

GROWING SUSTAINABLY MAKING AN IMPACT



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THE INDIAN HOTELS COMPANY LIMITED

CORPORATE SUSTAINABILITY REPORT 2018-19

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At the heart of our growth story lie many small but impactful stories and initiatives that have helped shape our vision for sustainable development.

Often going beyond the conventional boundaries and call of duty, we at IHCL, have strived to bring about a positive change to the economy, society and environment around us. We have always consciously worked towards sustainable development, focusing on organic growth, conservation of energy, environment and its resources, and also community outreach.

The theme of the IHCL 2018-2019 Corporate Sustainability Report tells this story of nurturing, sustaining and empowering; even as we continue to raise the standards in luxury and hospitality.

From baby steps to giant strides for a brighter future, we march ahead with a relentless pursuit of excellence, innovation and sustainability; with the TATA Group's core values ingrained in everything we do.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

MESSAGE FROM THE MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

We live in an era of transformation. Our world is changing rapidly with the rise of new technologies, growing environmental concerns and a renewed, collaborative understanding of economic and social value. At the same time, we remain deeply rooted in history, with the great legacy of the 150-year old Tata Group keeping us anchored to our core values of integrity, excellence, unity, responsibility and pioneering spirit.

Puneet Chhatwal
Managing Director & Chief Executive Officer

It has been an exciting year at The Indian Hotels Company Limited (IHCL) and has progressed well on our five year strategy – Aspiration 2022. We are moving swiftly in our transformation journey and are firmly committed towards improving the triple bottom line indicators. The Financial Year FY 2018 - 19 saw good financial performance with strong growth in revenue and profitability metrics. Our international business witnessed a healthy turnaround owing to an encouraging performance of hotels in USA and the UK. We have revisited and refreshed our brandscape to cater to diverse, high growth and relevant market segments. We have designed a multi-product, multi-segment brandscape to provide a unique value proposition to each customer segment at different points in their lifecycles. With this reimagined brandscape, we augmented our development pipeline significantly. Our proactive asset management combined with all-round efforts to improve efficiencies resulted in significant margin expansion and higher value for stakeholders. With our focused customer centric-approach, we aspire to deliver world-class experience to our guests.

We have stepped up our efforts to operate in a responsible manner, and in line with IHCL's commitment to safeguard the environment, we have been the flagbearers of responsible tourism through elimination of 2 million plastic straws across all our properties. Our renewable energy proportion has taken a leap of 23% from 7% in the past three years. In this rapidly transforming world, our sustainability goals will certainly evolve as we grow as an industry and new needs arise in the society. However, our commitment to creating shared value for our stakeholders, communities, and planet will continue to remain the bedrock of our strategy.

Our Corporate Social Responsibility theme is based on the nature of tourism and hospitality business which focuses on adding value to the livelihoods and cultures of regions we operate in; especially reaching out to

communities on the fringes of society. Our key programmes go beyond charity and leverage key business strengths, value chains, partner networks and employee volunteering to enable capability development and empowerment of beneficiaries. We focus on skill building programmes in hospitality and tourism industry for underprivileged and school dropout youths, thus catering to livelihood generation for the underprivileged sections of the society. Our initiatives are also aligned towards preserving our own heritage properties and promoting the indigenous culture of our regions, including its natural, cultural & culinary heritage.

Safety & Security is of paramount importance to us and our team is making all conscious efforts to provide the safest possible environment for our guests as well as our employees. In order to bring more focus towards risk mitigation, we have revised The Fire and Life Safety (FLS) audits from a score based annual audit to a risk-based bi-annual audit. Our Engineers and Security colleagues participated in the IHCL Safety Champions programme aimed at building capability on safety practices at hotels.

Our associates are our most valuable assets and they continue to make us proud showing their commitment to our core values while demonstrating good business sense. We have taken additional strides to promote employee development and gender equality at the workplace by taking steps such as sponsored fertility treatments, extended maternity leave, break shifts, day care centres across all hotels & Corporate Office.

We are confident that this culture of collaboration, inclusion and our commitment to create shared value for our stakeholders will help us achieve our Sustainability goals for our business.

MESSAGE FROM
— THE EXECUTIVE VICE PRESIDENT & —
GLOBAL HEAD — HUMAN RESOURCES



P. V. Ramana Murthy
Executive Vice President &
Global Head-Human Resources

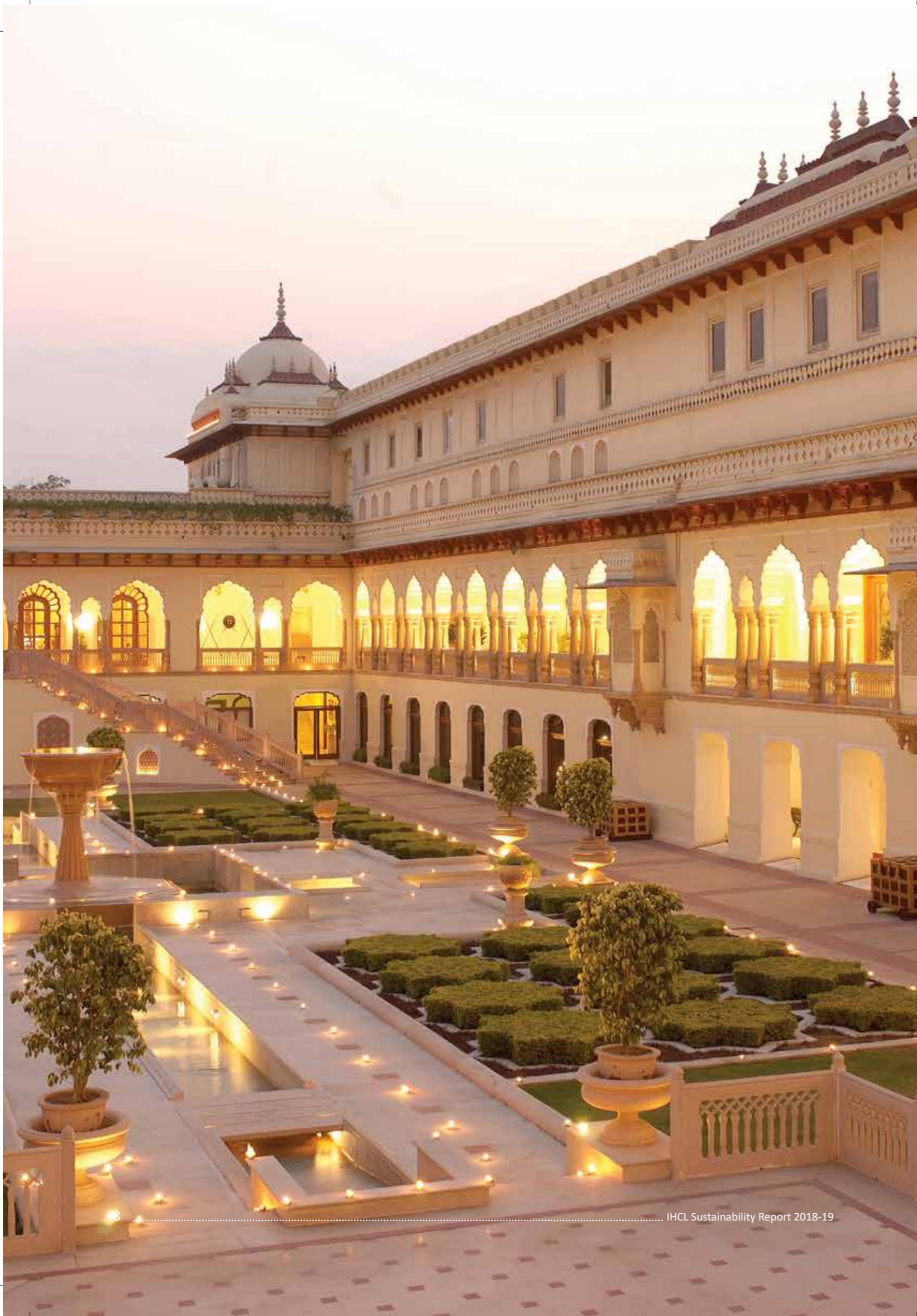
It is my pleasure to present IHCL's Sustainability Report for 2018-19. It is our continued commitment to share our sustainability journey with all our stakeholders in a transparent manner.

We are happy to share our progress in several areas. We have reported a threefold increase in renewable energy over the past 3 years, been successful in our elimination of plastic straws, developed skills in local communities, and rolled out initiatives for employee well-being. It is our endeavour to continuously strive to achieve increasingly sustainable operations. We have aligned ourselves with international standards such as the United Nations Global Compact which reflects our commitment for a sustainable future. We started our journey by reporting for 60 hotels in 2017-18 and true to our commitment last year, this year we have covered 147 units in this disclosure including Ginger & TajSATS. Through this report, which also serves as our 'Communication on Progress' (COP), we continue our commitment to the United Nations Global Compact. Our support to the SDGs, specifically Goal 8 (decent work and economic growth) and Goal 12 (responsible consumption and production) places our environmental and social programmes within the larger global context and sustainability agenda.

We have partnered with EarthCheck for benchmarking, reporting & sharing our performance based on international best practices. We are proud to share that 8 of our hotels have achieved an EarthCheck Platinum certification in the year 2018-19, representing 10 continuous years of measuring and monitoring our social and environmental impact to ensure sustainable tourism management practices. IHCL has been a proud recipient of numerous awards in this space including the National Award for Best Environment Sustainability at The World CSR Congress 2018, Award for Outstanding Contribution towards Best Sustainable Business Practices by the Indo German Chamber of Commerce (2018), Recognition for Supply Chain

Sustainability by the Indo German Chamber of Commerce (2018) and Recognition for Project on Circular Economy at Tata Innovista 2019. We have taken significant steps to implement Best Practices for Guest and Associate Safety, the key one being our collaboration with a premier institute NITIE, to enhance the skills & leadership capabilities for Sustainability by training our Chief Engineers on a specific module developed jointly by IHCL & NITIE. This initiative is also a step towards mitigating the safety risk at our hotels. IHCL continues to play a leading role within the hospitality sector.

We hope our commitment to business and sustainability is evident through this Sustainability Report.



ABOUT THIS REPORT

SCOPE AND BOUNDARIES

The 14th Sustainability Report of The Indian Hotels Company Limited (IHCL) covers the economic, social and environmental aspects of the business. It spans the period from April 2018 to March 2019, corresponding with the Indian Financial Year (FY). IHCL has been publishing its Annual Sustainability Report since FY 2001-2002.

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

This report covers 141 of our hotels & 6 locations of TajSATS. It includes hotels owned by The Indian Hotels Company Limited (IHCL) and its subsidiaries Benares Hotels Limited (BHL), Piem Hotels Limited (Piem), United Hotels Limited (UHL), the joint venture Taj GVK Hotels Limited (GVK), Ginger Hotels and some hotels under management contracts. The complete list of hotels covered in this report is provided in Annexure 1. Except where specified, the disclosures in this report refer to this set of 141 hotels & 6 locations of TajSATS. The data in this report pertains to all significant regions of operation. Data is therefore not segregated according to region.

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

There are no restatements of information from previous reports.

CHANGES IN REPORTING

Our priority material topics are consistent with the last report in 2017-18. This year however, we have conducted a formal internal stakeholder engagement process and have explored these priority topics in greater detail.

The current report covers 141 hotels & 6 locations of TajSATS as compared to 60 hotels covered in the 2017-18 report.

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

EXTERNAL ASSURANCE

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

COMPANY OVERVIEW

ABOUT THE INDIAN HOTELS COMPANY LIMITED

The Indian Hotels Company Limited (IHCL) is among Asia's leading hospitality companies, with 165+ hotels in 80 locations globally. Launched in 1903, we offer a fusion of warm Indian hospitality and world-class service. Anchored to the pillars of Trust, Awareness and

Joy, we are focused on growing sustainably to bring about a positive change to the economy, society and environment and create value for each of our stakeholders.

BRANDS, PRODUCTS AND SERVICES

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

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

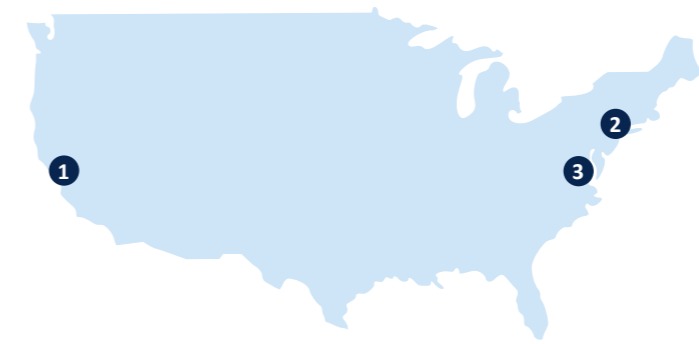
ORGANIZATIONAL PRESENCE



GEOGRAPHIC PRESENCE



- | | | |
|------------------|----------------|-----------------|
| 1. Agartala | 29. Gurgaon | 57. Panna |
| 2. Agra | 30. Guwahati | 58. Pantnagar |
| 3. Ahmedabad | 31. Gwalior | 59. Patna |
| 4. Ajmer | 32. Havelock | 60. Pench |
| 5. Alwar | 33. Hyderabad | 61. Pondicherry |
| 6. Amritsar | 34. Indore | 62. Pune |
| 7. Aurangabad | 35. Jaipur | 63. Rajasthan |
| 8. Bandhavgarh | 36. Jamshedpur | 64. Ranthambore |
| 9. Bengaluru | 37. Jhansi | 65. Rishikesh |
| 10. Bekal | 38. Jodhpur | 66. Sanand |
| 11. Belgaum | 39. Junagadh | 67. Shimla |
| 12. Bharuch | 40. Kanha | 68. Srinagar |
| 13. Bhopal | 41. Karad | 69. Surajkund |
| 14. Bhubaneshwar | 42. Katra | 70. Surat |
| 15. Calicut | 43. Kolkata | 71. Thane |
| 16. Chandigarh | 44. Kovalam | 72. Tirupati |
| 17. Chennai | 45. Kumarakom | 73. Tirupur |
| 18. Chikmagalur | 46. Lonavala | 74. Trivandrum |
| 19. Cochin | 47. Lucknow | 75. Udaipur |
| 20. Coimbatore | 48. Madurai | 76. Vadodara |
| 21. Coonoor | 49. Mangalore | 77. Vapi |
| 22. Coorg | 50. Margaon | 78. Varanasi |
| 23. Corbett | 51. Mumbai | 79. Varkala |
| 24. Dwarka | 52. Mysore | 80. Vijayawada |
| 25. Ernakulam | 53. Nashik | 81. Vizag |
| 26. Faridabad | 54. New Delhi | 82. Wayanad |
| 27. Goa | 55. Noida | |
| 28. Gondia | 56. Ooty | |



- USA**
- 1 - San Francisco
 - 2 - Boston
 - 3 - New York



- Middle East**
- 1 - Dubai
 - 2 - Makkah
- Asia**
- 1 - Meghavli
 - 2 - Kathmandu
 - 3 - Thimpu
 - 4 - Langkawi
 - 5 - Colombo
 - 6 - Bentota
 - 7 - Maldives



- Africa**
- 1 - Lusaka
 - 2 - Cape Town



- UK**
- 1 - London

LEGAL FORM

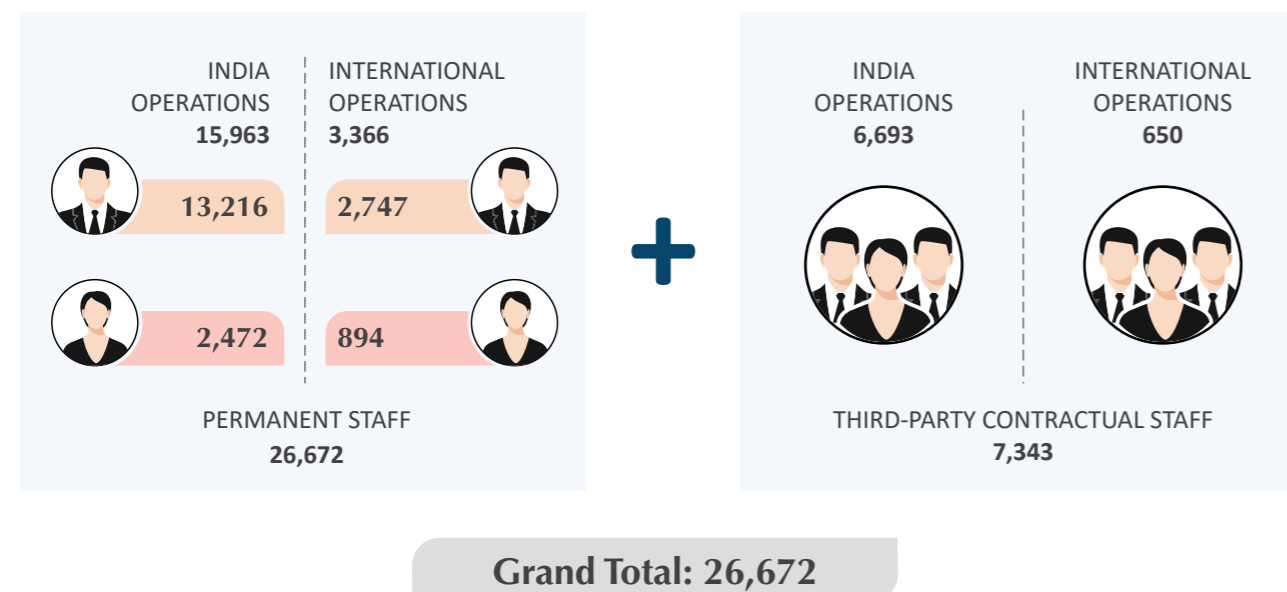
THE NATURE OF OWNERSHIP AND LEGAL FORM IS DESCRIBED IN PAGES 85-102 OF OUR INTEGRATED REPORT.

