



IHCL



**TOWARDS  
RESHAPING  
OUR COMMON  
FUTURE**

IHCL Sustainability  
Report **2020-21**



SELEQIONS

VIVANTA

GINGER

amã  
STAYS & TRAILS

3min  
guaranteed quality cuisine





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GLOSSARY



# Message from the Managing Director & Chief Executive Officer

We live in extraordinary times. The coronavirus pandemic has substantially altered life as we knew it, adversely impacting individuals and livelihoods across the globe. Naturally, it drove the global economy into a downward tailspin, which experts believe is one of the worst experienced since the Great Depression. In FY 2020-21, the pandemic landed a severe blow to the travel and tourism industry globally and IHCL is no exception. Hotel occupancies hit single digit and revenues dropped to unprecedented levels. But IHCL has always been a hallmark of resilience and our extraordinary people came together as one to overcome the challenges and help IHCL emerge stronger from the crisis.

**Strategy Executed with Agility** - Through our strategy, Aspiration 2022, we had driven strong operational performance with significant improvement across all key financial metrics like profitability, cash-flows, EBITDA margins and debt ratios. As we were tenaciously pursuing our goals, having achieved 80% of our Aspiration 2022 targets in 50% of the time, we were hit by the COVID-19 pandemic. The situation demanded that we change our strategy to navigate through this crisis. Thus, we implemented R.E.S.E.T 2020, a five-point strategy which focuses on Revenue growth, Excellence in Operations, Spend Optimization, Effective Asset Management and exercising Thrift & Financial Prudence. We defined and executed the strategy with agility, thus enabling us to quickly build multiple alternate revenue streams, implement innovations and focus on improving the cashflows of all group companies and enhance our overall profitability.

**Service Excellence** - During these uncertain and challenging times, our top priorities were the safety of our people and guests, and continuity of our operations. Our protocols and processes were strengthened to ensure the safety and well-being of all our guests and employees and the same was communicated as 'Tajness, A Commitment Re-strengthened'. We accelerated the rollout of technology enhancements through the launch of I-ZEST. With I-ZEST, we offer enhanced guest experiences, from pre-arrival to departure, offering zero to minimal touch options through innovative facilities such as digital pre-check-in registrations to contactless guest access to their rooms via digital mobile key cards. We have embraced the power of digital and launched our own home delivery app named Qmin which is now live across 18 cities. Leveraging travel trends, we also curated guest offerings such as 4D (Dream, Drive, Discover, Delight) which gives our guests the perfect opportunity to drive with families and friends to discover, unwind, and experience the delight of Tajness. We are confident that R.E.S.E.T 2020 will help us sail through the pandemic and we will emerge much stronger in our journey towards excellence.

**Sustained Growth** - Despite the pandemic, we continued our growth momentum in FY 2020-21 and were recognized by HVS Anarock as the highest growth hospitality company in India for the year. Our focus was on expanding our footprint tenaciously.

We signed 17 new hotels across brands during the year, including Taj in Puri, Kolkata, Patna and Shiroda; Vivanta in Lucknow, Bangalore and Hampi; a SeleQtions hotel in Tadoba Andhari Tiger Reserve; Ginger hotels in Chandigarh, Guwahati, Aurangabad, Bangalore, Cochin and two Ginger guest houses in BKC Mumbai and Jamshedpur, among others. We also opened seven new hotels in FY 2020-21 including 2 Taj hotels in Ahmedabad and Darjeeling, a SeleQtions hotel (The Connaught) in New Delhi and four new Ginger hotels.

**Socially Responsible Leadership** - The Tata group's founder Jamsetji Tata once said, "In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence". In line with this ethos, IHCL is honoured and humbled to have played a role in being of service to the nation in its fight against the ongoing coronavirus pandemic. IHCL & The Taj Public Service Welfare Trust catered to the need of providing food (over 4.5 million meals) to the displaced, vulnerable, health workers and police force during the lockdowns in Mumbai, New Delhi, Bangalore, Coimbatore and Agra. We also worked closely with various state and central governments in hosting the medical staff at many of our hotels with over 70,000 room nights utilised across the country.

