>26,24,391</b>
<b>Water intensity per rupee of turnover</b> (Water consumed/ turnover) (kl per crore INR of revenue)	682.47	1310.01
<b>Water intensity</b> (water consumed / guest nights)	0.82	1.23

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

4. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

The organisation has initiated implementation of Zero Liquid Discharge (ZLD) in phased manner with target of 100% recycling of water by 2030. We are constantly optimising our water consumption and are taking conscious efforts to treat and recycle water. Each unit has a waste treatment system for Sewage wastewater and laundry wastewater. Separate STP & ETP are provided at majority of properties to ensure ZLD by treatment, recycling and reuse of water within premises. Recycled water is used in gardening, flushing and cooling towers.

5. Please provide details of air emissions (other than GHG emissions) by the entity:

Parameter	Please specify unit	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
NOx	mg/ NM <sup>3</sup>	34,278.9	15,624.83
SOx	mg/ NM <sup>3</sup>	11,026.39	4,854.03
Particulate matter (PM)	mg/ NM <sup>3</sup>	28,446.12	11,101.63
Persistent organic pollutants (POP)	NA	0	0
Volatile organic compounds (VOC)	NA	0	0
Hazardous air pollutants (HAP)	NA	0	0
Others – please specify	NA	0	0

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

6. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity:

Parameter	Unit	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
<b>Total Scope 1 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	tCO <sub>2</sub> e	17,794.96	14,578.79
<b>Total Scope 2 emissions</b> (Break-up of the GHG into CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , if available)	tCO <sub>2</sub> e	66,504.59	71,160.57
<b>Total Scope 1 and Scope 2 emissions per rupee of turnover</b>	tCO <sub>2</sub> e/rupees crores	22.76	42.80
<b>Total Scope 1 and Scope 2 emission intensity</b>	tCO <sub>2</sub> e/Guest Night	0.03	0.04

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

7. Does the entity have any project related to reducing Green House Gas emission? If yes, then provide detail

Yes, 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 International Finance Corporation (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. We have partnered with TATA Power to increase Renewable Energy through power purchase agreements and onsite solar plants. Currently 32% of total electricity usage is sourced through renewable resources.

8. Provide details related to waste management by the entity:

Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
<b>Total Waste generated (in metric tonnes)</b>		
Plastic waste (A)	173.26	73.28
E-waste (B)	11.85	24.10
Bio-medical waste (C)	0.76	1.78
Construction and demolition waste (D)	1,525.72	261.79
Battery waste (E)	15.65	8.26
Radioactive waste (F)	0.00	0
Other Hazardous waste. Please specify, if any. (G)	62.62	52
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	4,347.83	4,592.99
<b>Total (A+B+C+D+E+F+G+H)</b>	<b>6,137.69</b>	<b>5,014.20</b>
<b>For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)</b>		
<b>Category of waste</b>		
(i) Recycled	4,275.46	2,530.01
(ii) Re-used	28.23	55.60
(iii) Other recovery operations	695.68	883.66
<b>Total</b>	<b>4,999.37</b>	<b>3,469.27</b>

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)



Parameter	FY 2022-23 (Current Financial Year)	FY 2021-22 (Previous Financial Year)
Category of waste		
(i) Incineration	0	0
(ii) Landfilling	590.32	224.22
(iii) Other disposal operations	187.68	203.90
Total	778.00	428.12

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

No

9. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

IHCL has a vast ecosystem of hotels across urban and ecologically fragile locations. We are working to ensure safe and responsible waste management practices through various interventions. We are striving to improve waste management across our sites by sending waste generated at our hotels to licensed recyclers. We installed organic waste composters across 23 of our hotels, which significantly brought down the volume of waste sent to landfills. We established bottling plants at 13 hotels across the globe to eliminate use of single-use plastic by replacing all plastic water bottles with reusable glass bottles. We are targeting to upscale it to 35 hotels by 2025 and 50 Hotels across the portfolio by 2030.

10. If the entity has operations/ offices in/ around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/ clearances are required, please specify details:

Sr. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval/ clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1.	Taj Mahal Palace & Tower, Mumbai	Accommodation and Food Service	Yes
2.	Taj Lake Palace, Udaipur	Accommodation and Food Service	Yes
3.	Taj Exotica Resort & Spa, Goa	Accommodation and Food Service	Yes
4.	Taj Holiday Village Resort & Spa, Goa	Accommodation and Food Service	Yes
5.	Taj Exotica Resort and Spa, Andaman	Accommodation and Food Service	Yes
6.	Taj Fort Aguada Resort & Spa, Goa	Accommodation and Food Service	Yes

11. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Not applicable

12. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes, IHCL complies with all applicable environmental law/ regulations/ guidelines applicable.