WORKFORCE

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

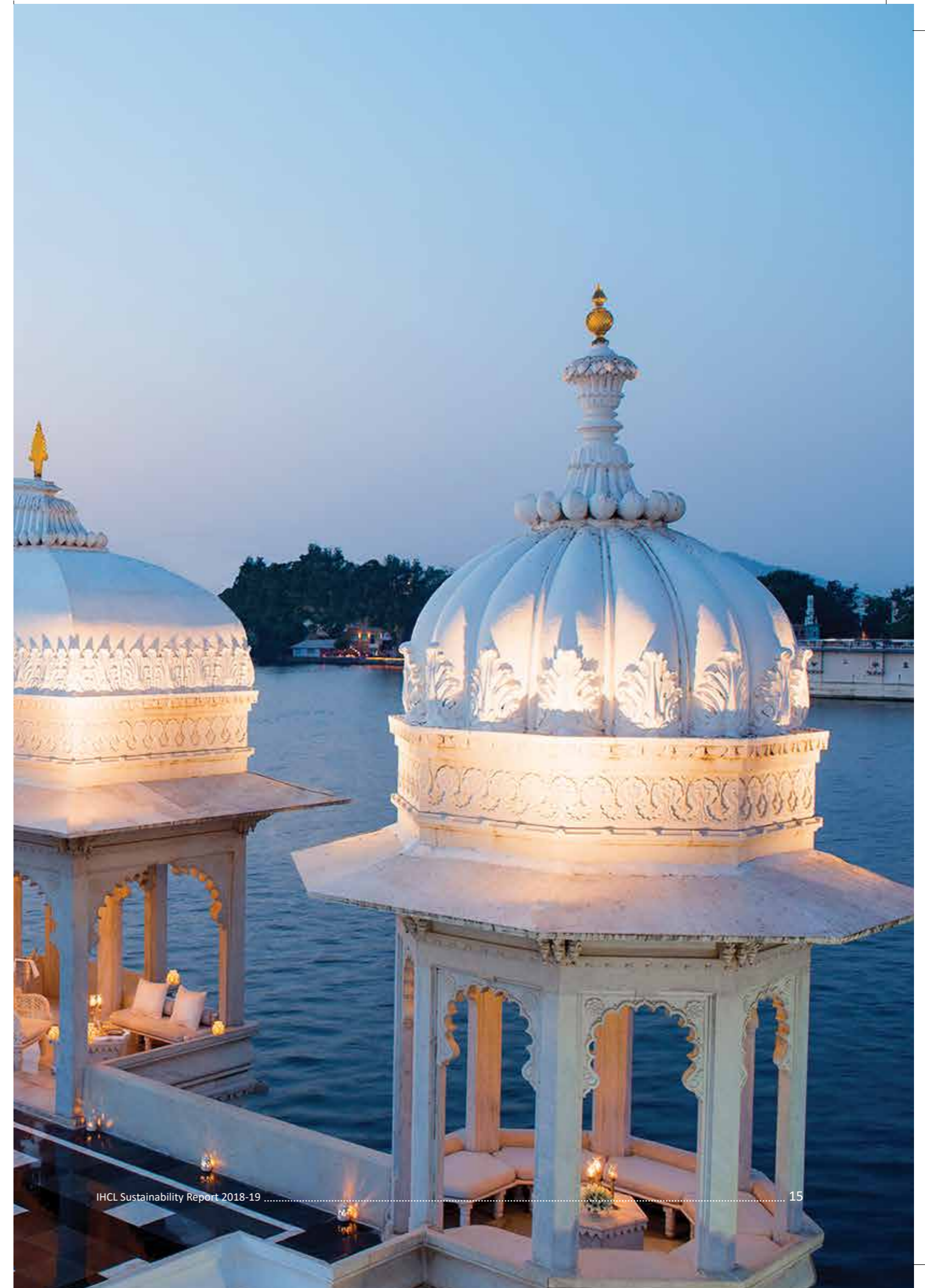
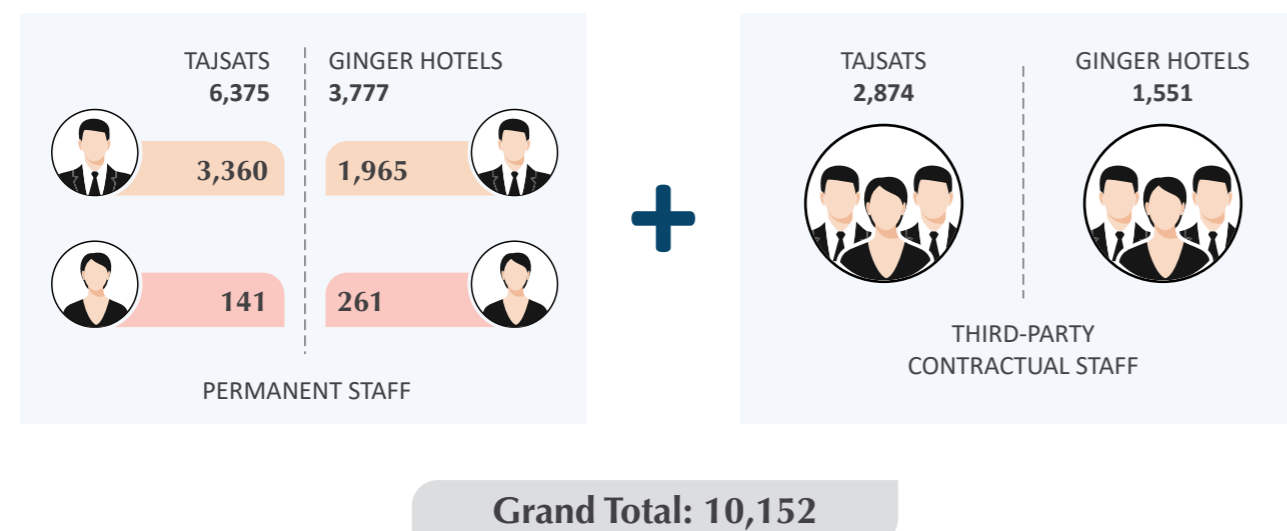
Our workforce is composed of permanent employees (72%) and contractual employees (28%). Contracted employees perform operational roles in verticals such as horticulture, cleaning, security, kitchen stewarding and laundry, and are sourced through third-party contractors. Workforce data is compiled from the corporate Human Resources Management System (HRMS), which consolidates data across all business units.

IHCL (INDIA + INTERNATIONAL) TOTAL EMPLOYEES BY CONTRACT (PERMANENT VS CONTRACTUAL), REGION & GENDER



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

GINGER (45 HOTELS AND ALSO CORPORATE & REGIONAL OFFICES) & TAJSATs (6 CATERING UNITS)



COLLECTIVE BARGAINING AGREEMENTS

Employee unions and collective bargaining entities are present in 17 of our hotels. In the hotels where collective bargaining platforms exist, 42.3% 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 organized at two levels — central and regional. Our Central Materials Group manages relationships with large, branded business partners who supply essential items to multiple locations based on our brand standards and through company-wide contracts. Our regional procurement is managed by Area Materials Managers and Hotel Materials Managers, who organize procurement from local suppliers in each business location. They are supported by the Central Materials Group as required.

Our supply chain partners include major brands, small-scale suppliers of perishable items, and providers of entertainment services such as artisans and tourist guides, and third party contractors. Our larger value chain also includes providers of logistics and transport services, downstream services such as waste management, and professional support services such as auditors. The procurement of construction and building materials for new hotels and hotels under renovation is managed jointly by the Corporate Real Estate and Technical Services Team and the Central Materials Group.

In 2018-19, we sourced a total of ₹1,248 Crores worth of products and services from more than 13,000 suppliers.

SIGNIFICANT CHANGES TO THE ORGANIZATION AND SUPPLY CHAIN

In 2018-19, we have completed 22 new signings. A description of our share capital structure and any related changes is available in our Integrated Report. There have been no significant changes in the structure of the supply chain, or in locations and relationships with suppliers.

SUSTAINABILITY DISCLOSURES



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

MEMBERSHIP OF ASSOCIATIONS

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

1. Hotel Association of India - HAI
2. World Travel and Tourism Council India Initiative - WTTCII
3. The Confederation of Indian Industry - CII
4. Federation of Indian Chambers of Commerce and Industry - FICCI
5. World Tourism Organization - UNWTO
6. The Federation of Hotel & Restaurant Associations of India - FHRAI
7. Indo-German Chamber of Commerce - IGCC
8. Indian Merchant Chambers - IMC
9. Travel Agents Association of India - TAAI
10. Travel Agents Federation of India - TAFI
11. U.S.-India Business Council - USIBC
12. International Convention Promotion Bureau - ICPB
13. Pacific Asia Travel Association - PATA
14. Tourism Sectors Skills Council, National Skill Development Committee (NSDC), India
15. CII - CSR & Affirmative Action Committee
16. International Tourism Partnership - ITP
17. World Tourism Forum Lucerne - WTFL



PERFORMANCE HIGHLIGHTS

PLANET



More than **23%** of energy sourced from renewable sources like wind and solar



Number of properties powered by renewable energy: **24**



Number of EarthCheck* certified hotels: **81**
Platinum: **8** | Gold: **63**
Silver: **8** | Bronze: **2**

PEOPLE



Trained **300** sustainability champions internally



4551 No. of beneficiaries impacted by Tata Strive & Golden Threshold Livelihood Skilling Program



Social Impact Enterprises have been supported & engaged as suppliers, benefitting over **1100+ families** including less privileged women, artisans, differently-abled & cancer-affected people

AWARDS & ACHIEVEMENTS

- GALLUP GREAT WORKPLACE AWARD**
 IHCL received the prestigious GALLUP Great Workplace Award 2019. An eight-time winner of the award, IHCL is the only Indian hospitality company on the list.
- EARTHCHECK CERTIFICATIONS**
 IHCL set a global benchmark in hospitality for environmental sustainability with eight of its hotels being awarded Platinum Certifications and 60 hotels receiving Gold Certifications.
- INDO-GERMAN CHAMBER OF COMMERCE (IGCC)**
 IHCL was recognized by the IGCC for its Outstanding Contribution towards Best Sustainable Business Practices by a Large Enterprise & *Recognition for Supply Chain Sustainability*
- NATIONAL CSR LEADERSHIP CONGRESS AND AWARDS**
 IHCL won the National Award for Best Environment Sustainability 2018.
- THE INSTITUTE OF COMPANY SECRETARIES OF INDIA (ICSI)**
 NATIONAL AWARDS IHCL received a Certificate of Recognition for Excellence in Corporate Governance.
- ETHICAL BOARDROOM CORPORATE GOVERNANCE AWARDS**
 IHCL received top honors at the Ethical Boardroom Corporate Governance Awards 2018.
- CFI.co CORPORATE GOVERNANCE AWARDS**
 IHCL's iconic brand Taj was awarded the Best Hospitality Corporate Governance Award in India.
- FREDDIE AWARDS**
 Taj InnerCircle was bestowed with the special 210 Award in the hotel category for the Middle East/Asia/Oceania region for Strongest Performing Program off the Radar of Voters.
- TELEGRAPH UK TRAVEL AWARDS**
 Taj ranked #2 in the list of the World's Best Hotel Groups.
- CONDE NAST TRAVELLER US & UK GOLD LIST**
 Umaid Bhawan Palace, Jodhpur, one of the most awarded hotels in the world, featured on the globally acclaimed Gold List.
- CONDÉ NAST TRAVELLER HOT LIST**
 Taj Exotica Resort & Spa, Andamans was acknowledged as one of the Best New Hotel Openings in the World.
- CII NATIONAL AWARDS**
 Taj Krishna, Hyderabad was awarded as the *Excellent Energy Efficient Unit*.
- THE FEDERATION OF HOTELS & RESTAURANT ASSOCIATIONS OF INDIA (FHRAI)**
 Taj Lands End, Mumbai was awarded as the *Green Hotel of the Year in Sep. 2018*.
- TATA INNOVISTA 2019**
 Recognition for Project on Circular Economy.
- WORLD WILDLIFE FUND**
 Recognition for celebration of Earth Hour at IHCL.
- TFEATURED ON WORLD WILDLIFE FUND EARTH HOUR VIDEO**
 The Umaid Bhawan Palace, Jaipur Switch-off Footage was featured in the Asia-Pacific Earth Hour Video on 30th March.

KEY IMPACTS, RISKS AND OPPORTUNITIES

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

ENVIRONMENTAL

As a business operating in several places of touristic and historical importance, as well as in major cities, our environmental impacts include creation of waste, discharge of sewage, energy and water usage, and CO2 emissions from our operations. Due to the nature of business, the creation and transport of hazardous waste, large scale air pollution and effluent discharge are not significant impacts. However, we are aware that our presence in remote locations opens up these places to higher tourist footfall and could have long-term implications for the quality of the natural environment. For more information on our environmental opportunities, risks and management of these risks, please refer to pages 34-51 of this report.

SOCIAL

In each location, the inflow of our guests and employees from diverse backgrounds calls for sensitivity to local cultures and practices. Potential impacts could include increased pressure on cultural heritage sites, dilution of local traditions due to commercialization, and immediate impacts such as increased traffic and noise. We aim to minimize these by implementing cultural and heritage conservation programmes designed in collaboration with local residents' associations and NGOs, by employing local staff, training our employees in culturally-appropriate behavior, and sensitizing our guests to local practices and customs. For more information on our social opportunities, risks and management of these risks, please refer to pages 52-67 of this report.

ECONOMIC

Sharing the economic benefits of our business is imperative for successful and sustainable operations. We make focused efforts to ensure that local communities share in the benefits of our presence by maximizing local employment, providing business opportunities for suppliers, and training opportunities for youth and women. Offering opportunities to artisans

to display and sell their arts, extending scholarships to students, and implementing food security programmes to communities are all part of our efforts to share economic benefits with the community. For more information, please refer to pages 28-33 of this report.



ETHICS AND GOVERNANCE

As a Tata Company, Corporate Governance is a way of life at The Indian Hotels Company Limited (IHCL). Our philosophy on Corporate Governance finds its roots in the rich legacy of ethical governance practices, many of which were in place even before they were mandated. As a Company with a strong sense of values and commitment, we believe that profitability must go hand in hand with a sense of responsibility towards all stakeholders. This is an integral part of our Company's business philosophy. The cardinal principles such as independence, accountability, responsibility, transparency, trusteeship and disclosure serve as means for implementing the philosophy of Corporate Governance.

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



VALUES, PRINCIPLES, STANDARDS AND NORMS OF BEHAVIOR

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



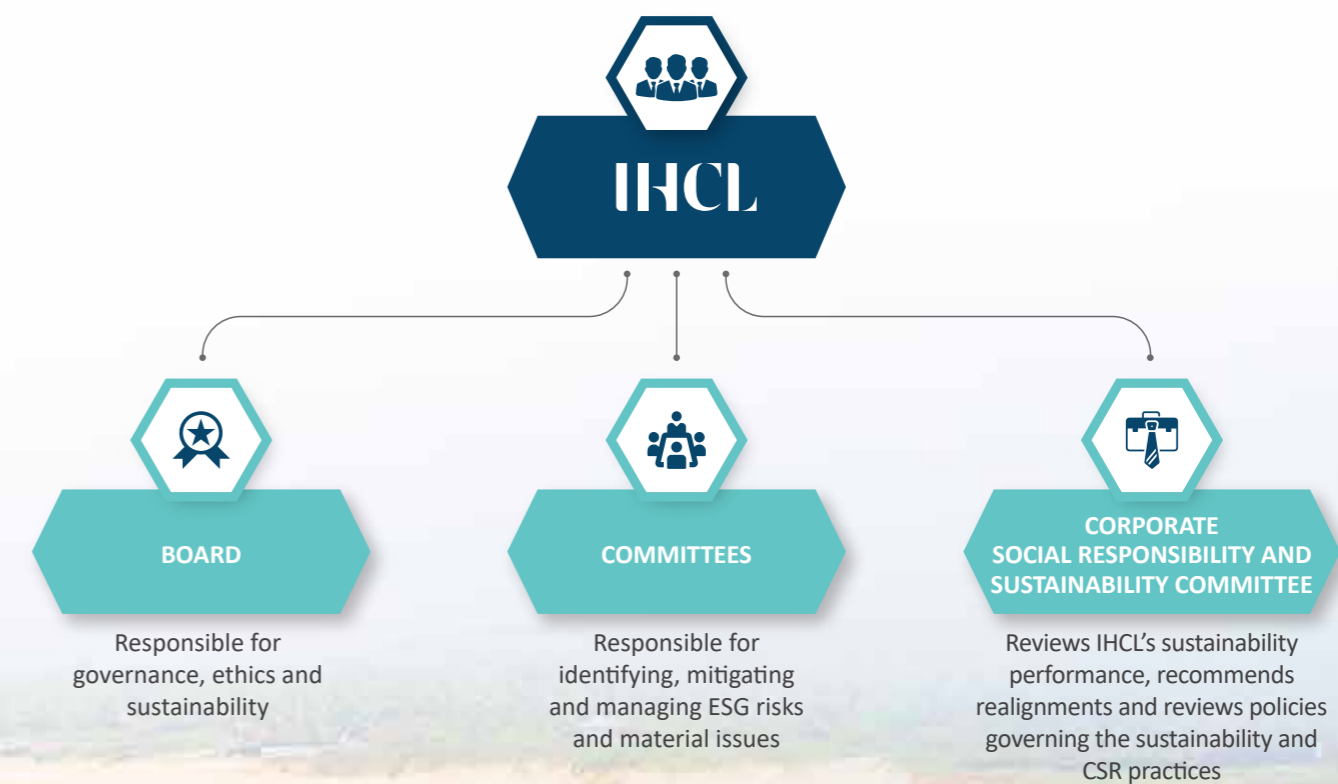
MECHANISMS FOR ADVICE AND CONCERNS

Mechanisms for advice and concerns (102-17) Training on these guidelines is part of the annual learning and development calendar of associates at our hotels, and is included in interactions with partners, such as the annual supplier meetings. Complaints and concerns can be raised through a third-party ethics helpline, which is monitored by the Chief Human Resources Officer to ensure investigation and closure. The Company has revised the Whistle-Blower policy to insert "reporting of incidents of leak or suspected leak of Unpublished Price Sensitive Information (UPSII)" in terms of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time and the revised policy was approved by the Audit Committee and the Board. The said policy is available on the Company's website at <https://www.ihcltata.com/investors/>. Employees can use this mechanism to raise their concerns relating to fraud, malpractice or any such activity by approaching the Ethics Counsellor or Chairman of the Audit Committee.