**Sustainability** - Even as the pandemic exposed the fragility of human existence, it reinforced the need for Sustainability to take centre stage. Today, there is discernible consensus that it has become even more important to chart a new tomorrow - one that is more sustainable, inclusive and secure. Our commitment to aligning Environmental, Social and Governance (ESG) measures to our business strategy and objectives remain unwavering. We have set a global benchmark for environmental sustainability with 78 EarthCheck certified hotels, 47 of which have won the Platinum Certification, making us the proud owners of the highest number of Earthcheck Platinum certified hotels globally. We have partnered with International Finance Corporation to adopt Sustainable Ventilation options in the Hospitality industry. While we realign to the new normal, we will keep our focus aligned to our strategy to focus on solutions that are competitive and enable a larger contribution to livelihood creation across the entire value chain while enriching the environment.

Finally, 2020 emphasised once again that our people are the driving force behind our business. I would like to reiterate how enormously grateful I am to my colleagues for the great dedication and care they showed to our community, customers and to each other during such testing times. Further empowering and enabling them to do their jobs and execute our strategic priorities is the key to our future success.

**Puneet Chhatwal**







## Message from the Senior Vice President & Global Head - Human Resources

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Dear Colleagues,

It is my pleasure to present IHCL's Sustainability Report for 2020- 21.

This Report has been prepared in Accordance with Global Reporting Initiative (GRI) Standards and is externally verified by Ernst & Young Associates LLP.

The Report highlights IHCL's continuing efforts to create enduring value along all dimensions of the triple bottom line and contribute meaningfully to sustainable development and inclusive growth. Even before the pandemic started, the world was grappling with severe challenges in the sustainability space. Rising temperatures and extreme weather events plagued countries across the world. Interestingly, the pandemic has provided a fleeting glimpse of a world where environmental damage can be reversed. The lockdown necessitated by the pandemic saw, albeit for a brief while, Mother Earth healing herself.

People across the world experienced a much cleaner and greener environment with fresher air and clearer skies. Demonstrating agility, IHCL embraced digital and launched Qmin our own digital app for food delivery from 30 hotels across 14 cities in India. We have done this responsibly and ensured biodegradable packaging for online food delivery. Given the new normal, we have taken significant steps to implement best practices for Guest and Associate safety. The 'Tajness – A Commitment Restrengthened' programme laid out safety and sanitization standards for guests and associates to ensure that guests have a safe stay while enjoying the hospitality offered by us.

We have aligned ourselves with international standards such as the United Nations Global Compact which reflects our commitment to build a sustainable future. We have reported a threefold increase in renewable energy over the past 5 years, been successful in our elimination of

plastic straws, developed skills in local communities, and rolled out initiatives for employee well-being. Through this report, which also serves as our 'Communication on Progress', we continue our commitment to the United Nations Global Compact. Our support to the Sustainable Development Goals, specifically Goal 8 (decent work and economic growth) and Goal 12 (responsible consumption and production) places our environmental and social programs within the larger global context and sustainability agenda. We have partnered with Earth Check for benchmarking, reporting and sharing our performance based on international best practices. We are proud to share that 47 of our hotels have achieved an Earth Check Platinum certification in the year 2020-21 representing 12 continuous years of measuring and monitoring our social and environmental impact to ensure sustainable tourism management practices. Further, IHCL has recently partnered with the International Finance Corporation to pilot a Sustainable Cooling project in one of its locations. This will be first of its kind project in the hospitality industry.

I would like to express my heartfelt thanks to our colleagues and others who left no stone unturned in serving the community amidst the pandemic. Together, we did extraordinary things in 2020. I am immensely grateful to all those who helped IHCL directly or indirectly in supporting our customers, communities and each other over the past year.

**Gaurav Pokhariyal**



# About this Report

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## Scope and Boundaries

The 15th sustainability report of the Indian Hotels Company Limited covers the economic, social and environmental aspects of the business. It spans the period April 2020 to March 2021, corresponding with the Indian financial year. IHCL has been publishing its annual sustainability report since the financial year 2001-02.