Leadership Indicator

1. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

We have acquired the No Objection Certificate (NOC) from the relevant authority after submitting the Environmental Impact Assessment (EIA) report that includes a section on Biodiversity. This chapter provides a detailed explanation of the entity’s impact and the measures taken to mitigate it. We have taken various sustainable measures like Renewable integration, waste reduction and resource optimisation to create a positive impact on biodiversity.

2. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/ effluent discharge/ waste generated, please provide details of the same as well as outcome of such initiatives:

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Collaborating with IFC’s TechEmerge to pilot sustainable cooling innovations	IHCL has joined hands with the IFC to set up sustainable cooling options at our hotels instead of hosting conventional technologies to drive energy efficiency. The TechEmerge Sustainable Cooling Innovation Program matches companies worldwide with cost-effective, efficient, climate-smart cooling solutions with leading corporates in emerging markets to conduct pilot projects and build commercial partnerships.	Improved energy efficiency, cost saving and energy saving. New technology and automation help in optimised use of cooling system.
2	Renewable Energy Use	IHCL’s commitment towards energy conservation and long-term goal of deriving no less than 50 per cent of energy across all hotels from renewable sources by 2030.	Increased use of green energy has reduced carbon footprint and dependency on non-renewable resources.
3	EV Charging Station	The move is aligned with IHCL’s commitment to cater to the evolving needs of its environmentally conscious customers by reducing their carbon footprint in travel and assisting in the further adaptation of sustainable means of living. These chargers can be accessed by the guests staying at various IHCL properties, allowing them to experience the reliable and worry-free facility, while discovering breath-taking destinations across the country. With this initiative, driving vacations in electric vehicles will now be even more accessible for guests.	Promoting sustainable transport using Electrical vehicles.
4	Smart Energy Initiatives	We have partnered with state-of-the-art companies for providing smart energy solutions like demand flow controls, efficient chillers, low approach cooling towers and reducing dependence of fossil fuel on laundry.	Improved energy efficiency, cost saving and energy saving. New technology and automation help in optimised use of energy.

3. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link:

The IHCL Business Continuity and Disaster Response Plan is designed to ensure the continuity of critical business operations and the safety of guests and employees in the event of a disruptive incident or disaster. The IHCL Business Continuity and Disaster Response Plan is drawn from the ‘Tata Disaster Response Guidelines’ available at <https://www.tatasustainability.com/pdfs/Highlights/TataDisasterResponseGuidelines.pdf>

The plan includes an analysis of potential threats and their impact on the business, a risk assessment to prioritise and allocate resources, and the development of strategies to mitigate, transfer or accept risks. Detailed plans have been developed for each critical business function, with key personnel identified and trained in their roles and responsibilities. The plan also includes emergency procedures for immediate response and actions to be taken by employees, as well as procedures for evacuation, sheltering in place, and communication with guests and authorities. Procedures for damage assessment, restoration, and recovery of the property are also included.

The plan is regularly reviewed and updated every two years to ensure it remains relevant and effective in protecting the business and providing a safe and comfortable experience for our guests. Regular drills and tabletop exercises are conducted with state and sovereign agencies at the asset level.



Also, we have business continuity management policy in place which ensures the information security continuity that includes Business impact analysis, risk assessment and identification of business-critical activities. Organisation has implemented the adequate management structure for mitigation of any disruptive event.

4. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

Adverse Impact	Mitigation or adaptation measures
1. Packaged water	1. Glass water Bottling plant
2. Refrigeration equipment	2. No CFC refrigerant used
3. Food Waste	3. Returnable glass bottles
4. Effluent water	4. Wooden amenities
5. Air Pollution by Diesel generators	5. Replacing plastic wrappers with Paper for amenities
6. Plastic waste	6. Usage of solar panels and 3 <sup>rd</sup> party sourcing of solar power
7. E-Waste	7. STP Plant
8. Cleaning and Laundry Chemicals	8. Organic waste converters
9. Used Cooking oil	9. E-Waste disposal

PRINCIPLE 7: Businesses when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent



IHCL aims to be open and honest about its goals, interests, and activities, and acts in accordance with ethical and legal. By engaging in responsible and transparent advocacy, we help to promote public policy solutions that are in the best interests of society as a whole and can build trust and credibility with policymakers and other stakeholders.