GOVERNANCE STRUCTURE

At IHCL, governance, ethics and sustainability are the overall responsibility of the Board, with its Committees playing key roles in identifying, mitigating and managing ESG risks and material issues. The Corporate Social Responsibility and Sustainability Committee reviews our sustainability performance, recommends realignments and reviews policies governing sustainability and CSR practices. At the management level, the Sustainability Advisory Committee meets every quarter to mentor the sustainability and CSR teams. Its role includes reviewing performance, addressing major operational concerns, vetting new initiatives and suggesting improvements in implementation. The Sustainability and CSR teams report to the Global Head of Human Resources, and liaise closely with the Engineering, Procurement, HR, and Learning and Development departments in each hotel. Security, Food Safety, Fire and Life Safety being critical sustainability related verticals within the Company, these teams report directly to the IHCL Board.



STAKEHOLDER ENGAGEMENT

APPROACH TO ENGAGING OUR STAKEHOLDERS (102-43)

As we take strides towards realizing our Aspiration 2022, our actions continue to be guided by a relentless focus 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 in order 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 request for details. Within our company, roles and responsibilities are well-defined and individuals duly empowered to respond in a fair, transparent and timely manner.

(102-42)

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.

OUR STAKEHOLDERS

STAKEHOLDER	WHY THEY ARE IMPORTANT	KEY PRIORITIES	HOW WE ENGAGE	HOW WE DELIVER VALUE
EMPLOYEES	<ul style="list-style-type: none"> Our people are at the core of our business and their skills distinguish our brand. Skilled and motivated associates are essential to be able to implement our growth plans. 	<ul style="list-style-type: none"> Professional growth and skill development Work-life balance An enabling work environment Safety 	<ul style="list-style-type: none"> Monthly Town halls, regular employee briefings and internal communication Annual calendar of skill and knowledge trainings Employee committees, activity groups, union meetings 	<ul style="list-style-type: none"> ₹ 703.85 Crores of salaries and benefits & ₹ 32 lakhs in Employee Engagement Initiatives & Recognitions ₹ 7.87 Crores invested in employees' learning and development. Performance appraisals and career development support for 100% of employees

STAKEHOLDER	WHY THEY ARE IMPORTANT	KEY PRIORITIES	HOW WE ENGAGE	HOW WE DELIVER VALUE
CUSTOMERS	<ul style="list-style-type: none"> Our institutional and retail customers access our services, constituting the primary source of revenue for the Company. Customer loyalty and long-term relationships add to the distinctiveness of the brand. 	<ul style="list-style-type: none"> Service quality Differentiation and product relevance Safety and privacy Ethical business practices Environmental impact 	<ul style="list-style-type: none"> Direct feedback from guests during and after each experience Loyalty programme Real time social media engagement Periodic market research 	<ul style="list-style-type: none"> 41,70,000 room nights during the year
SHAREHOLDERS	<ul style="list-style-type: none"> Shareholders are key stakeholders in our Company and delivering value to them is our priority. Support from our shareholders and investors is essential to finance our growth and develop the Company 	<ul style="list-style-type: none"> Financial performance and dividends Good governance Transparency Growth and expansion Operational and resource efficiencies 	<ul style="list-style-type: none"> Investor meets, AGM, public and media announcements Integrated Report and sustainability disclosures Dedicated investor relations department 	<ul style="list-style-type: none"> 50% dividend proposed Market capitalization up 21% over the previous year
OWNERS AND PARTNERS	<ul style="list-style-type: none"> Hotel owners are our partners in business operations and in sustainability. Alignment of priorities with owners is critical for efficient operations and business performance. 	<ul style="list-style-type: none"> Business performance Health of assets Operational and resource efficiencies 	<ul style="list-style-type: none"> Annual partner meet Ongoing communication from business development department 	<ul style="list-style-type: none"> Revenues shared with asset owners through license fees and other partnership models Emphasis on efficiency and maintenance of infrastructure
SUPPLIERS	<ul style="list-style-type: none"> Our suppliers provide materials and services that influence the quality of our customers' experiences. Supplier relationships ensure efficiency, quality, reliability and an ethical value chain. 	<ul style="list-style-type: none"> Quality and availability of goods and services Resource efficiency Supplier development 	<ul style="list-style-type: none"> Supplier development initiatives Supplier feedback surveys throughout the year Annual suppliers' meet On-boarding process and constantly open communication channels 	<ul style="list-style-type: none"> ₹ 7+ crores worth of goods and services sourced through NGOs and inclusion efforts 2,600 suppliers engaged in supplier development initiatives 60% suppliers are with IHCL for four years
LOCAL COMMUNITY	<ul style="list-style-type: none"> A positive relationship with local communities ensures our social license to operate The development of communities contributes to the health of destinations in which we operate and the long-term viability of our operations. 	<ul style="list-style-type: none"> Local employment Environmental protection Community development Preservation of culture and heritage 	<ul style="list-style-type: none"> CSR partnerships Minimization of environmental footprint Community welfare programmes Participation in neighborhood associations Annual volunteering calendar 	<ul style="list-style-type: none"> ₹ 8.54 Crores invested in communities through CSR 7034 persons skilled and certified through employability training 2 heritage sites and 30 public locations adopted and maintained

MATERIALITY

DEFINING MATERIALITY (102-46)

Our Sustainability Priorities

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 2017-18. While these priority topics continue to guide our strategies and actions, we conducted focused discussions with our senior management during FY 2018-19 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.

SCALABILITY	ENVIRONMENTAL STEWARDSHIP	SOCIAL RESPONSIBILITY	VALUE CHAIN TRANSFORMATION
<ul style="list-style-type: none"> Economic Performance Growth & Scale Customer Delight Digitalization Brand, Reputation & Communications 	<ul style="list-style-type: none"> Climate Change, Energy & Emissions Water Circular Economy 	<ul style="list-style-type: none"> Talent Management & Retention Employee Health & Safety Customer Health & Safety Diversity & Equal Opportunity Social Inclusion & Development 	<ul style="list-style-type: none"> Procurement Practices Sustainable Supply Chain

OUR MATERIAL TOPICS

SUSTAINABILITY DIMENSION	MATERIAL TOPICS	TOPIC DEFINITION
Scalability		
We will continue to re-structure, re-engineer and re-imagine the Company's portfolio in line with our Aspiration 2022.	Economic Performance	Key economic performance parameters of the Company, covering the direct economic value generated, retained and distributed.
	Growth & Scale	Growth in inventory across multi-product, multi-segment categories to meet the growing demands of the discerning traveller, through leveraging our business enablers.
	Customer Delight	Exceeding customer expectations and creating a positive emotional connect.
	Digitalization	Driving digital to strengthen competitiveness, achieve service excellence and make core operations faster, better streamlined and more efficient.
	Brand, Reputation & Communications	Reimagining the brand landscape to build on the opportunities across categories, protecting and enhancing reputation through effective communications.

SUSTAINABILITY DIMENSION	MATERIAL TOPICS	TOPIC DEFINITION
Environmental Stewardship		
We stay committed to nurturing a culture of responsibility and care towards the planet. We have upped our sustainability quotient with focused efforts on conserving water, reducing carbon emissions, enhancing renewable energy use and phasing out of single-use plastic.	Climate Change, Energy & Emissions	Optimize our energy management to reduce our specific energy consumption and greenhouse gas emissions.
	Water	Effective water management to reduce our water use intensity, including steps taken to recycle water.
	Circular Economy	Minimizing waste and maximizing the end-of-life value to decrease our natural resource footprint.

SUSTAINABILITY DIMENSION	MATERIAL TOPICS	TOPIC DEFINITION
Social Responsibility		
With inclusion and business responsibility embedded in our DNA, we continue to weave a 'thread of intent' by making a difference in communities where we operate our hotels.	Talent Management & Retention	Attracting and retaining individuals with the right knowledge, and skills by providing them rewarding careers and an enriching experience.
	Employee Health & Safety	Ensuring health and safety of all employees through risk assessments, effective policies, timely interventions and proactive trainings.
	Customer Health & Safety	Offering a healthy and safe experience to our customers by establishing robust infrastructure and well-trained staff at all our premises.
	Diversity & Equal Opportunity	Upholding diversity and equal opportunity among all our employees through well-established policies, initiatives and culture-building.
	Social Inclusion and Development	An inclusive and collaborative approach towards helping improve the quality of life and giving back to the communities that we serve.

SUSTAINABILITY DIMENSION	MATERIAL TOPICS	TOPIC DEFINITION
Value Chain Transformation		
We are striving for many business changes associated with modifying our value chain. We want to optimise our infrastructure processes and systems and promote local procurement to deliver competitive customer service.	Procurement Practices	Supporting the growth and capability development of our supplier and vendors, efficient procurement practices, and emphasis on local and indigenous procurement.
	Supply Chain Sustainability	Holistic improvement in our supply chain that addresses the environmental and social impacts and externalities.

1: GENERATING ECONOMIC VALUE



1.1: FINANCIAL PERFORMANCE

MANAGEMENT APPROACH

Strong business performance is a key expectation of our shareholders. It enables us to extend employment and livelihood opportunities to communities and suppliers, enable the growth of our employees, and offer our customers memorable experiences.

POLICIES AND COMMITMENTS

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

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

More detailed information on our Annual Financial Report and Dividend Distribution Policy is available on our website <https://www.ihcltata.com/investors/>

ACTIONS AND TARGETS

To make IHCL the most iconic and profitable hospitality company in South Asia, we rolled out a strategy plan called Aspiration 2022. The strategy articulates all the macro and micro focus areas to grow the business, capture emerging opportunities and enhance efficiencies and profitability significantly. Aspiration 2022 strategy is based on three pillars, Re-Structure, Re-engineer & Re-Imagine. In Re-structure as a part of our plan, we focus on '3S' namely Scale, Simplify and Sell. We are increasing the scale and strength of our business to capture the opportunities presented by a booming travel and tourism industry in India.

Re-engineer focusses on expanding margins, embracing technology and engaging with our people. We are expanding margins by strengthening a culture of operational excellence. We are re-imagining our service offerings, brandscape and reach. Our 3M (Manoeuvre, Manage and Multiply) approach enables us to build the new IHCL. We have performed encouragingly well in the first year and have exceeded some of our targets for the first year. We have achieved 184% increase in PAT figures, 22 new signings & 19.9% EBIDTA margin. Detailed strategy, results & scorecard is available in our Integrated Report from Page no. 30-37.

FINANCIAL PERFORMANCE	
201-1 Direct Economic Value Generated and Distributed	
Economic Value Generated:	₹ 2,870.91 Cr.
Revenues	₹ 2,870.91 Cr.
Economic Value Distributed:	₹ 2,520.62 Cr.
Operating Costs	₹ 1,415.43 Cr.
Employee Wages and Benefits	₹ 703.85 Cr.
Payments to Providers of Capital (Finance Costs)	₹ 158.64 Cr.
Payments to Government (Direct Taxes including DDT)	₹ 176.88 Cr.
Dividend paid out	₹ 59.47 Cr.
Community investments (CSR)	₹ 6.35 Cr.
Economic Value Retained:	₹ 350.285 Cr.

The information above is according to the definitions provided by GRI. IHCL's detailed financial statements are available on pages 87-97 of our Integrated Report.

1.2: CUSTOMER DELIGHT

MANAGEMENT APPROACH

Strong business performance is a key expectation of our shareholders. It enables us to extend employment and livelihood opportunities to communities and suppliers, enable the growth of our employees, and offer our customers memorable experiences.

POLICIES AND COMMITMENTS

The hospitality industry is constantly evolving, with the emergence of new peers and business models. Our customers seek unique and memorable experiences, while also expecting the local flavors that distinguish our brand. Delighting our customers enables us to stay relevant and differentiate ourselves in a dynamic market. We offer customized service offerings, active digital engagement and an exceptional loyalty programme to create memorable experiences for customers across segments and price-points. We believe in best-in-class customer service and higher base of loyal customers.

ACTIONS AND TARGETS

Our esteemed customers have made us what we are, and we cherish their long-standing association with us. We continuously refresh and realign our strategies to meet and exceed their evolving needs and preferences. Our customers encompass the entire spectrum of guests from those seeking best-in-class luxury experiences to the millennials focused on niche and localized experiences. Eminent personalities from the world of politics, business, sports and entertainment have lauded our services and are amongst our loyal patrons. Our brand concepts and service offerings are geared to make their experience an unforgettable one.

IHCL's digital platforms ensure a seamless customer experience every time they engage with it. During FY 2018-19, the Company made requisite investments and launched multiple platforms, including: New IHCL website for delivering corporate news, engaging with investors and others, New Vivantahotels.com and SeleQtionshotels.com in keeping with our reimagined brandscape, New consumer-facing website for superior user experience, An upgraded, user-friendly mobile app for reservations, Table management and booking app for restaurants.

These products have received encouraging response from IHCL's patrons as reflected in higher conversion rate from e-commerce, higher number of transactions and healthy growth in web revenues. The Company also invested in building a 3600 system, which with process improvements will enable better customer engagement. Other improvements were broad-based across Data Management, Virtualization, Gigabit Networks and Technology investments to enhance employee engagement. The Company continues to pursue emerging technologies with a focus on enhancing guest experience and productivity.

During the year, we conducted key high-profile events to step up engagement with our customers.



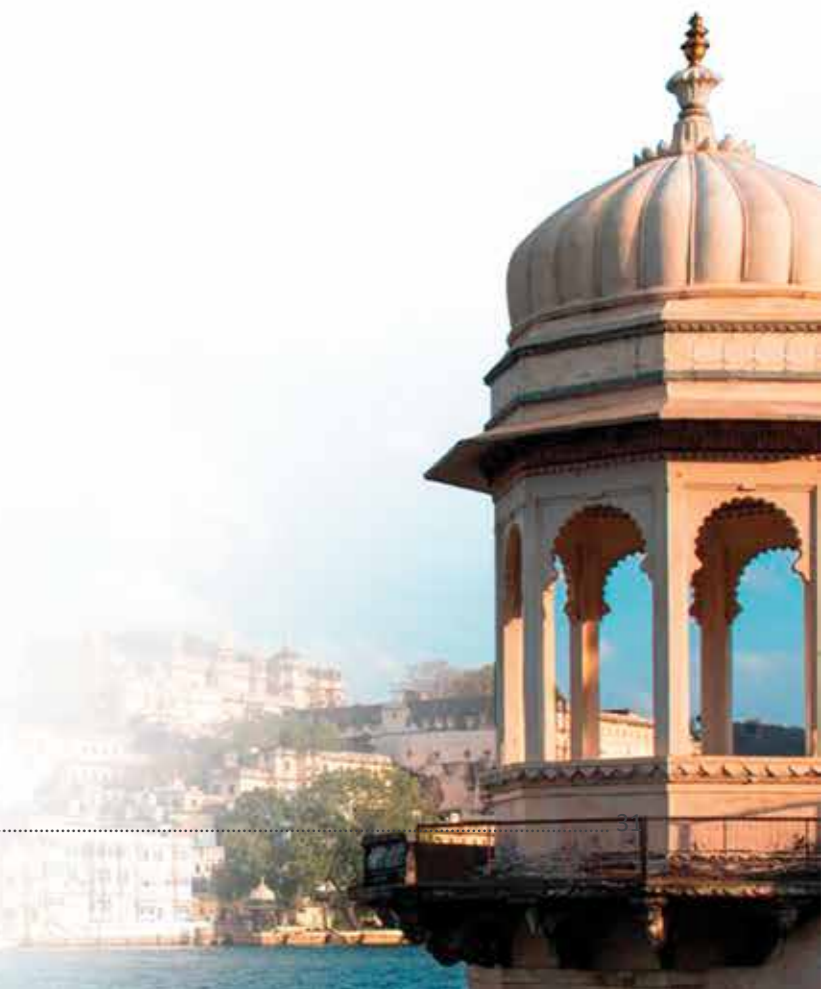
Hosted a Black Tie Charity Ball on December 15, 2018 at The Taj Mahal Palace Mumbai to celebrate its 115th Anniversary



Celebrated 40 years of The Taj Mahal New Delhi in August 2018, showcasing treasured memories since 1978

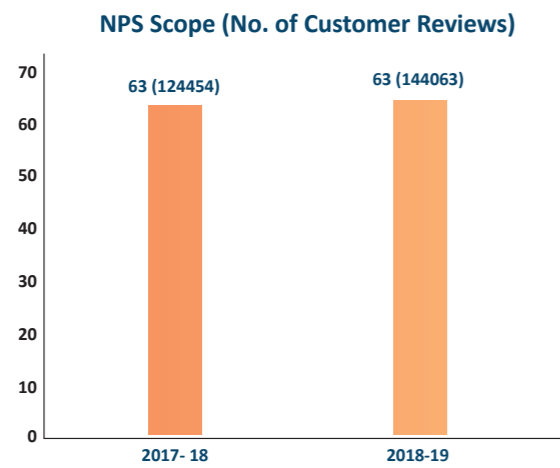


'Best Rate Guarantee' and 'Book Direct' campaigns targeted at loyalty audience



PERFORMANCE

Net Promoter Score is 63



1.3: GROWTH AND SCALE

MANAGEMENT APPROACH

Growth and scale implies widening our presence and pursuing business excellence through business intelligence, digitalization and process improvements. It involves creating shared 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. We are in the process of aligning brands with high-growth segments, adopting technology to digitize our processes, and building our portfolio while enhancing margins

POLICIES AND COMMITMENTS

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

ACTIONS AND TARGETS

By 2022, we aim to expand EBITDA margins by 25% and optimizing costs. The strategy includes restructuring procurements, maximizing energy efficiency, optimizing

the organizational structure and synergizing global shared services, along with reducing overhead expenses. We also aim to have 15 new signings by 2022.