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

This report covers 105 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 refers to this set of 105 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

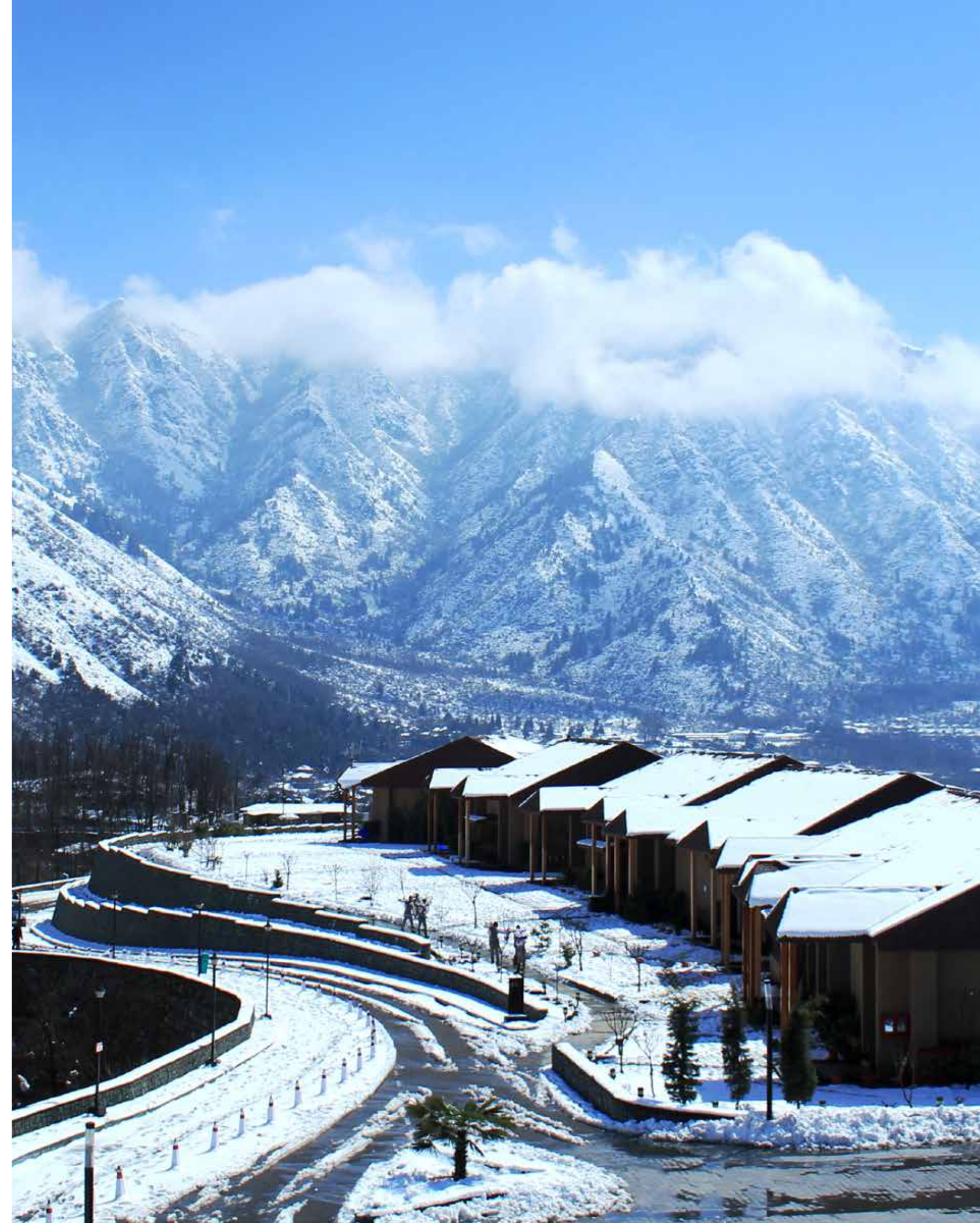
Our priority material topics are consistent with the last report in 2019-20.

The current report covers 105 hotels & 6 locations of TajSATS.