ESSENTIAL INDICATORS

1. a) Number of affiliations with trade and industry chambers/ associations: 19
- b) List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National/International)
1	Confederation of Indian Industry (CII)	National
2	Hotel Association of India (HAI)	National
3	World Travel and Tourism Council (Global)	International
4	IATO (Indian Association of Tour Operators)	National
5	TAAI (Travel Agents Associations of India)	National
6	TAFI (Travel Agents Federation of India)	National
7	PATA (Pacific Asia Travel Association)	International
8	Bombay Chamber of Commerce and Industry	National
9	World Travel And Tourism Council (India)	National
10	IMHI (Institut de Management Hôtelier International)	International

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities:
- Not Applicable

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the entity

Sr. No.	Public policy advocated	Method resort for such advocacy	Whether the information is available in public domain? (Yes/ No)	Frequency of review by board (Annually/ Half yearly/ Quarterly/ Other-please specify)	Web Link, if available
1.	Yes	<p>Our Managing Director and Chief Executive Officer is the President of HAI and the Chairman of National Committee for Tourism and Hospitality, CII. Under his leadership, CII and HAI have taken several measures to tackle the COVID-19 crisis:</p> <ul style="list-style-type: none"><li>Provide suggestions to the Government on the health and safety norms to be part of the new normal at all hotels in India.</li><li>Suggestions and support to the Government for safe gradual opening up of the industry.</li><li>Recommendations on policy changes to help the lives and livelihoods of all impacted associates working in the travel and tourism industry.</li><li>Representations to Central and State Governments as well as the Reserve Bank of India to help hotels survive the COVID-19 related financial challenges.</li><li>Representations to the Governments for accordance of industry and infrastructure status to the hospitality sector</li><li>IHCL is a supporter of the 'Hotel Sustainability basics' initiative and has partnered with 10 other hotel companies to put in place a framework that is recommended to be adopted by hotels across geographies.</li><li>Developed by the industry for the industry, it highlights 12 actions which are fundamental to hotel sustainability and will help raise the base level of sustainability across the entire hospitality industry by providing every hotel a starting point on their sustainability journey.</li></ul>	Yes (Stakeholder engagement Policy)	Ongoing	<a href="https://investor.ihcltata.com/files/IHCLStakeholderEngagementPolicy.pdf">https://investor.ihcltata.com/files/IHCLStakeholderEngagementPolicy.pdf</a>

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development.



IHCL promotes inclusive growth and equitable development we strive to create economic opportunities and benefits that are accessible to all members of society, regardless of their background, identity, or circumstances. By promoting inclusive growth and equitable development, we aim to help reduce inequality, increase social cohesion, and build sustainable and resilient economies.

ESSENTIAL INDICATORS

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.
- No Social Impact Assessment has been carried out in the Current financial year.
2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:
- Not Applicable



3. Describe the mechanisms to receive and redress grievances of the community
- IHCL hotels based in the varied geographies connect with the community through outreach programmes, volunteering interventions and thereby, incorporating the suggestions, feedbacks, grievances if any.
- All the grievances, suggestions, feedbacks are received through IHCL’s digital platform, postal letters
4. Percentage of input material (inputs to total inputs by value) sourced from local or small-scale suppliers:

	FY 2022-23 Current Financial Year	FY 2021-22 Previous Financial Year
Directly sourced from MSMEs/ Small producers	23%	18%
Sourced directly from within the district and neighboring districts	90% of inputs are domestically sourced.	90% of inputs are domestically sourced.

LEADERSHIP INDICATORS

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):
- | Details of negative social impact identified | Corrective action taken |
|--|-------------------------|
| NA   | NA                      |
2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:
- | Sr. No. | State   | Aspirational District | Amount spent (INR)   |
|---------|---------|-----------------------|--|
| 1       | Manipur | Chandel               | No direct money spent.<br><br>IHCL plays the role of the Knowledge/ Industry Partner in these partnerships. IHCL brings to the table Course Content/ Curriculums/ Supports for Faculty Hiring through rigorous Domain Interview skilling process, in case of a Chef Faculty, a Trade Test is conducted & evaluated by Executive/ Senior Chef’s before on boarding a faculty.<br><br>IHCL engages through the Value Chain of Skilling Initiative – from Mobilisation support to Guest Lectures, to conducting Practical Assessments to On-the-Job Training & Placement Opportunities. IHCL also supports in terms of its PEOPLE contributing their time & energy towards this initiative by Volunteering.<br><br>In addition, IHCL also supports in the Project design reviews from its Corporate Technical Services team. Further it also supports in providing Furniture’s/ Equipment’s that are required for Practical Labs Trainings.<br><br>So, while the Monetary contribution is not directly involved, but constitutes a huge contribution through the above initiatives & support towards skilling initiatives |
3. a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/ vulnerable groups? (Yes/ No) -
- Yes, a sustainable procurement policy is in place as part of overall procurement policy. Business opportunity is given on a case-to-case basis for marginalised/vulnerable/self-help groups even at a marginally higher price.
- b) From which marginalised/ vulnerable groups do you procure?
- Sourcing done from SC/ ST category
  - Sourcing from various trusts supporting economically deprived category
  - Women entrepreneurs
- Endeavour is to support these constituents with buying of upto 3%-5% and progressively increase to 8% to 10%.