Our marketing strategy will involve selection of strategic locations for developing hotels including central business districts, airports, and leisure and luxury places. We will also invest in expanding our land area across geographies and explore strategic merger-and-acquisition opportunities. To expand our reach, we are focused on growing the product portfolio while also expanding margins. Our business model includes owned, leased and franchisee structures to help grow the brandscape.

PERFORMANCE



1.4: BRAND, REPUTATION & COMMUNICATION

MANAGEMENT APPROACH

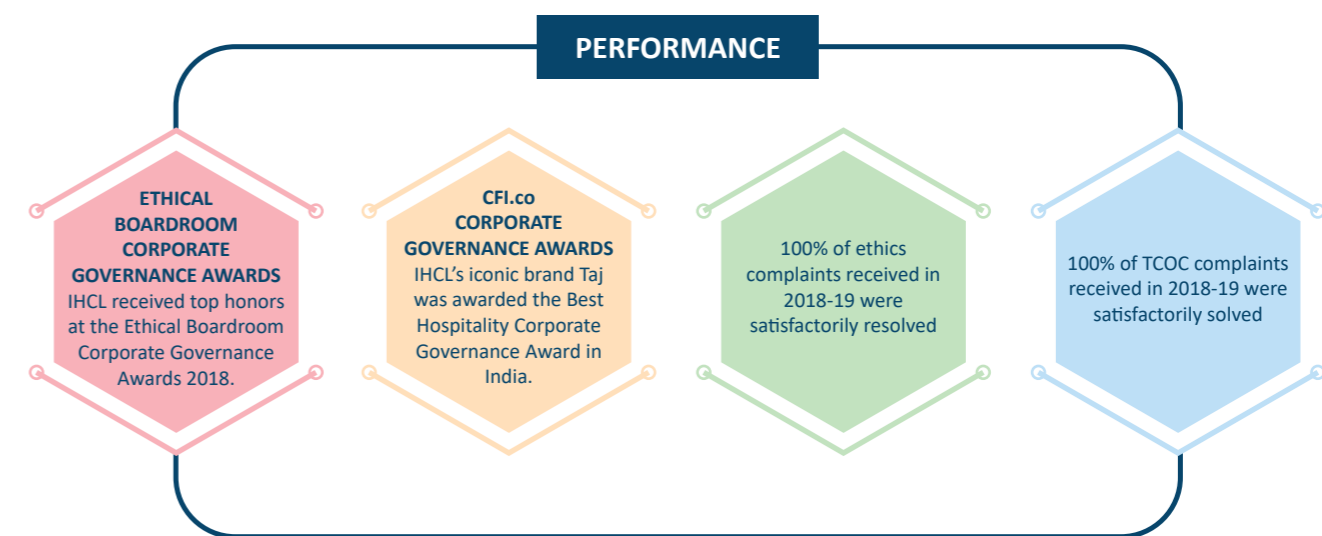
As part of the 150 year old Tata Group, our brand and legacy is a core asset. It is essential for us to curate and maintain our brand as an emblem of service excellence among customers, high performance and integrity among shareholders and business partners, sustainability leadership in the industry,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

POLICIES AND COMMITMENTS

We continue to refine our hospitality offerings to elevate the promise of our brands. We have a strong portfolio of iconic and diverse brands which cater to the aspirations of customers across segments of luxury, upscale, affordable luxury and niche, curated experiences. We are strengthening individual service brands in the areas of exclusive business club, food and beverages, boutique and spa to offer a wide spectrum of hospitality services in accommodations and beyond.

With an impressive portfolio of compelling propositions, we are on a journey to make the most of opportunities in hospitality in India and other parts of the world. We are an aspiring enterprise that continuously challenges the status quo to offer curated experiences to patrons across geographies. This entails re-structuring, re-engineering and re-imagining the Company's portfolio in tune with changing times. Our pivotal five-year programme, Aspiration 2022 aims to accomplish this purpose to fortify our leadership in the markets in which we operate.

Our brand value is closely linked to our reputation as a business that follows the highest ethical standards. In addition to the Tata Code of Conduct, our Anti-Bribery and Corruption Policy, the Whistle Blower and Vigilance Mechanism and the third party ethics helpline guide our associates and management in transparently managing each aspect of our performance.



1.5: DIGITALIZATION

MANAGEMENT APPROACH

We are investing in technology and digitalization to improve our processes, and streamline acquisitions and enhance guest experience. We are leveraging data analytics to understand the evolving aspirations of our customers and accordingly refresh and realign our strategies.

POLICIES AND COMMITMENTS

IHCL's digital platforms ensure a seamless customer experience every time they engage with it. During FY 2018-19, the Company made requisite investments and launched multiple platforms, including:

- New IHCL website for delivering corporate news, engaging with investors and others

- New Vivantahotels.com and SeleQtionshotels.com in keeping with our reimagined brandscape
- New consumer-facing website for superior user experience
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These products have received encouraging response from IHCL's patrons as reflected in higher conversion rate from e-commerce, higher number of transactions and healthy growth in web revenues.

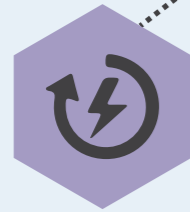
PERFORMANCE (2018-19)

- Social media community of 2.65 million users
- Over 10% YoY increase in direct online revenue
- Over 50% YoY increase in mobile web revenue
- 10.7 million unique visitors to the website

— 2: EMBRACING ENVIRONMENTAL — STEWARDSHIP



MATERIAL TOPICS



2.1: ENERGY



2.2: WATER



2.3: WASTE

MANAGEMENT APPROACH

IHCL as a brand is spread across a range of locations, from metropolitan cities to remote forests and islands. We integrate Sustainability considerations from the design stage so as to manage the impacts of our operations on these locations. We recognize that several of these areas are major tourist attractions, which experience heavy footfalls, traffic, and are subject to the collective impact of multiple resorts and hotels. Our environmental programme is oriented towards the wellbeing of people and the environment in these locations, essential for creating a sustainable common future.

POLICIES AND COMMITMENTS

Our sustainability approach is defined by the IHCL Sustainability Policy
<https://www.tajhotels.com/content/dam/thrp/investors/IHCL-SUSTAINABILITY-POLICY.pdf>

which emphasizes creating long-term stakeholder value. The policy calls for the company to integrate sustainability considerations into all business decisions and key work processes, with the aim of creating value, mitigating future risks and maximizing opportunities. We work towards this through specific commitments including a dedicated governance structure to oversee sustainability, action plans for each material area, and transparency in reporting and communication. The full text of the Sustainability Policy is available on our website www.ihcltata.com

Our policy describes a Precautionary Approach that is applied to all aspects of the business. It specifies that sustainability considerations will be integrated into all business decisions and key work processes, and across the life-cycle of all products and services. This is

applied through environmental and social assessments conducted in the start-up and pre-opening phase of all new hotels, efforts to maximize environmental efficiency during operations, and to minimize emissions and waste produced during the course of business.

ACTIONS AND TARGETS

We have adopted an approach of continuous performance improvement over a rolling baseline for the material aspects of waste, water and energy. The objective is to multiply incremental improvements in annual performance, by setting each year's performance as the new target to beat. Accordingly, each hotel is given customized annual targets for reducing specific water consumption, energy consumption and emissions. These targets range between 2% and 7% improvement in efficiency, and take into account variables such as size and location of the hotel. In addition to these individual targets, maximizing the use of renewable energy in our total energy mix is a company-wide priority. Our sustainability efforts rely on collaboration and information-sharing across verticals. To foster these interactions, Green Teams comprising the heads of key operations departments have been constituted in each hotel. These teams meet periodically to jointly review performance and propose initiatives relevant to each location. Green Team members generally include the hotel General Manager and Heads of Engineering, Procurement, Training and HR, or their deputies. At the Corporate level, our sustainability programme is

mentored by the interdisciplinary Sustainability Advisory Committee, comprising 8 senior leaders representing HR, Finance, Real Estate and Development, Corporate Affairs, Legal, Revenue, Procurement and Operations.

As part of our commitment to transparency in reporting environmental performance, we have participated in voluntary reporting to the CDP since 2007-2008. We have maintained B and C, which is on par with the regional scores for the sector. We also participate in the UNGC disclosure each year.

The hotels under IHCL are getting stronger in the game of going green. There has been considerable growth in the use of renewable energy, waste treatment and reduction in water consumption in the hotel. IHCL has partnered with EarthCheck, the world's leading scientific benchmarking, certification and advisory group for travel and tourism, for the performance monitoring and verification. For FY 2018-2019, the 80 hotels participating in the EarthCheck program, has together used a total of 577.23 TJ from renewable energy sources, 43 hotels have achieved 100% recycling of organic waste preventing 5648.142 tons of organic waste from reaching the landfill. As of this year, 23% of the company's electricity comes from renewable energy. 26.42% of total consumption was recycled and reused by the hotels through rainwater harvesting and grey water treatment in onsite waste water treatment facilities.

IHCL SETS GLOBAL BENCHMARK WITH EARTH CHECK PLATINUM CERTIFICATION

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

Since 2008, a total of 78 IHCL hotels have achieved EarthCheck Certification and generated significant savings. This year 8 hotels of IHCL have received Platinum Certification, 63 hotels Gold Certification and 8 hotels Silver Certification, which has confirmed its position as a world leader in responsible tourism and a genuine source of inspiration to the international tourism community.

SOLVING THE PLASTIC MENACE



The world is currently facing huge crises related to Plastics. It's no secret that plastic straws and plastics itself have made a huge negative impact to the environment especially marine life. Each year, a million seabirds and marine animals die from ingesting plastics. The possible long-term impacts of tiny pieces of plastic on the marine food chain are raising questions about how it might ultimately impact human health and food security. The Indian Hotels Company Limited (IHCL) in its endeavour to address the growing plastic menace, pledged on the occasion of Earth Hour 2018 to phase out single-use plastics from all its hotels so as to play a significant role towards protecting the environment.

Aligning to its commitment, this year, the company replaced plastic straws across all its properties with paper & bamboo straws. This helped us eliminate 2 million plastic straws from the ecosystem. IHCL also launched its first ever "Zero Single Use Plastic Hotel", Taj Exotica Resort & Spa, Andamans which is located within 46 acres of forest and mangroves in Havelock Island. This initiative stands as a responsible commitment towards rejuvenation of this pristine beauty along with

promoting green tourism.

Plastic bottles have been replaced with glass bottles in Taj Samudra, Colombo, Taj Exotica Resort & Spa, Maldives and Taj Exotica Resort & Spa, Andamans.

At IHCL we believe that the mission to end the plastic menace must include: Ending single-use plastics, Promoting 100% recycling of plastics, Corporate and government accountability, Adapting to new technologies, Promoting innovation to replace plastics and Changing human behavior concerning plastics through guest engagements & various awareness sessions in our communities.

DEATH OF SINGLE USE PLASTICS IN THE ANDAMANS

Taj Exotica Resort & Spa, Andamans sets an example with its commitment to conservation and sustainable luxury in the island. Our commitment to conservation and sustainable luxury in the archipelago is at the core of the resort's impeccable facilities and services. Along with own biogas facility, water bottling plant, a reservoir for rainwater harvesting and partial solar energy, the resort has partnered with the Pollution Control Board to keep the island plastic-free while developing a plastic collection center on the mainland. Not a single tree was felled during the construction of the luxury villas. The resort offers a host of fun and environment activities for guests that engage them in the marine and terrestrial ecology of the island. The property aspires to make the whole island plastic-free.

“ Niti Aayog CEO Mr Amitabh Kant highlighted the importance scientific planning of islands in India being undertaken by Niti Aayog and responsible tourism by Taj Exotica Resort & Spa, Andaman. ”

PROMOTING BIODIVERSITY

Taj Safaris provides guests with the ultimate interpretive wildlife experience in India based on a Sustainable Ecotourism Model. Located in the outskirts of some of the famous Tiger Reserves, the lodges are sensitively plugged-in to their surroundings. Pashan Garh, A Taj Safari - Panna National Park has a team of naturalists who create awareness for guests, communities & other employees on the prominent features of different species, wildlife calls, conservation process and how to



spot different species. Displaying a fond affection for the birds, trained naturalists at the lodges skillfully impart their knowledge during the safari drives and spread awareness, thus contributing significantly to their conservation. The contouring of the land has not at all been disturbed during the construction of the lodges. The team has also been conducting a lot of plantation activities with the community, from the start. The naturalists conduct classes in village schools to create awareness amongst kids regarding the importance of forests and wildlife.

STAKEHOLDER VOICES FROM TAJ PASHAN GARH

“ Our existence is because of the jungles. For us every day is Earth Day & every hour is Earth hour. Our commitment towards conservation stems from the deep rooted culture of Tata set by our founder. – Amit Kumar, Lodge Manager, Taj Safaris ”

“ Our job is not only to create awareness about wildlife but it also extends towards habitat conservation. We are putting in my best efforts to align our stakeholders with this bigger motive of conservation – Dipu Sasi, Naturalist, Taj Safaris ”

“ Since ages my family has been living in forests of Madhya Pradesh & Chhattisgarh. Our prime motive of survival & livelihood was cutting trees & hunting tigers. Me & my community were not aware about the negative impacts of our activities. We have now started shifting our focus towards conservation. I see a hope for us in near future. – Bipin, Pardhi Community ”

PROMOTING REDUCTION IN DEPENDENCE OF LOCAL COMMUNITIES ON FORESTS

Over 147 million villagers in India live in or around forests and 275 million villagers depend heavily on forests for livelihoods. However, post the Indian Forest Act, the Wildlife Protection Act, 1972 and the Project Tiger Initiative by the Government of India in 1973; very little has been done for strategic re-skilling & livelihoods of these communities. While there are mainstream skill-development centers setup by the Government; holistic programme designed for leveraging natural characteristics and strengths of these communities has not yet taken shape. IHCL has collaborated with Last Wilderness Foundation & Panna Forest Department to pilot an inclusive tourism model; partnering with the



Pardhi (tribal) youth groups near Panna National Park to develop community-based tourist trails; preventing next generation of Pardhi community members from getting lured into global poaching rings. The uniqueness of the 'Walk with the Pardhis' initiative lies in the fact that the community's natural entrepreneurial streak and flair for tracking animals and reading the forests are leveraged to create an alternate livelihood path linked to the growing tourism in this region. Along with building on their existing strengths and enabling alternative livelihoods, this project also furthers preservation and promotion of natural & cultural heritage and wildlife conservation. IHCL promotes this unique experience not just among its guests and the local hotels & lodges fraternity but also with its travel partners and business networks. The naturalists team has not just trained Pardhi boys & girls from the forests but also interested women from the neighboring village to hone their traditional cooking skills in a manner that can enable them to participate in and earn as a part of the larger rural tourism experience being curated around 'Walk with the Pardhis' – benefiting a total of over 20 families.

RESPONSIBILITIES AND RESOURCES

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

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



PERFORMANCE

2.1: CLIMATE CHANGE, ENERGY AND EMISSIONS

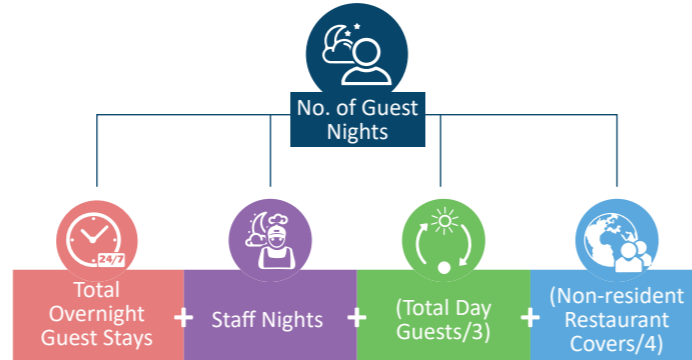
BOUNDARY

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

METHODOLOGY

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

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

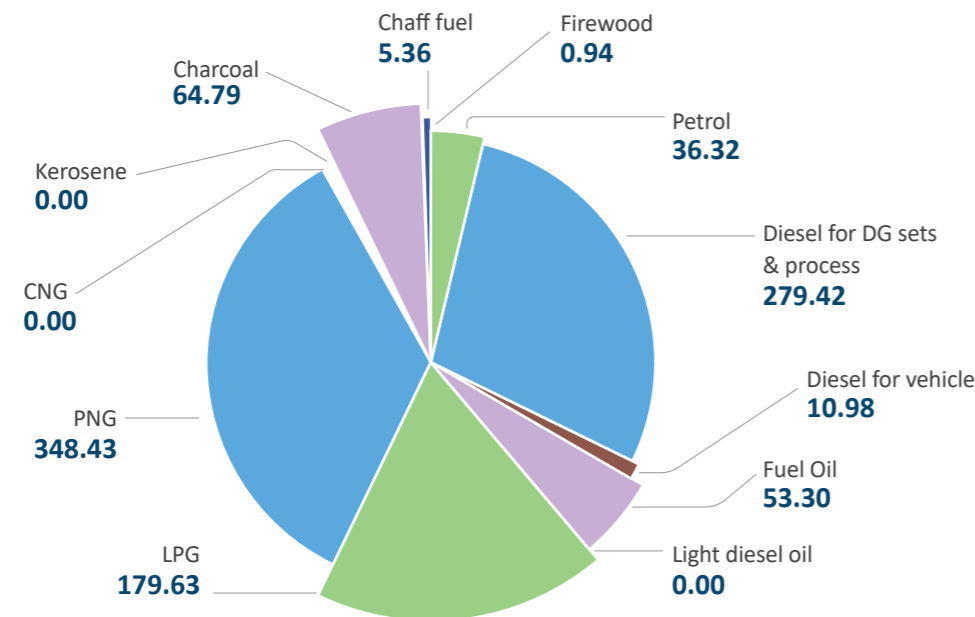


As the number of rooms in our portfolio varies year on year, the base year for all comparative disclosures is the company-wide specific energy and emissions intensity performance of the previous year.