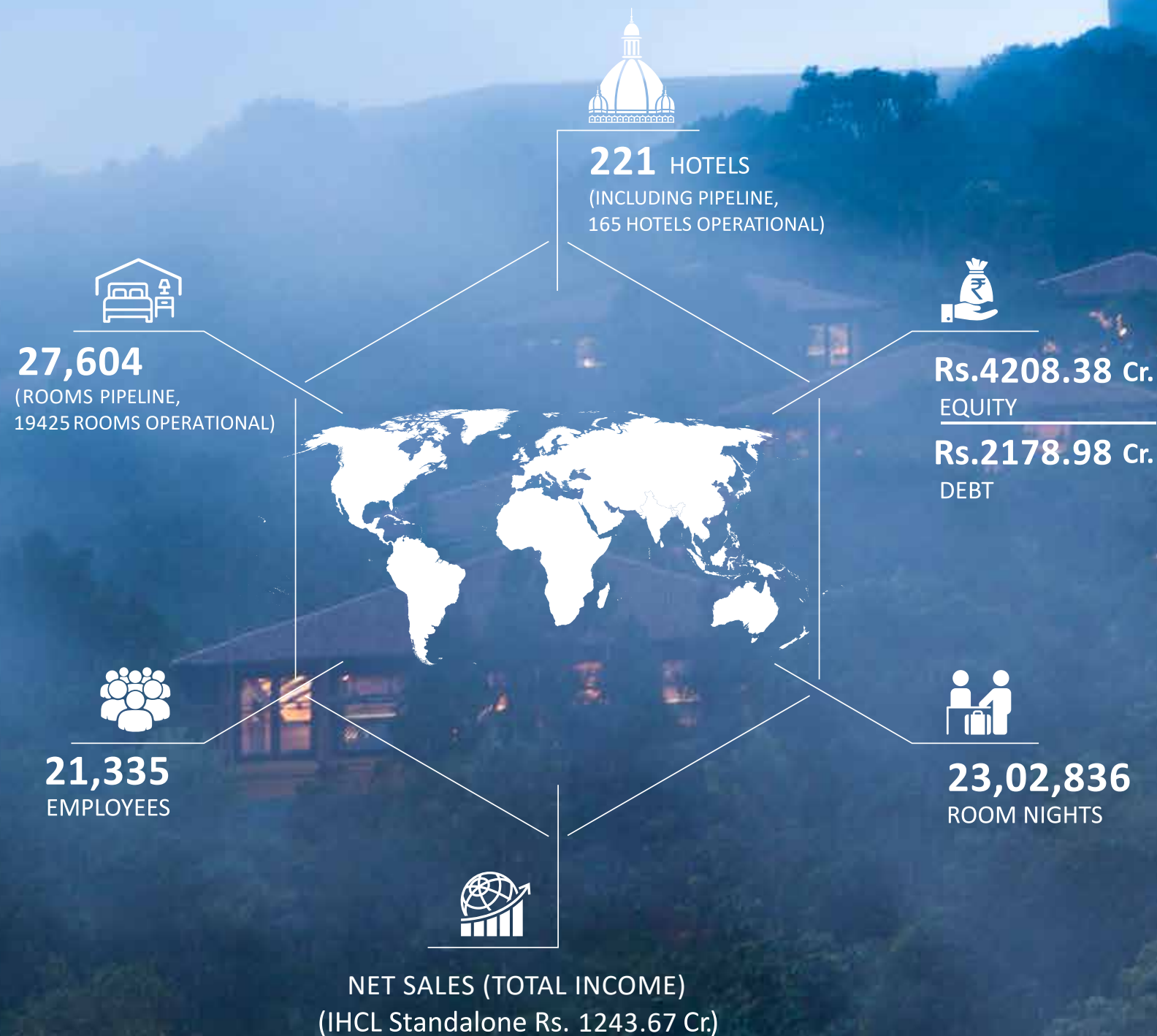
This report has been prepared in accordance with the GRI Standards 2016: Core Option. The focus of the report is on topics that are material both to the business and to our stakeholders.

## External Assurance

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







**Legal Form: The nature of ownership and legal form is described in pages 153-177 of our Integrated annual report.**

## Company Overview

### About the Indian Hotels Company Limited

The Indian Hotels Company Limited (IHCL) is among Asia's leading hospitality companies, with 221 hotels in 100+(operational & pipeline) locations globally. Launched in 1903, we offer a fusion of warm Indian hospitality and world-class service. We have evolved from being a hotel-only business to a comprehensive hospitality ecosystem. Anchored to the pillars of Trust, Awareness and Joy, we are focused on creating value for each of our stakeholders.

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

Our portfolio spans multiple segments and customer profiles in the hospitality industry, 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. In FY 20-21 Launched Qmin, a repertoire of culinary offerings, including home delivery, in addition to the proprietary Qmin App for ease of use.