- c) What percentage of total procurement (by value) does it constitute?
- 2.4%
4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge
- Not Applicable
5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.
- Not Applicable
6. Details of beneficiaries of CSR Projects.

Sr. no.	CSR Project	No. of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalised group
1	Skill Building Initiative	4,700	More than 70%

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in responsible manner



IHCL engages with and provides value to its consumers in a responsible manner. It prioritises consumer needs and preferences and strives to meet these needs in a way that is ethical, transparent, and fair. We ensure our products and services are safe and reliable.

ESSENTIAL INDICATORS

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.
- At IHCL, we have multiple touchpoints to gather and action consumer insights. The same are:
- Hotel Level - TrustYou & Frontline
  - Social Media
  - Taj Reservation Worldwide
  - Dedicated desks – Members Gold & Service Platinum Desk, Epicure Customer Care, TataNeu Customer Care, The Chambers Concierge
  - Taj Live
  - Write to Us Portal
  - Care@Tajness - An industry first initiative to listen, learn and leverage insights into building innovative product and service solutions.
2. Turnover of products and/ services as a percentage of turnover from all products/ service that carry information.

Information related to	As a % to total turnover
Environment and Social parameters relevant to product	100
Safe and responsible usage	100
Recycling and/or safe disposal	100



3. Number of consumer complaints

	FY 2022-23 Current Financial Year		Remark	FY 2021-22 Previous Financial Year		Remark
	Received during the year	Pending resolution at the end of year		Received during the year	Pending resolution at the end of year	
Data privacy	NIL	NIL	NA	NIL	NIL	NA
Advertising	NIL	NIL	The Advertising Standards Council of India (ASCI) highlighted a Facebook Post collaboration with a celebrity influencer wherein the ama Stays and Trails advertisement was identified as a potential violation for collaboration disclosure. The same was immediately rectified and the necessary changes were made.	NIL	NIL	NA
Cyber-security	NIL	NIL	NA	NIL	NIL	NA
Delivery of essential services	NIL	NIL	NA	NIL	NIL	NA
Restrictive Trade Practices	NIL	NIL	NA	NIL	NIL	NA
Unfair Trade Practices	NIL	NIL	NA	NIL	NIL	NA
Others	1	1	Guest complaint pending in State Consumer Disputes Redressal Commission. We are contesting the same.	NIL	NIL	NA

4. Details of instances of product recalls on account of safety issues

Not Applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/ No) If available, provide a web-link of the policy.

Yes, Our Global Privacy Policy explains our practices regarding the personal information we collect when the guests visit or use our hotels, restaurants, bars, spas, salons, etc. website, mobile applications, or other online products and services, or when the forms are filled and join one of our loyalty programmes. We understand that privacy is important to our guests. We make sure that all personal information is protected in accordance with all relevant privacy and data protection regulations.

[https://investor.ihcltata.com/files/IHCL\\_Cyber\\_Consolidated\\_Policies.pdf](https://investor.ihcltata.com/files/IHCL_Cyber_Consolidated_Policies.pdf)

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/ action taken by regulatory authorities on safety of products/ services.

Not Applicable.

LEADERSHIP INDICATORS

1. Channels/ platforms where information on products and services of the entity can be accessed (provide web link, if available).

The platforms and channels where information can be accessed are:

Websites - Company and Brand specific-

- a) <https://www.ihcltata.com/>,
- b) <https://www.tajhotels.com/>,
- c) <https://www.vivantahotels.com/>,
- d) <https://www.seleqtionshotels.com/en-in/>,
- e) <https://www.amastaysandtrails.com/>

Social media platforms (Instagram, Facebook, YouTube, LinkedIn) –

- a) <https://www.instagram.com/tajhotels/?hl=en>,
- b) <https://www.linkedin.com/company/the-indian-hotels-company-limited/mycompany/>,
- c) <https://www.facebook.com/TajHotels/>

Tata Neu App

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

We disseminate information about safe and responsible usage of products through:

- a) Website
- b) E-mailers
- c) Brochures

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

We have various channels of communication such as – E-mailers, Website, WhatsApp and social media, plus physical channels of Call Centers and Hotels. Basis the contingency and its intensity and urgency, we may choose to deploy most appropriate channel/s.

4. a) Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/ No/ Not Applicable)? If yes, provide details in brief)

No

b) Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/ services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/ No)-

Yes

Trust You surveys are undertaken for Consumer Satisfaction at the hotel and brand level.

5. Provide the following information relating to data breaches:

- a) Number of instances of data breaches along-with impact:  
None
- b) Percentage of data breaches involving personally identifiable information of customers:  
None





# THE INDIAN HOTELS COMPANY LIMITED

MANDLIK HOUSE, MANDLIK ROAD, MUMBAI - 400001

A **TATA** Enterprise

[ihcltata.com](http://ihcltata.com)



SELEQTIONS

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