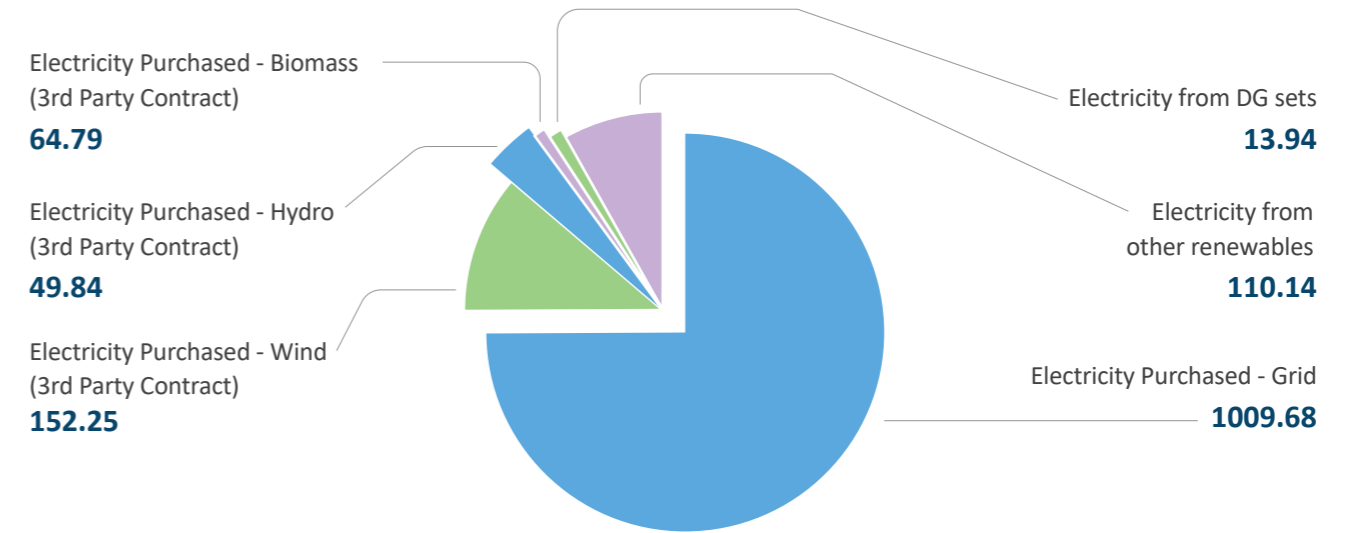
ENERGY PERFORMANCE - IHCL HOTELS

ENERGY CONSUMPTION	2016-2017	2017-2018	2018-2019
Fuel Consumption from Non-Renewable Resources (TJ)	578.86	448.69	979.16
Fuel Consumption from Renewable Resources (TJ)	6.49	98.45	253.27
Total Electricity Consumption (TJ)	866.02	959.23	1347.57
Total Energy Consumption (TJ)	1451.38	1506.46	2580.01

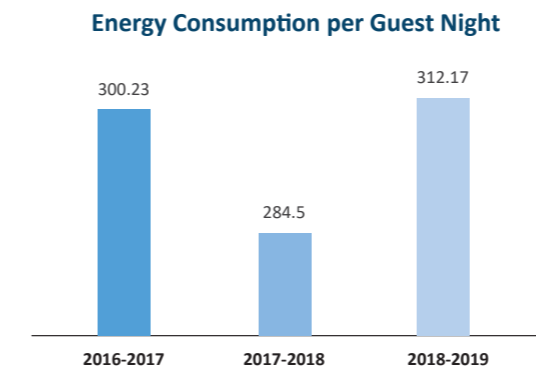
FUEL WISE ENERGY CONSUMPTION (UNITS TJ)



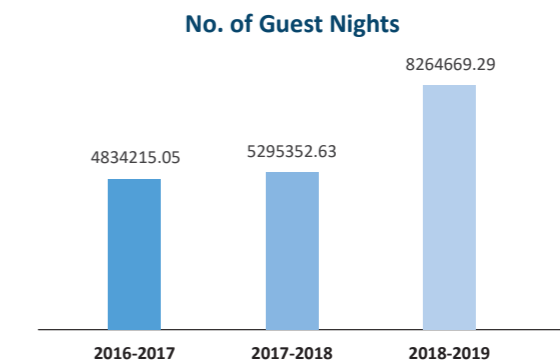
ELECTRICITY BY SOURCE (UNITS TJ)



ENERGY INTENSITY (302-3) (IN MJ/GUEST NIGHT)



GUEST NIGHTS

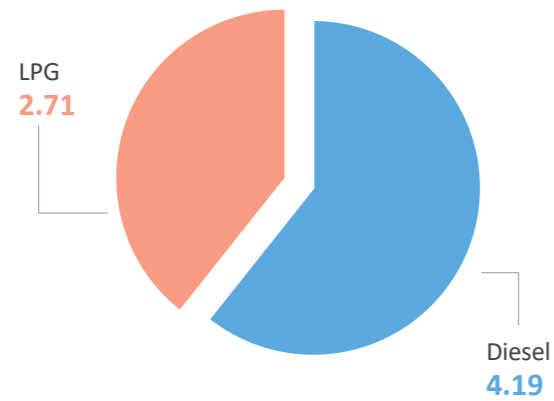


ENERGY PERFORMANCE - GINGER

ENERGY CONSUMPTION	2016-2017	2017-2018	2018-2019
Fuel Consumption from Non-Renewable Resources (TJ)	6.09	448.69	979.16
Fuel Consumption from Renewable Resources (TJ)	0	0	0
Total Electricity Consumption (TJ)	58.17	68.09	68.33
Total Energy Consumption (TJ)	64.26	75.50	75.24

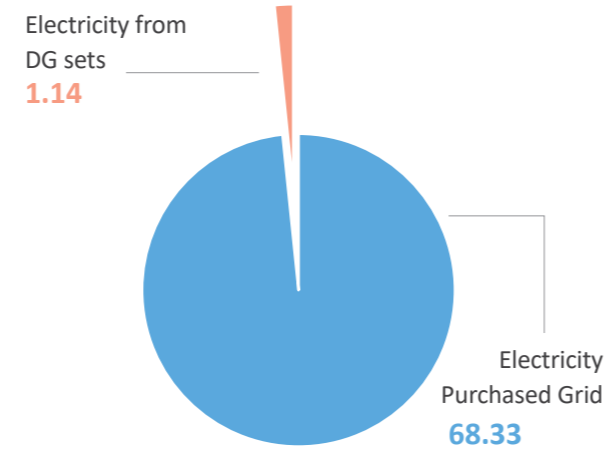
FUEL WISE ENERGY CONSUMPTION

Energy Consumption from various sources (in MJ)



ELECTRICITY BY SOURCE (UNITS TJ)

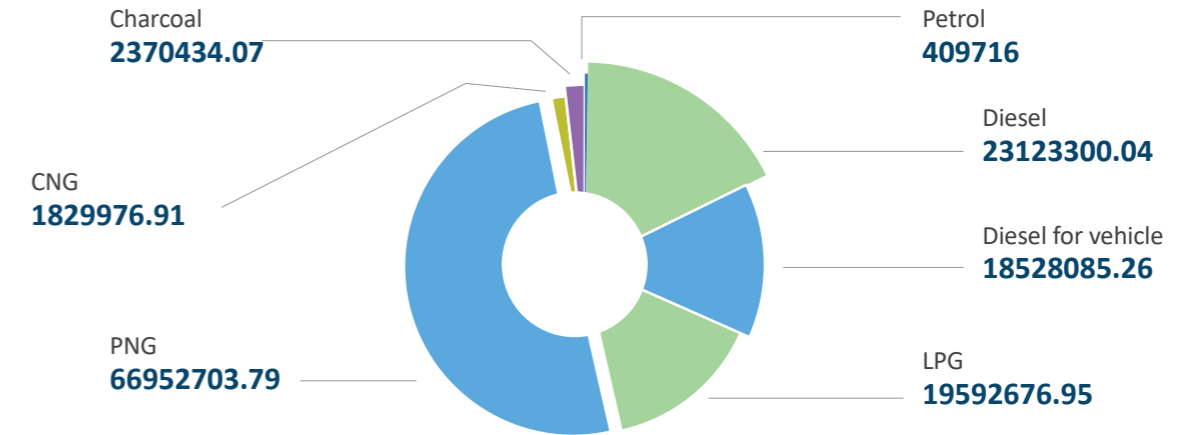
Energy purchased from various sources: Ginger



ENERGY FROM VARIOUS SOURCES (IN MJ) – TajSATS

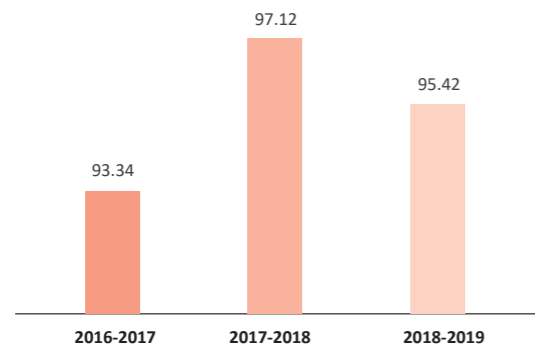
The energy performance data comprises fuel, electricity, heating and cooling.

This year we have included Ginger & TajSATS in our reporting scope



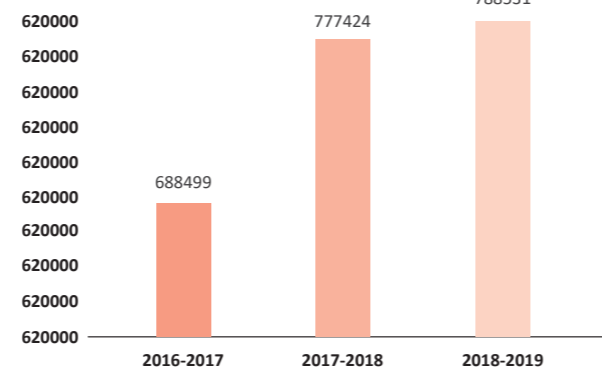
ENERGY CONSUMPTION (MJ/GUEST NIGHT)

Energy Consumption per Guest Night

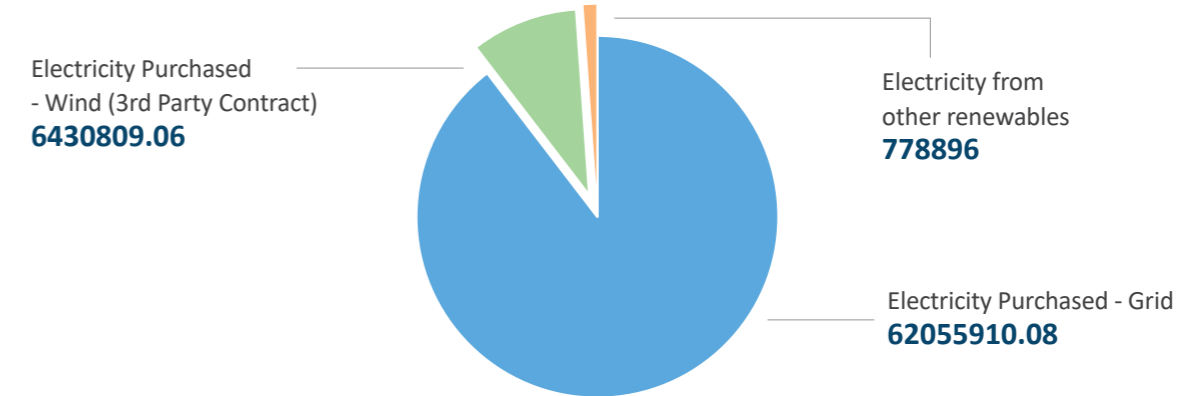


GUEST NIGHTS -GINGER

No. of Guest Nights



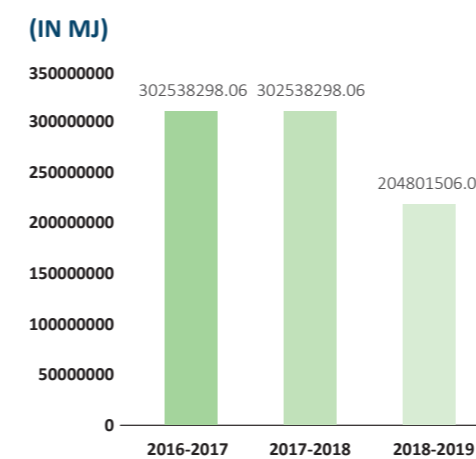
ELECTRICITY PURCHASED FROM VARIOUS SOURCES (IN MJ) – TajSATS



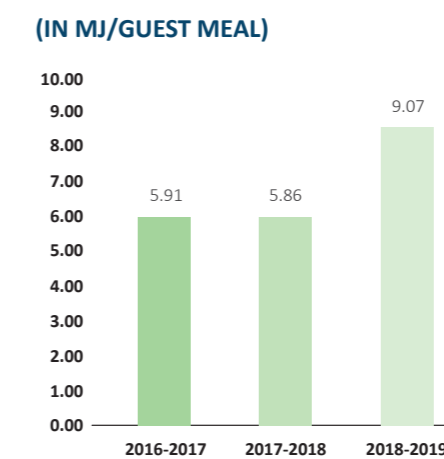
ENERGY PERFORMANCE - TajSATS

ENERGY CONSUMPTION	2016-2017	2017-2018	2018-2019
Fuel Consumption from non-renewable sources(TJ)	88.53	98.91	132.81
Fuel Consumption from renewable sources (TJ)	1.56	2.75	6.431
Total Electricity Consumption (TJ)	63.63	68.15	69.27
Total Energy Consumption (TJ)	153.72	169.81	208.50

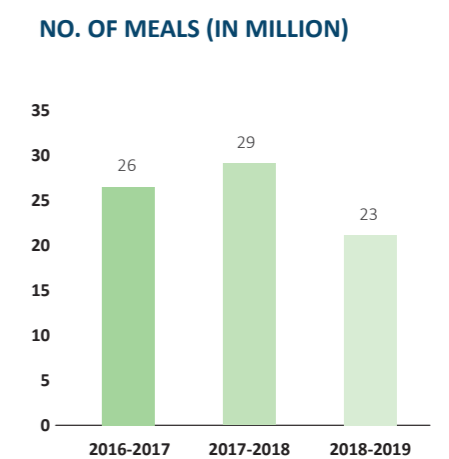
TOTAL ENERGY CONSUMPTION – TajSATS (IN MJ)



TOTAL ENERGY CONSUMPTION / MEALS (IN MJ/GUEST MEAL)



GUEST MEALS FIGURES-TajSATS (NO. OF MEALS (IN MILLION))



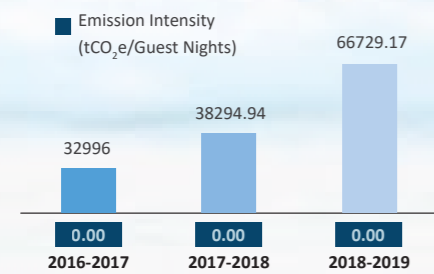
Reductions in Energy Consumption (302-4)

Resource monitoring has been conducted independently since 2006, with EarthCheck as our strategic partner since 2008. The tourism sector accounts for up to 1% of global emissions as per the latest ITP report, and is associated with high resource consumption rates. 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 - Switching to LED lighting in several locations; Infrastructure upgrades such as installing VFDs on high power motors in condensers, exhaust fans, cooling tower fans and air handling units; Upgrading the infrastructure of cooling towers; Installing heat pumps for water heaters; And even simple improvements such as improved insulation of hot water lines, have all contributed to energy conservation and efficiency.

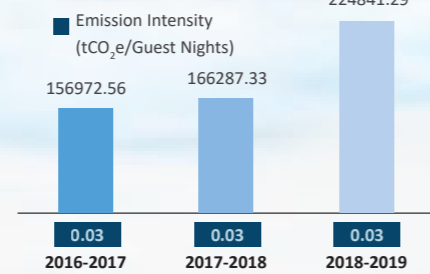
EMISSIONS PERFORMANCE (305-1, 305-2, 305-4, 305-5, 305-6)

IHCL

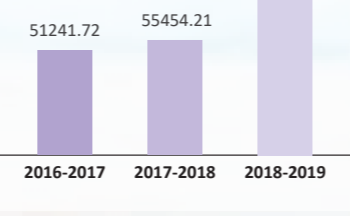
Scope 1 (t CO₂e)



Scope 2 (t CO₂e)

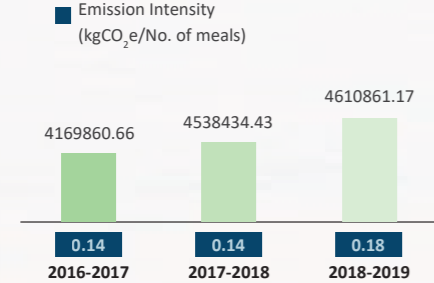


Avoided emission due to green energy (t CO₂e)

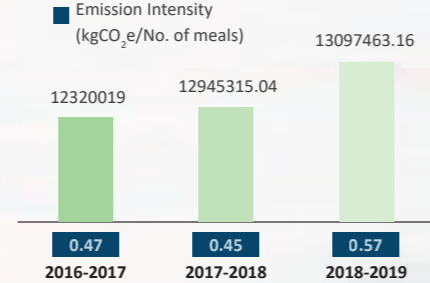


TajSATS

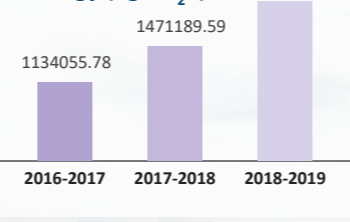
Scope 1 (kg CO₂e)



Scope 2 (kg CO₂e)

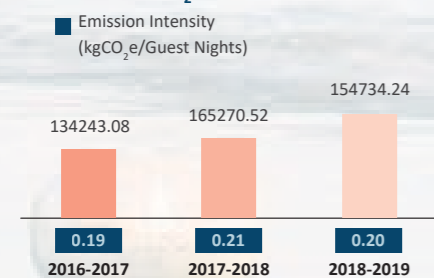


Avoided emission due to green energy (kg CO₂e)

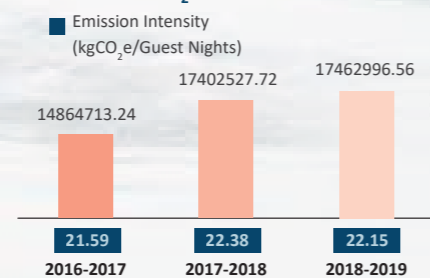


Ginger

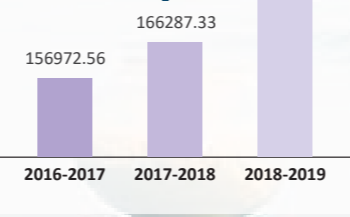
Scope 1 (kg CO₂e)



Scope 2 (kg CO₂e)



Avoided emission due to green energy (t CO₂e)



Reductions in GHG Emissions (305-5): Expanding our renewable energy quotient has helped us avoid 65189.2 kgCO₂e of our total GHG emissions. The energy conservation measures mentioned above & usage of alternate fuels like Bio gasoline, Biogas, PNG, CNG has helped us reduce our Scope 1 emissions. We continue to focus on this sector by maximizing power purchase agreements for renewable energy and onsite use of renewable fuels such as biogas and biodiesel.