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

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



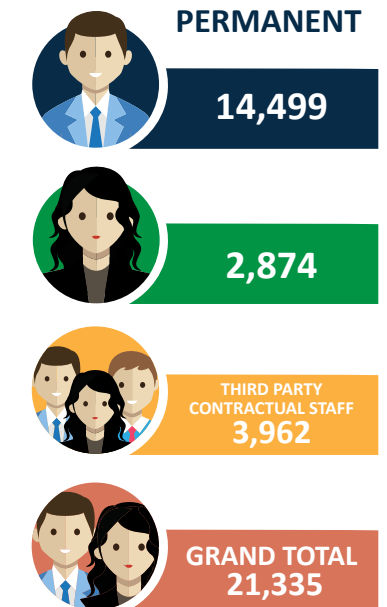


# Workforce

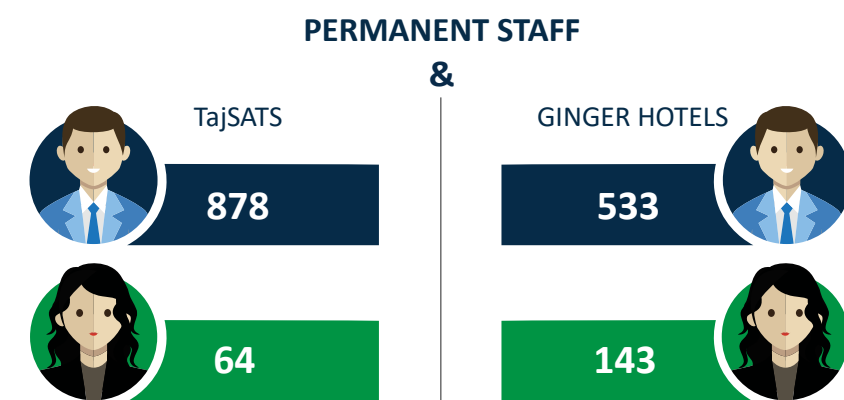
As a global company emphasizing quality of service, the diversity and operational skills of our employees are crucial for growth and competitiveness. Our aim is to acquire the best talent and provide opportunities for growth and learning, with a focus on local employment and enhancing the presence of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

Our workforce is composed of permanent employees (59%) and contractor employees (41%). Contracted employees perform operational roles in verticals such as horticulture, cleaning, security, kitchen stewarding and laundry, and are sourced through third-party contractors. Workforce data is compiled from the corporate HRMS, which consolidates data across all business units.

## TOTAL EMPLOYEES (IHCL, PERMANENT & CONTRACTUAL, GENDER WISE)

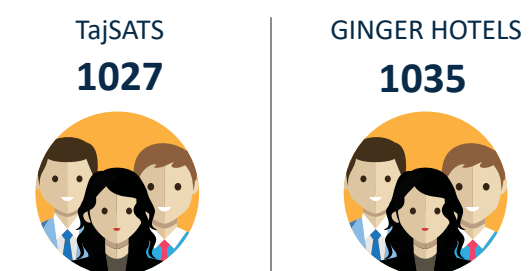


## GINGER (35 HOTELS AND ALSO CORPORATE & REGIONAL OFFICES) & TajSATS (6 CATERING UNITS)



+

## THIRD PARTY CONTRACTUAL STAFF



GRAND TOTAL  
3680



## Collective Bargaining Agreements

Employee unions and collective bargaining entities are present in 17 of our hotels. In the hotels where collective bargaining platforms exist, 42.03% of our employees are members.

### Supply Chain (102-9)

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

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

In 2020-21, hotels sourced Rs. 157 lakhs amount of products by way of which we are supporting over 23 not for profit vendor partners from underprivileged background in earning a regular livelihood.

### Significant Changes to the Organization & Supply Chain

In 2020-21, IHCL completed 17 new signings. A description

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

This initiative has helped the Company improve its supply chain efficiency and lower its carbon footprint, reduce stock inventories and optimize logistics by serving the hotel needs through regional hubs. The Central Warehousing programme covers 39 vendors and 350 stock keeping units with the business turnover of Rs. 5 Crs.

### External Initiatives (102-12)

We support the UN Sustainable Development Goals, in particular Goal 12 (Resource consumption is reinforced by our voluntary participation in the United Nations Global Compact (UNGC) since 2005. We also report to the CDP every year since 2010.



## MEMBERSHIP OF ASSOCIATIONS

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

- |   |   |
|---|---|
| 1. Hotel Association of India   | 10. Association of Domestic Tour Operators of India |
| 2. CII - Confederation of Indian Industry                             | 11. The Chamber of Tax Consultants                  |
| 3. FICCI - The Federation of Indian Chambers of Commerce and Industry | 12. The Institute Of Company Secretaries of India   |
| 4. WTTC - World Travel and Tourism Council                            | 13. Pacific Asia Travel Association India Chapter   |
| 5. Indo-German Chamber of Commerce                                    | 14. British Business Promotion Association          |
| 6. The Council Of EU Chambers of Commerce In India                    | 15. Federation of Indian Export Organization        |
| 7. Bersin Membership  | 16. Hospitality Technology Next Generation          |
| 8. World Tourism Forum Lucerne  | 17. Services Export Promotion Council               |
| 9. Travel Agents Association of India                                 | 18. The Indian Society of Advertisers               |
|   | 19. Institute of Directors                          |
|   | 20. Indian Institute of Corporate Affairs           |



# Performance Highlights

## PLANET

More than 24% of energy sourced from renewable sources like wind and solar  
Number of properties powered by renewable energy: 27  
Number of EarthCheck certified hotels: 78 | Platinum: 47 | Gold: 25 | Silver: 6

## PEOPLE

788 number of beneficiaries impacted by Tata Strive & Golden Threshold Livelihood Skilling program  
Social Impact enterprises have been supported & engaged as suppliers, benefiting over 8500+ beneficiaries including less privileged women, artisans, differently abled & cancer affected people.  
CSR Expenditure for FY 20-21 has been mostly towards Covid-19 response.

# Awards and Achievements

## TAJ, WORLD'S STRONGEST HOTEL BRAND

Our rating as the world's strongest hotel brand by Brand Finance bears testimony to our relentless pursuit of Aspiration 2022 to become South Asia's most iconic and most profitable hospitality company.

## EARTHCHECK CERTIFICATIONS IHCL

Set a global benchmark in hospitality for environmental sustainability with 47 of its hotels being awarded Platinum certification

## TRAVEL + LEISURE TOP 500 HOTELS IN THE WORLD 2021:

Several Taj hotels have been recognised in this coveted list where readers have voted for the top 500 hotels across the globe. These include the following:

- Taj Lake Palace, Udaipur
- The Taj Mahal Palace, Mumbai
- Taj Lands End, Mumbai
- Taj Palace, New Delhi

## 33rd GLOBAL CONDÉ NAST TRAVELLER READERS' CHOICE AWARDS 2020:

We have received top honours in these prestigious global awards based on reader's votes across multiple categories

### Top Hotels in India

- Taj Lake Palace, Udaipur,
- Rambagh Palace, Jaipur,
- Taj Mahal Palace, Mumbai,

### Best Hotels in the World

- Rambagh Palace, Jaipur has been ranked Number #15

### Best Resorts in the World

- Taj Exotica Resorts & Spa, Goa

### Top 30 Resorts in Asia

- Taj Exotica Resorts & Spa, Goa

## Top 30 Resorts in the Indian Ocean

- Taj Exotica Resorts & Spa, Maldives
- Taj Coral Reef Resort & Spa, Maldives

## Top Hotels in New York City

- The Pierre, New York

## CONDE NAST TRAVELLER READERS' TRAVEL AWARDS 2020:

Our hotels have been recognized by these prestigious awards basis readers' votes across multiple categories:

- Favourite Leisure Hotel in India: Taj Fort Aguada Resort & Spa, Goa
- Favourite Business Hotel in India: The Taj Mahal Palace, Mumbai
- Favourite Safari Lodge in India: Mahua Kothi, A Taj Safari – Bandhavgarh National Park
- Favourite Destination Wedding Hotel in India: Rambagh Palace, Jaipur
- Favourite Spa in an Indian Hotel: Taj Exotica Resort & Spa, Goa
- Favourite Hotel Loyalty Programme: Taj InnerCircle
- Favourite Overseas Leisure Hotel: Taj Exotica Resort & Spa Maldives
- Favourite Heritage Hotel in India: Umaid Bhawan Palace, Jodhpur
- Presents Favourite Restaurant in an Indian Hotel: Wasabi by Morimoto, The Taj Mahal Palace, Mumbai
- Favourite Hotel Bar in India: Blue Bar, Taj Palace, New Delhi
- Hotel with the Best Service in India: The Taj Mahal Palace, Mumbai

## MICHELIN GUIDE

Quilon, Taj's award-winning coastal Indian cuisine restaurant in London, retained its Michelin Star for the 14th successive year





## Key Impacts, Risks and Opportunities

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

### ENVIRONMENTAL

At IHCL, we constantly endeavor to grow responsibly and contribute to preserving the environment in a meaningful way. Our sustainability goals are aligned with that of the changing world we live in.