ODS 305-6

	2017-18	2018-19
Production of ODS (Tonnes) in CFC-11 equivalent	17.72	0.541

The gases included in the calculation of ODS for this year are R022, R404-A, R134, R134-A, R410, R407, R407-C, R408, R409 and R502 produced by our cooling and refrigeration systems. We have reduced the consumption of high ODS potential refrigerants in 2018-19.

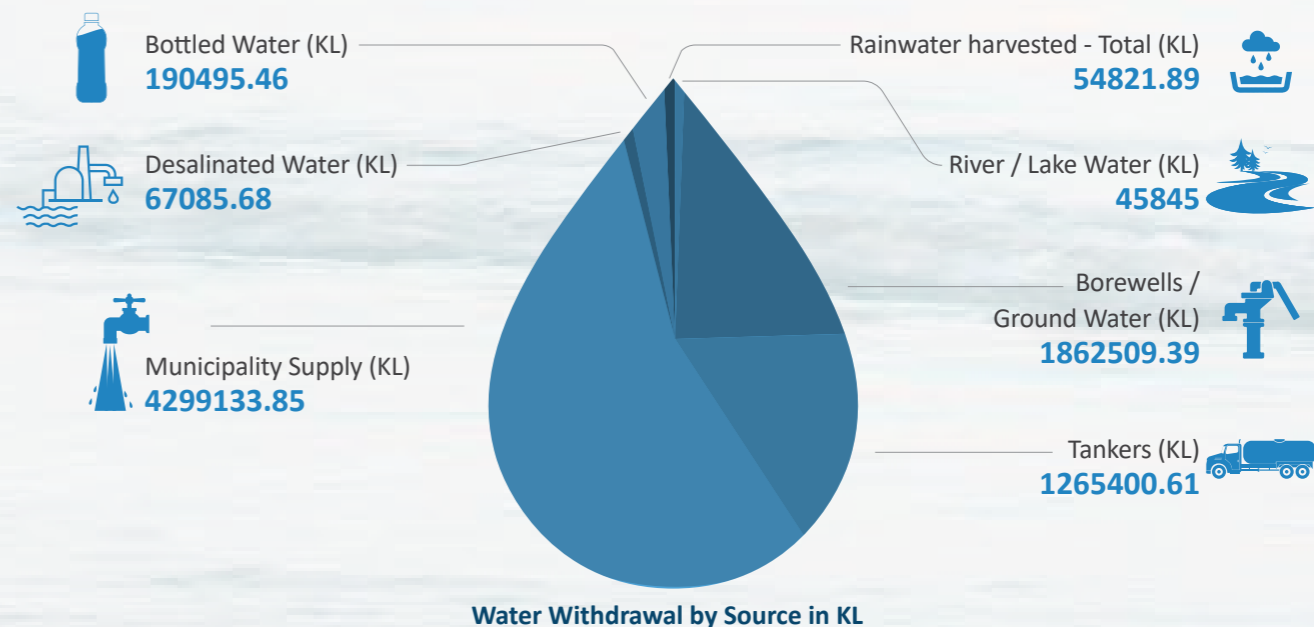
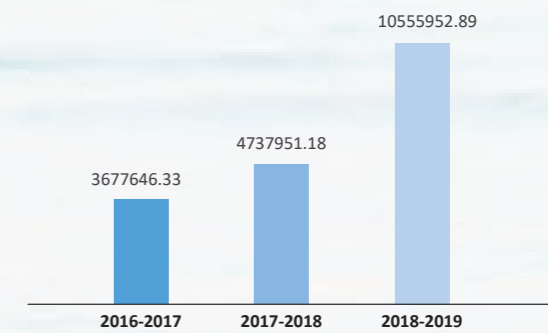
2.2: WATER

The concept of Sustainable Hospitality has not been just limited to the age old classroom lessons of switching off gadgets not in use or controlling water usage. Guests today are equally aware that the continuous dipping into the earth's resources while yielding momentary pleasure, has a definite taxing effect in the long run. Our water efficiency efforts comprise upgrading to water-efficient equipment and having administrative controls in place. Through water recycling, increasing equipment efficiency and rain water harvesting, we aim to minimize our withdrawals of freshwater and preserve sources for communities. We completed a water security assessment of hotels in key cities to identify water-related risks and strengthen preparedness to manage them.

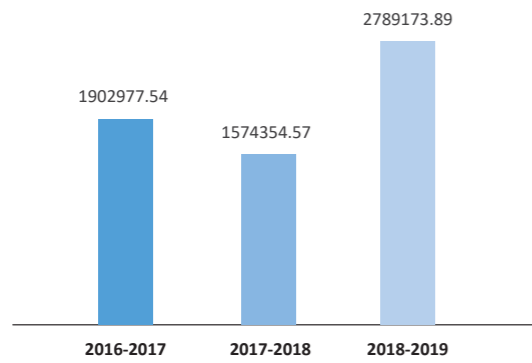
WATER PERFORMANCE

In our updated methodology, water withdrawal in 2017-18 includes bottled water and harvested rainwater, which were not included in the calculations for previous years. Water recycled in 2017-18 refers only to recycled STP water. However in previous years, it also included harvested rainwater. The apparent increase in water withdrawals and decrease in recycled water is a consequence of this change in methodology; therefore the figures for 2017-18 are not perfectly comparable with those of previous years.

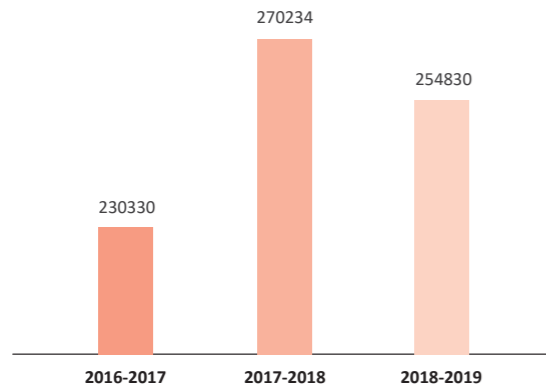
IHCL WATER CONSUMPTION (IN KL)



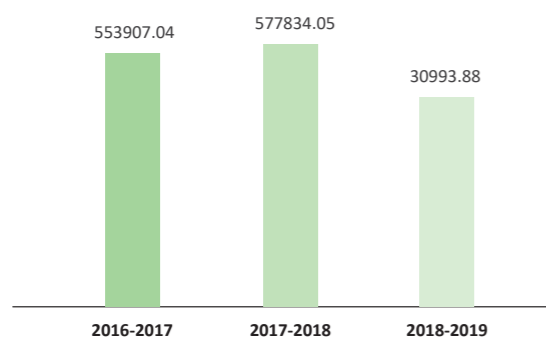
WATER REUSED AND RECYCLED (IN KL)



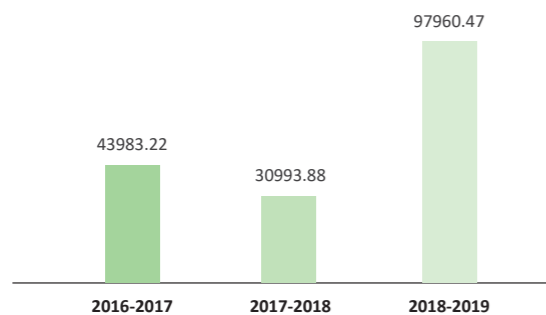
GINGER - WATER CONSUMPTION (IN KL)



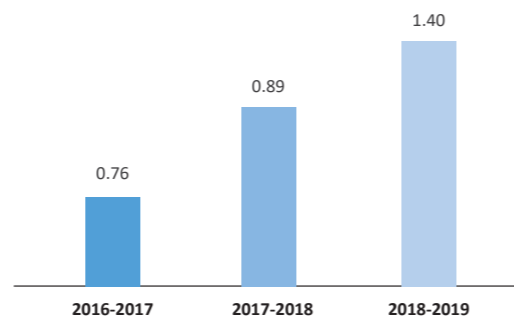
TajSATS - WATER CONSUMPTION (IN KL)



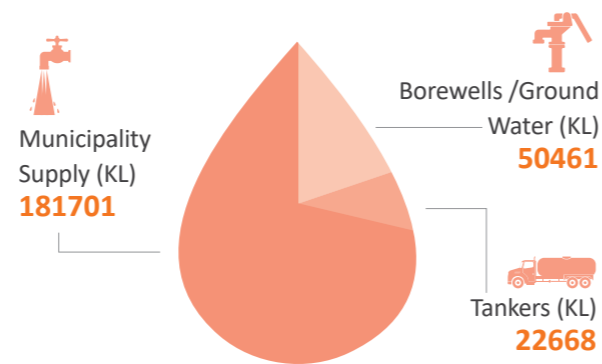
TajSATS - WATER RECYCLED (IN KL)



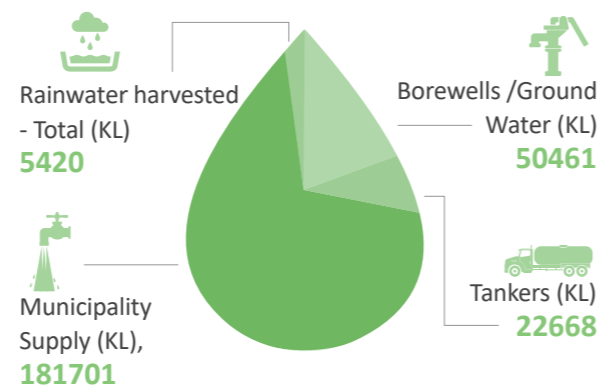
WATER CONSUMPTION INTENSITY (IN KL/GUEST NIGHT)



GINGER - WATER WITHDRAWAL BY SOURCE (IN KL)



TajSATS - WATER WITHDRAWAL BY SOURCE (IN KL)



(303-2) WATER SOURCES SIGNIFICANTLY AFFECTED

Water sources across the company vary according to the location, local water supply systems and requirements of each unit. In most hotels, municipal water supply largely from surface water bodies, and private water tankers supplying groundwater, are the dominant sources. A few hotels also withdraw a significant amount of water from onsite bore wells. We take measures to protect onsite groundwater sources through rainwater harvesting and recharge. By treating output water in our sewage and effluent treatment plants, we ensure that water discharged from our units does not pollute surface water bodies or contaminate groundwater.

(303-3) WATER REUSED AND RECYCLED

Given above

2.3: Circular Economy

The shift towards a circular economy system has the potential to transform the hospitality industry. Circular economy for IHCL is 'restorative and regenerative by design', as opposed to a linear 'take, make and dispose' economy. As a bulk buyer of various products, our waste generation is closely tied to the structure of our supply chain and the availability of alternative materials. Effective management of organic waste and minimizing plastics are our focus areas. We have done certain innovations with the waste generated in bulk from our Hotels like making Biodiesel from Waste Cooking Oil.

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

Waste to Gold - Towards Circular Economy

- Making Biodiesel from Waste Cooking Oil
- Producing Usable Soap from By-product Glycerine

SUMMARY

Taj MG Road, Bengaluru collaborated with Mahatma Gandhi Institute of Rural Energy and Development (MGIRED) and initiated this unique Project on Circular Economy i.e. Waste to Gold.

Through this project, waste cooking oil is being converted into biodiesel via transesterification process, and the by-product glycerine is used in soap making. This is a classic example wherein problem at one end (waste in hotel) is converted into a social and environmental opportunity. Every liter of waste cooking oil from hotel generates about 0.7 liter of biodiesel and 5 soap bars of 20 grams each.

The project has been recognized as Top 4 Social Innovations in Tata Innovista 2019, and also appreciated by the Government in International forums.

Previously, the waste cooking oil was given to authorized vendors and there was no control by the hotel post use or recycling, a process which incurred cost. Now under the project, for every liter of waste cooking oil, hotel is generating biodiesel which is Rs 45 / liter and is cheaper than conventional diesel. Environmentally this avoids 3 kgCO₂e GHG emissions per liter as compared to conventional diesel use. On the social front, the glycerine generated as a by-product from this process is distributed free of cost to the neighbouring community.

With the implementation of this project, we have not only seen social, economic and environmental benefits but also a positive culture change among associates and the community.

“ We are happy that Taj hotel has come forward to support in this noble cause. Waste oil to biodiesel and also soap making from by-product glycerine is an excellent example of circular economy.

Mr Manoj Kumar Shukla
Chief Conservator of Forests IFS and Director MGIRED

”

(306-2) WASTE BY TYPE AND DISPOSAL METHOD

Hazardous Waste	In Tons	Non Hazardous Waste	In Tons
E-waste	22.90	Kitchen Waste	1228.43
Oil/ Sludge containers	698358.42	Horticulture waste	3208
Fused bulbs / tube	35.11	Waste paper	10242.20
Lube oil waste	2908.13	Bottles (Glass)	12517.34
Oily rags	1.98	Bottles (Plastic)	11858.90
Batteries	2.49	Metal scrap	9668.92
		Burnt Oil	568.97

The waste disposal methods have been directly confirmed from individual business units. The methods of waste disposal include composting and biogas production from organic waste in several hotels. Dry waste generated in our premises is sent to licensed recyclers for safe handling. All our hazardous waste recyclers are certified by the Pollution Control Board of the State in which the hotel is located. Sludge from sewage treatment plants is safely disposed by the agencies contracted for the management of these units.





3: DEEPENING
SOCIAL ENGAGEMENT



3.1: TALENT MANAGEMENT AND RETENTION

MANAGEMENT APPROACH

Our teams are integral to our business. We have embraced a culture of excellence and meritocracy to nurture our people. We believe in selecting the right talent, training them and instilling in them the spirit of entrepreneurship. Our talent framework aims to build critical capabilities for success and develop a productive and engaged pipeline of ready talent to fill critical roles. We have taken industry-leading steps to build the capability of our talent across levels, and to enhance their overall wellbeing

POLICIES AND COMMITMENTS

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

The workforce at each hotel is composed of Permanent Staff, Fixed Term Contracts (FTC) and Contracted

Employees. Each hotel has guidelines for benefits to be extended to staff in each of these categories. In the case of staff contracted through a third party, we also monitor the contractor's compliance with statutory norms.

Workforce engagement is assessed through the Annual Employee Engagement Survey, and through periodic assessment of HR indicators such as grievances, attrition rates, exit interviews etc. Growth and skill development is addressed through a comprehensive Learning and Development System, delivered through experienced trainers in each hotel. The employee career progression and succession planning is charted through joint discussions between the employee and their manager. This data is then reviewed by the Hotel, Functional, Regional and National Talent Councils within the company for broader action.

To improve the participation of women in our workforce, we have committed to filling 50% of our available vacancies with female candidates during campus recruitment, and recruiters are incentivized to fill positions with female candidates. This year, we launched an incentive-based referral programme for referring women candidates. It entails a 30%-50% higher referral

amount to employees in case their selected reference is a woman. Our new hospitalization policy offers support to women employees who are facing hurdles in starting a family, by covering medical expenses including various fertility treatments.

ACTIONS AND TARGETS

Our induction program for new employees - Taj Swagat, the annual calendar of skill and knowledge training, and a social-media style internal communication network are among the initiatives to enhance employee engagement and performance. Programs such as the Special Thanks and Recognition System (STARS) ensure that employees who receive the best customer feedback, collaborate across departments and proactively suggest workplace improvements are recognized, rewarded and incentivized to excel further.

To strengthen our hiring process, we have introduced the technique of Targeted-Selected for hiring senior management professionals. This technique provides managers and decision makers with the information, framework, tools, skills and practices required to confidently and effectively assess and select the best talent.

A third party ethics helpline is accessible to all employees in order to raise any grievances, in addition

to an open door policy with HR representatives in each business unit.

We have implemented various engagement initiatives during the year. Some of them are listed below.

LEADERSHIP DEVELOPMENT

The General Manager Development Programme for Cohort 2 adopted the process of experiential learning and was conducted at Nanyang Technological University in Singapore. We initiated the IHCL Sustainability Leadership Development Programmes for our Chief Engineers. This was designed and executed in collaboration with National Institute of Industrial Engineering (NITIE), Mumbai. This is focused on environment, health, safety and sustainability. Both these programmes continue to focus on Action Learning Projects, which are aligned to our Company's goals.

MINDFULNESS TRAINING

Continuing the senior leadership team's emphasis on emotional intelligence, we conducted a session on mindfulness. This session focused on paying attention to the present moment, non-judgmentally and respond appropriately to all involved stakeholders.



ONLINE LEARNING

Taj LEAD continues to provide functional and leadership online learning content. We partnered with American Hotel & Lodging Educational Institute (AHLEI) to provide Supervisors and Managers functional expertise through an online platform. We deployed Hello English - an interactive English learning app for 550+ frontline associates. We also initiated the pilot of the Tajness learning app, which helps bring Tajness values to life.

V CONNECT

V Connect is our continuous engagement initiative at IHCL. It is a virtual space where employees can voice their opinions anonymously, at any point of time. The initiative is deployed in over 90% of our hotels in India. The feedback from employees are addressed by managers within ten days of receiving them. 14500+ employees have participated in the V Connect engagement initiative and we have received 80,000 quality verbatims in 2019.

RESPONSIBILITIES

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

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

PERFORMANCE

401-1 NUMBER AND RATE OF NEW EMPLOYEE HIRE

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

Employee Hiring Data

People Group	Age Band	2018-2019		2017-2018		2016-2017	
		Female	Male	Female	Male	Female	Male
Executive	<30 years	74	108	105	176	101	258
	30-49 years	51	206	69	228	56	218
	>50 years	2	-	10	8	1	7
Staff	<30 years	153	292	130	269	162	389
	30-49 years	54	149	49	147	55	124
	>50 years	4	11	9	16	6	14
FTC	<30 years	815	1996	656	1801	595	2076
	30-49 years	82	430	64	396	61	363
	>50 years	1	14	-	6	1	16
Apprentice / Trainee	<30 years	58	77	43	207	27	157
	30-49 years	-	-	-	4	-	1
Total		1294	3293	1125	3258	1065	3623

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

401-1 NUMBER AND RATE OF EMPLOYEE TURNOVER

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

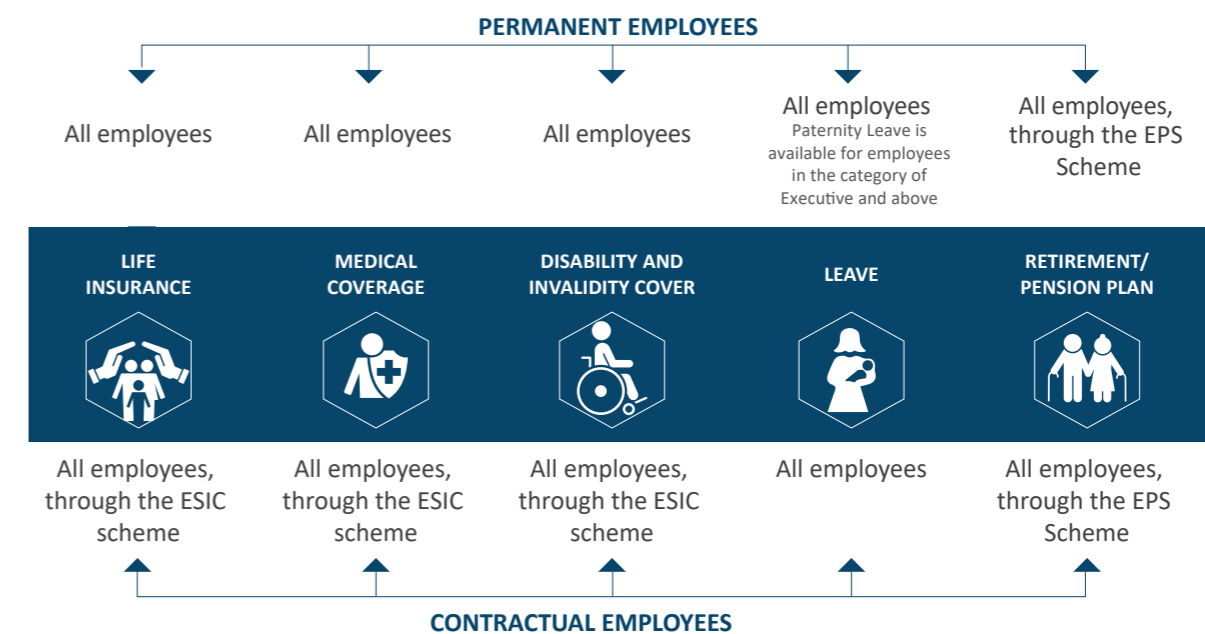
Employee Turnover Data

People Group	Age Band	2018-2019		2017-2018		2016-2017	
		Female	Male	Female	Male	Female	Male
Executive	<30 years	120	201	120	201	121	241
	30-49 years	97	351	97	351	64	279
	>50 years	10	54	10	54	12	71
Staff	<30 years	149	401	149	401	108	348
	30-49 years	65	270	65	270	55	256
	>50 years	14	105	14	105	9	106
FTC	<30 years	543	1426	543	1426	434	1551
	30-49 years	49	270	49	270	64	326
	>50 years	1	12	1	12	1	22
Apprentice / Trainee	<30 years	2	6	2	6	8	71
	30-49 years						
Total		1050	3096	1050	3096	876	3271

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

401-2 BENEFITS PROVIDED TO FULL TIME VS TEMPORARY EMPLOYEES

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



401-3 PARENTAL LEAVE



Name of Properties	TajSATS	Ginger
Number of employees entitled to parental leave		
Males	7	423
Females	0	128
Number of employees that took parental leave in reporting period		
Males	6	-
Females	0	-
Number of employees who returned to work after parental leave ended		
Males	4	-
Females	0	2
Number of employees who returned to work after parental leave ended who were still employed 12 months after their return		
Males	0	2
Females	0	-

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

402-1 LABOUR-MANAGEMENT RELATIONS

Employees and their representatives are given at least 2 weeks' notice and where possible 4 weeks' notice before implementing significant operational changes that could substantially affect them. This notice period and the provisions for consultation and negotiation are specified in collective agreements.

TRAINING AND EDUCATION

404-2 UPGRADING EMPLOYEE SKILLS

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

Education to upgrade skills consists of function-specific trainings delivered by Certified Departmental Trainers in each hotel. These persons are functional skill experts in their fields, who have undergone a Trainer Certification process. They are evaluated and certified upon achieving a minimum score of 60%. Skill Training and Certification is also conducted for all new hires.

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

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

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

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

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

404-3 PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

All our employees irrespective of gender and employee category receive annual performance appraisal and career development reviews. The results of these reviews are taken into account while drawing up the annual training calendar according to training needs.

DIVERSITY AND EQUAL OPPORTUNITY

405-1 DIVERSITY OF GOVERNANCE BODIES

Composition of the Board of Directors

	Age group	Female	Male
Composition of The Board of Directors	>50	2	7
	30-49	-	-
	<30	-	-

DIVERSITY OF EMPLOYEES - IHCL

Details	Female	Male	Total
Corporate Office	152	214	366
Hotels	2273	12902	15175
International	894	2747	3641
Total	3319	15863	19182

Row Labels	Employee Count	%
Executive	5763	30.0%
Staff	8046	41.9%
FTC	5243	27.3%
Trainees / Apprentice	130	0.07%
Grand Total	19182	

Age Band	Count	%
<30 years	7071	37%
30-49	9694	51%
>50 years	2417	13%
Total	19182	

DIVERSITY OF EMPLOYEES - TajSATS & GINGER

Gender-wise	TajSATS	Ginger
Male	3360	442
Female	141	148
Category-wise	TajSATS	Ginger
Executive	692	243
Staff	1501	265
FTC	1229	82
Apprentice	79	0
Age-wise	TajSATS	Ginger
>50 years	579	9
30-49 years	1894	194
<30 years	1028	387

405-2 RATIO OF REMUNERATION OF MEN TO WOMEN BY EMPLOYEE CATEGORY

Category	Ratio of male to female remuneration
Executive	1: 0.94
Staff	1: 0.76
FTC	1: 0.88

Our initiatives to continue narrowing the gender pay gap include focused efforts to increase the proportion of women in the workforce, skill upgradation, and promoting the representation of women in leadership roles.



3.2: SAFETY AND SECURITY

MANAGEMENT APPROACH

The safety of every person in and around our premises is of paramount importance. Creating a safe work environment for our employees and offering a healthy and safe experience to our customers is a core business requirement. Fire and life safety practices, along with a robust security establishment, are essential to secure the safety of guests, employees and communities. We regularly conduct safety and security training programmes, review our safety performance, and collaborate with experts to maximize safety and security in our premises. Our Safety practices are aligned with the Tata Group Safety Management System and the Tata Safety Beliefs.

POLICIES AND COMMITMENTS

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

Our commitment to guest safety includes provision of medical facilitation in each location, excellence of food safety standards as a core, non-negotiable aspect of operations, and collaboration with local authorities to maximize security. As part of this commitment, training on Food Safety and Fire Safety is given to 100% of employees, and employees in certain roles undergo advanced training in first aid, crisis management, chemical handling and storage, accident investigation, and safe food and equipment handling.

ACTIONS AND TARGETS

Safety and Security measures are built into our hotels from the design stage, during which safety and security risk analyses are conducted and mitigation plans drawn up for each hotel. This risk assessment determines the hotel-specific equipment and infrastructure, as well as

manning numbers required for safe and secure operations. Emergency Preparedness Plans supported by the Incident Management and Business Continuity Guidelines are defined for each hotel according to its specific requirements; and deployment of these plans is the responsibility of trained Crisis Management and Recovery Teams teams comprising key managers and staff. This includes evacuation and emergency drills, measures to be taken in case of fire or natural calamities, and actions to be taken in the case of security incidents.

A rigorous system of third-party audits and internal checks are implemented in each of the three safety areas.

- Fire and Life Safety audits are conducted bi-annually and cross-validated through internal assessments at each hotel.
- Food Safety, Hygiene and Cleanliness audits are conducted either annually or twice a year according to the requirements of each unit.
- Security systems undergo continuous checks and upgrades through self-checks as well as recommendations of external experts and law enforcement agencies. Hotels are categorized based on their risk and threat profile and security measures are reinforced accordingly.

Workplace Hazards are identified through a standardized Hazard Identification and Risk Assessment process, which also enables employees to flag potential accident risks. Employees are encouraged to report every potential risk and incident, however minor, as a learning tool to prevent future occurrences.

Women's safety, for employees as well as guests, is a special focus area. In addition to restricted access to guest floors for the security of all guests, we take additional measures for the safety of our single lady guests. This includes connecting phone calls to rooms of female guests offering rooms close to elevators for easy access in case of emergencies, video phone facilities, accompanying female guests travelling alone outside the hotel whenever requested, and ensuring that at least a minimum number of female staff are available on duty around the clock to address the needs of lady guests. Measures to ensure the safety of female staff include training in self-defense, accompanied pick-ups and drops for women working night shifts, provisions to stay over at the hotel if needed, and provision of pepper sprays.

Additionally, all guest rooms contain information about safety procedures and exit routes, and guests are invited to voluntarily participate in mock drills whenever these are conducted. All guests are provided with a safety orientation at the time of checking in as well as prior to the start of a banqueting event.



RESPONSIBILITIES

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

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

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

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

PERFORMANCE

403-2 INJURY RATES

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

Accident statistics are recorded and reported according to the Tata Group Safety Reporting Guidelines. Minor injuries requiring only first aid where the employee immediately returns to work are recorded as First Aid Cases. Fatalities are reported separately and are also included in the Total Recordable Cases (TRC). Lost time is calculated in terms of man hours on scheduled working days. **Total Man-hours Worked have been calculated using the formula:**

Man-hours worked = Total Workforce x 8 (hours per day) x 24 (working days per month) x 12 (months a year).

SAFETY PERFORMANCE

IHCL PROPERTIES

First aid cases (FAC)	4166
Medical Treatment Cases (MTC)	471
Lost-Time Injuries (LTI)	441
Lost Time Injury Frequency Rate	6.95
Fatalities	3
Million Man-hours worked	60.97
Average Number of Permanent employees	18258
Average Number of Contracted staff	7314

IHCL *excluding Ginger & TajSATS

SAFETY PERFORMANCE - GINGER

First Aid Cases	
Medical Treatment Cases	15
Lost time Injury (LTI)	5
LTIFR	0.94
Fatalities	0
Million manhours worked	5.33
Average Number of permanent employee	551
Average Number of Contractual Staff	2135.05

SAFETY PERFORMANCE - TAJ SATS

First Aid Cases	
Medical Treatment Cases	149
Lost time Injury (LTI)	81
LTIFR	9.63
Fatalities	0
Million manhours worked	8.41
Average Number of permanent employee	942
Average Number of Contractual Staff	23412

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



3.3 COMMUNITY DEVELOPMENT

MANAGEMENT APPROACH

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

IHCL Vision for Inclusion & Affirmative Action:

As the opportunities for livelihoods expand in the growing travel and tourism industry, IHCL continues to build capabilities and further livelihoods of the following target communities:

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

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



POLICIES AND COMMITMENTS

IHCL's CSR and Sustainability Policy

This policy (<https://www.tajhotels.com/content/dam/thrp/investors/CSR-Policy-IHCL.pdf>) is the basis for our community development undertakings, which are also aligned with the Tata Affirmative Action Programme. The implementation of community development programmes is in accordance with the CSR guidelines of the Companies Act 2013 and also goes beyond compliance.

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

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



Actions and Targets

Our interventions address 3 focus areas:

- Community Livelihoods through skilling, enterprise development, and promoting arts and handicrafts
- Supporting Neighborhoods, through the maintenance and beautification of public spaces & sites of tourist interest
- Welfare Initiatives that enable communities to access medical care, essential services and emergency relief in case of disasters

Over the last decade, our CSR has focused on Building Livelihoods in the country by skilling less-privileged & school dropout youth and by extending handholding &

business opportunities to micro enterprises, artisans and social impact organizations. We continue to build the bridges needed for a more humane and inclusive society – be it through our strategy for recruiting workforce from North East and small towns in India; our efforts for driving inclusion and diversity in our supplier-base; setting up of the Taj Public Service Welfare Trust post 26/11 terror attacks in Mumbai; extending support for disaster-affected families in Tamil Nadu, Bihar, Ladakh, Sunderbans, Uttarakhand, Gujarat & Rajasthan; institutionalizing CSR immersion programmes for our young management trainees; or our Volunteers extending time & knowledge to make a difference to the lives of the less fortunate around us. Over the few years in between, despite suffering business losses, our CSR journey has continued. All our endeavours to create a positive change in the world around us are guided by our commitment and investment in continuing to be a respected business house with a social purpose.

This year, IHCL's corporate responsibility practices and programmes were recognized by SKOCH Merit Awards, ASSOCHAM awards for effective collaboration with Tata Strive. The company was also listed as 50 Most Inclusive Businesses in India by the Shared Value Initiative in association with Institute for Strategy and Competitiveness, Harvard Business School.

We have championed the cause of skilling less privileged youth in the country since more than a decade; long before the inception of the CSR mandatory spend under the Companies Act, 2013 in the country.

As we stand at an inflection point of transformational growth, we are undertaking several initiatives to build talent pools of youth who find working with us meaningful & aspirational; and not just for us, but these talent pools also serve our larger industry.

It's a known fact how Indian youth at the bottom of the pyramid lack timely guidance and handholding for what they can do post high school to become employable. Our CSR and Affirmative Action efforts have been focused on addressing this gap. Our volunteers and CSR teams have built capacities of several not-for-profit organizations and foundations (like Pratham, Don Boscós, Ambuja Cement Foundation, Kotak Education Foundation, etc.) over the last decade to offer short and practical skilling programmes in hospitality – training & certifying over 25,000 school dropout youth with over 80% placement ratio. We help our not-for-profit partners run such courses in housekeeping, food & beverage services, kitchen and bakery trades and enable industrial exposure for youth who have passed

class X / class XII and are desirous of immediate employment-enabling education.

In 2018-19, we supported 14 Skill Development Centers and Faculty Development Programmes in association with Tata Strive in Mumbai, Bangalore, Jaipur and underserved regions like J & K, North East and UP. We also offer a 3-Year Bachelors Degree in Vocational Education Programme in partnership with Tata Institute of Social Sciences at 15 of our hotels in Mumbai, Delhi, Bangalore, Kolkata and Goa, with 200 youths undergoing training in various modules. This year, IHCL has also initiated a short bridge programme that prepares youth for jobs, in association with Head Held High Foundation – offering basic career awareness, spoken English & soft skills training to underserved youth in remote regions, in 6 locations including Mysore tribal school (SVYM), Tumkur, Gulbarga, Bhandara, Dimapur, etc. Through these initiatives, we have not only been involved in enabling skilling & certification for thousands of school dropout youth from under-served communities and regions, but have also offered employment to many who chose to work with our hotels and enabled many others to work elsewhere in the industry. IHCL has also been supporting the Institute of Hotel Management, Aurangabad since its inception in 1989, enabling one of the best education in this space in India.

This furthers our commitment to strengthen gender diversity and take affirmative action for youth from socially backward communities. We collaborate with civil society partners to build skills and enhance income generation for traditional artisans, less privileged women, cancer affected families, socially backward castes / tribes. Many of our hotels support their neighborhoods by maintaining their peripheral areas, identified tourism spots & heritage sites. Our programmes are designed to go beyond charity and leverage our key business strengths, value chains, partner networks and employee volunteering to enable capability development and empowerment of beneficiaries.

As part of our culture, we have our young managers go through a 45-day Community Immersion stint to nurture the culture of giving back to society, inclusion and affirmative action. This is to facilitate lived experience for our future business leaders, to sensitize them to the development challenges of India and make a difference to our target communities.

As a part of our commitment to driving diversity and social inclusion in our supply chain, we have internally mapped and identified 30+ items from our

purchase-basket that can be co-developed & procured from small scale, social purpose endeavours. Over and above our flagship programme that promotes Benarasi silk weaving & training of women in this unique art; many of our hotels also procure several other items made by traditional artisans, small-scale farmers, cancer patients & families, women SHGs & women who work from homes, differently-abled and from enterprises owned by backward castes and tribes.

Furthering this value chain diversity and inclusion philosophy, our Taj Safaris teams have built capacities of the tribal women's group near Kanha to run a snacks joint and Pardhi (tribal) youth group near Panna National Park to enable community-based tourism trails. Similarly, our hotel in Corbett has co-developed a range of special local grass-based table ware with local women artisans.

We recognize that heritage and authentic cultural experiences create value for our industry. We aim to preserve and promote these sites for future generations through neighborhood development programmes. We support heritage sites like the Varanasi ghats, the National Railway Museum in Delhi and the Gateway of India precinct in Mumbai. We also enable heritage experiences involving Indian regional culinary heritage and that of tribal communities from East India.



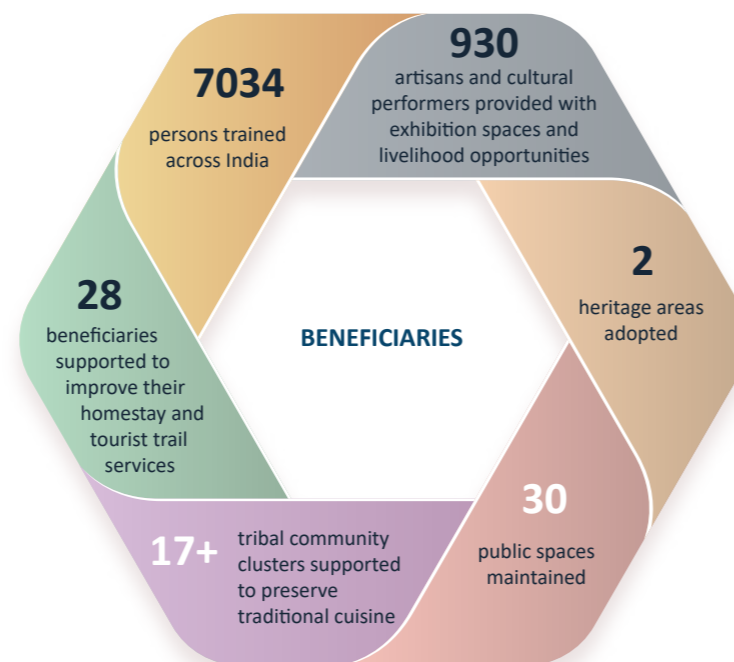
With a similar aim in mind, we maintain public areas such as roads, gardens and bus stops in our vicinity by extending maintenance and repairs. Our national presence means that we are among the first to know of natural calamities, and in these situations, we extend emergency relief as part of the Tata Disaster Response Network and through our employee volunteers.

RESPONSIBILITIES

Key community development programmes in each hotel are anchored by the HR managers, with the support of the General Manager, Procurement teams and employee volunteers. Other teams such as engineering, food production, housekeeping and security may be involved according to the nature of the project. Responsibility for project implementation is shared between hotel General Managers and the corporate CSR team. The programmes are guided by the IHCL Board CSR and Sustainability Committee.

OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT

53 of the 60 business units covered in this report implemented structured community development programmes and voluntary activities with a dedicated budget under our CSR focus areas, in addition to employee volunteering. Of the rest, 6 hotels participated in volunteering activities while 1 unit was closed for renovations during the reporting period.



26 Young Managers undertook 9 CSR immersion programmes



LIST OF HOTELS COVERED IN REPORTING

Entity Name	Property Name	Entity Name	Property Name
Rambagh Palace Hotels & Resorts Ltd.	Rambagh Palace, Jaipur	Muthoot Hotels Pvt. Ltd.	Taj Green Cove Resorts & Spa, Kovalam
The Indian Hotels Company Limited	Savoy, Ooty - IHCL SeleQtions	The Indian Hotels Company Limited	Taj Hari Mahal Palace, Jodhpur
Rambagh Palace Hotels & Resorts Ltd.	SMS Hotel, Jaipur	The Indian Hotels Company Limited	Taj Holiday Village Resort & Spa, Goa
Bangalore Airport Hotel Ltd.	Taj Bangalore	The Indian Hotels Company Limited	Taj Jai Mahal Palace, Jaipur
Taj GVK Hotels & Resorts Ltd.	Taj Banjara, Hyderabad	Taj GVK Hotels & Resorts Ltd.	Taj Krishna, Hyderabad
Khanna Hotels Pvt. Ltd.	Taj Bekal Resort & Spa, Kerala	Taj Kerala Hotels and Resorts Limited	Taj Kumarakom Resort & Spa, Kerala
The Indian Hotels Company Limited	Taj Bengal, Kolkata	The Indian Hotels Company Limited	Taj Lake Palace, Udaipur
Taj GVK Hotels & Resorts Ltd.	Taj Chandigarh	The Indian Hotels Company Limited	Taj Lands End, Mumbai
HB Estate Developers Ltd.	Taj City Centre, Gurugram	PIEM Hotels Ltd.	Taj M G Road, Bengaluru
Taj GVK Hotels & Resorts Ltd	Taj Club House, Chennai	Kaveri Retreats and Resorts Ltd.	Taj Madikeri Resort and Spa, Coorg
The Indian Hotels Company Limited	Taj Connemara, Chennai	The Indian Hotels Company Limited	Taj Mahal Palace & Tower, Mumbai
Oriental Hotels Ltd.	Taj Fisherman's Cove Resort & Spa, Chennai	Oriental Hotels Ltd.	Taj Malabar Resort & Spa, Cochin
Taj GVK Hotels & Resorts Ltd.	Taj Deccan, Hyderabad	Benaras Hotels Ltd.	Taj Nadesar Palace, Varanasi
The Indian Hotels Company Limited	Taj Exotica Resort & Spa, Goa	The Indian Hotels Company Limited	Taj Palace, Delhi
The Indian Hotels	Taj Falaknuma Palace, Hyderabad	Green Woods Palaces & Resorts Pvt. Ltd.	Taj Santacruz, Mumbai
Oriental Hotels Ltd.	Vivanta Fisherman's Cove Resort & Spa, Chennai	PIEM Hotels Ltd.	Taj Swarna, Amritsar
The Indian Hotels Company Limited	Taj Fort Aguada Resort & Spa, Goa	The Indian Hotels Company Limited	Taj Usha Kiran Palace, Gwalior

Entity Name	Property Name	Entity Name	Property Name
The Indian Hotels Company Limited	Taj Wellington Mews Luxury Residences, Mumbai	The Indian Hotels Company Limited	The Gateway Hotel - Bengaluru
The Indian Hotels Company Limited	Taj Yeshwantpur, Bengaluru	Jalan Intercontinental Hotels Pvt. Ltd.	The Gateway Hotel EM Bypass, Kolkata
Newlight Hotels & Resorts Ltd.	Vivanta, Vadodara	Rangwanis Hotels Pvt. Ltd.	Pratap Mahal, Ajmer – IHCL SeleQtions
PIEM Hotels Ltd.	The Gateway Hotel, Ambad, Nashik	Leisure Hotels Ltd.	Taj Corbett Resort & Spa
Gujarat JHM Hotels Ltd.	The Gateway Hotel, Athwalines, Surat	Dhoot Resorts and Spa Pvt. Ltd.	The Gateway Resort, Damdama Lake, Gurgaon
Benaras Hotels Ltd.	The Gateway Hotel, Balaghat Road, Gondia	The Indian Hotels Company Limited	The Taj Mahal Hotel, New Delhi
The Indian Hotels Company Limited	The Gateway Hotel, Beach Road, Calicut	The Indian Hotels Company Limited	Taj West End, Bangalore
Oriental Hotels Ltd.	The Gateway Hotel, Beach Road, Visakhapatnam	Marudhar Hotels Pvt. Ltd	Umaid Bhawan Palace, Jodhpur
Oriental Hotels Ltd.	Gateway Coonor – IHCL SeleQtions	United Hotels Ltd.	Ambassador, IHCL SeleQtions, Delhi
PIEM Hotels Ltd.	Tajview Agra – IHCL SeleQtions	The Indian Hotels Company Limited	Vivanta - Aurangabad
Benaras Hotels Ltd.	Taj Ganges, Varanasi	Taj GVK Hotels & Resorts Ltd.	Vivanta Hyderabad, Begumpet
Unique Properties Pvt. Ltd.	The Gateway Hotel, Gir Forest, Junagadh	PIEM Hotels Ltd.	Blue Diamond, Pune, IHCL SeleQtions
PSC Pacific	Vivanta Pune Hinjewadi	The Indian Hotels Company Limited	Vivanta New Delhi - Dwarka
Lebara Hotels Pvt. Ltd.	The Gateway Hotel - IT Expressway, Chennai	PIEM Hotels Ltd.	Taj Mahal Lucknow
Taj Kerala Hotels and Resorts Limited	Gateway Varkala - IHCL SeleQtions	The Indian Hotels Company Limited	Vivanta Guwahati
Taj Karnataka Hotels and Resorts Ltd.	The Gateway Hotel, KM Road, Chikmagalur	Kamat Construction & Resorts Pvt. Ltd.	Vivanta Goa Panaji
GV Estates & Hotels Pvt. Ltd.	The Gateway Hotel, M G Road, Vijayawada	PIEM Hotels Ltd.	President, IHCL SeleQtions, Mumbai
Taj Kerala Hotels and Resorts Limited	The Gateway Hotel, Marine Drive, Ernakulam	Rambagh Palace Hotels & Resorts Ltd.	Vivanta Sawai Madhopur Lodge
Oriental Hotels Ltd.	The Gateway Hotel, Old Port Road, Manjarun, Mangalore	Godavari Shilpkala Private Ltd.	Vivanta Surajkund, NCR
Oriental Hotels Ltd.	The Gateway Hotel, Pasumalai, Madurai	Oriental Hotels Ltd.	Vivanta Coimbatore

Entity Name	Property Name	Entity Name	Property Name
The Indian Hotels Company Limited	Vivanta Bengaluru Whitefield	Indian Hotels Company Limited	Vivanta Kathmandu
Taj Safaris Limited	Baghvan Pench, A Taj Safari, Pench National Park	Roots Corporation Limited	Ginger Hotel-Agartala
Taj Safaris Limited	Banjaar Tola, A Taj Safari, Kanha National Park	Roots Corporation Limited	Ginger Hotel-Ahmedabad
Taj Safaris Limited	Mahua Kothi, A Taj Safari, Bandhav Garh National Park	Roots Corporation Limited	Ginger Hotel Bengaluru Whitefield
Taj Safaris Limited	Pashan Garh, A Taj Safari, Panna National Park	Roots Corporation Limited	Ginger Hotel Bengaluru (Inner ring road)
India (Managed Properties)	Vivanta Dal View, Srinagar	Roots Corporation Limited	Ginger Hotel Bhubaneswar
International (Managed Properties)	Taj Dubai	Roots Corporation Limited	Ginger Hotel Chennai
International (TAL Maldives Resorts Pvt. Ltd)	Taj Exotica Resort & Spa, Maldives	Roots Corporation Limited	Ginger Hotel Chennai IITM
International (TAL Maldives Resorts Pvt. Ltd)	Taj Coral Reef Resort & Spa, Maldives	Roots Corporation Limited	Ginger Hotel Faridabad
International (The Indian Hotels Company Limited)	Taj Exotica Resort and Spa, Andamans	Roots Corporation Limited	Ginger Hotel goa
International (Managed Properties)	Taj Pamodzi, Lusaka	Roots Corporation Limited	Ginger Hotel Guwahati
International (TAL Lanka Hotels PLC)	Taj Samudra, Colombo	Roots Corporation Limited	Ginger Hotel Indore
International (Lanka Island Resorts Ltd.)	Taj Bentota Resort & Spa	Roots Corporation Limited	Ginger Hotel Jaipur
International (Managed Properties)	The Gateway Hotel, Airport Garden, Colombo	Roots Corporation Limited	Ginger Hotel Jamshedpur
International (Managed Properties)	Taj Tashi, Thimpu	Roots Corporation Limited	Ginger Hotel Mangalore
International (Managed Properties)	Vivanta Rebak Island, Langkawi	Roots Corporation Limited	Ginger Hotel Mumbai (Andheri East)
International (United Overseas Holding Inc)	The Pierre, New York	Roots Corporation Limited	Ginger Hotel Mysore
International (United Overseas Holding Inc)	Taj Campton Place, San Francisco	Roots Corporation Limited	Ginger Hotel Nashik
International (IHMS (SA) Pty Ltd)	Taj Cape Town	Roots Corporation Limited	Ginger Hotel Delhi (Yatri Niwas link)
St. James Court Hotels Ltd	St. James Court, A Taj Hotel, London	Roots Corporation Limited	Ginger Hotel East Delhi

Entity Name	Property Name	Entity Name	Property Name
Roots Corporation Limited	Ginger Hotel Noida	Managed Properties, Ginger	Ginger Hotel Vizag
Roots Corporation Limited	Ginger Hotel Pantnagar	Managed Properties, Ginger	Ginger Hotel Ahmedabad silver leaf
Roots Corporation Limited	Ginger Hotel Pondicherry	Managed Properties, Ginger	Ginger Hotel Ahmedabad white leaf
Roots Corporation Limited	Ginger Hotel Pune (Wakad)	Managed Properties, Ginger	Ginger Hotel gurugram
Roots Corporation Limited	Ginger Hotel Pune (pimpri)	Managed Properties, Ginger	Ginger Hotel Vadodara (RCR)
Roots Corporation Limited	Ginger Hotel Surat	Managed Properties, Ginger	Ginger Hotel Goa Dona Paula
Roots Corporation Limited	Ginger Hotel Thane	Roots Corporation Limited	Ginger TCS Cochin
Roots Corporation Limited	Ginger Hotel Trivandrum	Roots Corporation Limited	Ginger TCS Nivant (Pune)
Roots Corporation Limited	Ginger Hotel Vadodara	Roots Corporation Limited	Ginger TCS Siruseri
Roots Corporation Limited Extension	Ginger Hotel Noida	The Indian Hotels Company Limited	Vivanta Connemara, Chennai
Roots Corporation Limited	Ginger Hotel Vapi	TAJ SATS Air Catering Limited	TAJ SATS
Roots Corporation Limited	Ginger Hotel Mumbai Telli Gali		
Roots Corporation Limited	Ginger Hotel gomti nagar, lucknow		
Roots Corporation Limited	Ginger Hotel aurangabad		
Roots Corporation Limited	Ginger TCS Cochin		
Roots Corporation Limited	Ginger TCS Nivant (Pune)		
Roots Corporation Limited	Ginger TCS Siruseri		
Managed Properties, Ginger	Ginger Hotel Gurugram (Manesar)		
Managed Properties, Ginger	Ginger Hotel Katra Jammu		
Managed Properties, Ginger	Ginger Hotel Tirupur		

GLOSSARY

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

ASSURANCE STATEMENT



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

Ernst & Young Associates LLP (EY) was retained by the Indian Hotels Company Limited (the 'Company') to provide independent assurance to its annual Sustainability Report (the 'Report') for the Financial Year 2018-19.

INTRODUCTION

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

SCOPE OF ASSURANCE

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

- Data and information related to the Company's sustainability performance for the period 1st April 2018 to 31st March 2019;
- The Company's internal protocols, processes, and controls related to the collection and collation of sustainability performance data;

- Review of information on sample GRI Standards disclosures through site visits, covering the following hotels:

- Taj Krishna, Hyderabad
- The Taj Mahal Palace and Tower, Mumbai
- The Gateway Hotel EM Bypass, Kolkata
- Vivanta by Taj Yeshwantpur, Bengaluru
- Taj Santacruz, Mumbai
- Taj Palace, New Delhi
- Vivanta By Taj, Guwahati
- Rambagh Palace, Jaipur
- Savoy Hotel, Ooty
- Vivanta by Taj, Aurangabad
- Taj Madikeri Resort and Spa, Coorg
- PashanGarh, Panna National Park (Taj Safari)
- Taj City Centre, Gurugram
- Taj Malabar Resort & Spa, Kochi
- Ginger Hotels, Corporate Office, Mumbai
- Taj Bekal Resort & Spa, Kerala
- TajSATS, Mumbai

LIMITATIONS OF OUR REVIEW

The assurance scope excludes:

- Operations of the company other than those mentioned in the 'Scope of Assurance';
- Aspects of the Report and data/information other than those mentioned above;
- Data and information outside the defined reporting period i.e. 1st April 2018 to 31st March 2019;

- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention provided by the company;
- Data and information on economic and financial performance of the company.

ASSURANCE CRITERIA

The assurance engagement was planned and performed in accordance with the International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000). Our evidence-gathering procedures were designed to obtain a 'limited' level of assurance (as set out in ISAE 30000, as well as conformance of sustainability performance disclosures as per GRI Standards.

WHAT WE DID TO FORM OUR CONCLUSIONS

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

- Interviews with select key personnel and the core team responsible for the preparation of the Report to understand the Company's sustainability vision, mechanism for management of sustainability issues and engagement with key stakeholders;
- Assurance visits to the Company's 17 hotels, as mentioned in the 'scope of Assurance' above;
- Interactions with the key personnel at the Company's sites/properties to understand and review the current processes in place for capturing sustainability performance data;
- Review of relevant documents and systems for gathering, analyzing and aggregating sustainability performance data in the reporting period;
- Review of selected qualitative statements and sample case studies in the Report

OUR OBSERVATIONS

The Company undertook a materiality identification and prioritization exercise in the reporting period, which was carried out through discussions with its senior management. The Report describes the Company's ongoing efforts on various environmental and social aspects. Going forward, there is scope to further enhance understanding of reporting requirements

among data owners and strengthen periodic sustainability data collection and internal reviews to ensure uniform and accurate reporting.

OUR CONCLUSIONS

On the basis of our review scope and methodology, nothing has come to our attention that would cause us not to believe that the Report presents the Company's sustainability performance, in material respect, in line with the GRI standards principles and criteria.

OUR ASSURANCE TEAM AND INDEPENDENCE

our assurance team, comprising of multidisciplinary professionals, has been drawn from our climate change and sustainability network and undertakes similar engagements with a number of significant Indian and international businesses. As an assurance provider, EY is required to comply with the independence

For Ernst & Young Associates LLP



CHAITANYA KALIA
Partner
Mumbai

GRI CONTENT INDEX

GRI Standard	Disclosure	Page Number	UNGC Principles
GRI 101: FOUNDATION 2016			
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