Hotels and resorts have been going green for some time now and that trend is likely to become more popular as travelers look to limit their impact on the environment and experience the local culture. In recent years, top hotel brands have pledged to reduce water usage, carbon emissions and waste, while pursuing LEED certifications for properties, renewable energy sources and locally sourced food. 'Green' hotel initiatives will help ecologically conscious guests make informed choices and also transform themselves to lead the change towards sustainability. For more information on our environmental opportunities, risks and management of these risks, please refer to pages 21-39 of this report.

### SOCIAL

In each location, the inflow of our guests and employees from diverse backgrounds calls for sensitivity to local cultures and practices. Potential impacts could include increased pressure on cultural heritage sites, dilution of local traditions due to commercialization, and immediate impacts such as increased traffic and noise. We aim to minimize these by implementing cultural

and heritage conservation programmes designed in collaboration with local residents' associations and NGOs, by employing local staff, training our employees in culturally appropriate behavior, and sensitizing our guests to local practices and customs. For more information on our social opportunities, risks and management of these risks, please refer to pages 39-51 of this report.

### ECONOMIC

The year 2020 has altered the tourism and hospitality landscape forever. The increased demand for health, hygiene and social distancing have had a significant impact on the hospitality industry. Even though there is uncertainty over the short term, some emerging trends hold the promise of paving a growth path for the industry in the medium to long term. Being a leader, we have proactively taken steps to enhance business practices, particularly customer service significantly. We believe that sharing the economic benefits of our business is imperative for successful and sustainable operations. We make focused efforts to ensure that local communities share in the benefits of our presence by maximizing local employment, providing business opportunities for suppliers, and training opportunities for youth and women. Offering opportunities to artisans to display and sell their arts, extending scholarships to students, and implementing food security programmes to communities are all part of our efforts to share economic benefits with the community. For more information, please refer to pages 17-19 of this report.



# Ethics and Governance

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

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

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

The Corporate Governance philosophy is further strengthened with the adherence to the Tata Business Excellence Model as a means to drive excellence for tracking progress on long term strategic objective 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/](http://www.tajhotels.com/en-in/about-taj-group/investors/policies/)

## MECHANISMS FOR ADVICE AND CONCERNS

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

## GOVERNANCE STRUCTURE

At IHCL, governance, ethics and sustainability are the overall responsibility of the Board, with its Committees playing key roles in identifying, mitigating and managing ESG risks and material issues. The Corporate Social Responsibility

and Sustainability Committee reviews our sustainability performance, recommends realignments and reviews policies governing sustainability and CSR practices. At the management level, the Sustainability Advisory Committee meets every quarter to mentor the sustainability and CSR teams. Its role includes reviewing performance, addressing major operational concerns, vetting new initiatives

and suggesting improvements in implementation. The Sustainability and CSR teams report to the Global Head of Human Resources, and liaise closely with the Engineering, Procurement, HR, and Learning and Development departments in each hotel. Security, Food Safety, Fire and Life Safety being critical sustainability related verticals within the Company, these teams report directly to the IHCL Board.





# 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.

Stakeholder	Why they are so important	Key priorities	How we engage	How we deliver value
Employees	<ul style="list-style-type: none"> <li>Our people are at the core of our business and their skills distinguish our brand.</li> <li>Skilled and motivated associates are essential to be able to implement our growth plans.</li> </ul>	<ul style="list-style-type: none"> <li>Professional growth and skill development</li> <li>Work-life balance</li> <li>An enabling work environment</li> <li>Safety</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Town halls and regular employee briefings and internal communication</li> <li>Annual calendar of skill and knowledge trainings</li> <li>Employee committees, activity groups, union meetings</li> </ul>	<ul style="list-style-type: none"> <li>1.06 Cr. in Employee Engagement Initiatives &amp; Recognitions</li> <li>Rs. 1.20 Cr. invested in employees’ learning and development.</li> <li>Performance appraisals and career development support for 100% of employees</li> </ul>



Stakeholder	Why they are so important	Key priorities	How we engage	How we deliver value
Customers	<ul style="list-style-type: none"> <li>Our institutional and retail customers access our services, constituting the primary source of revenue for the Company.</li> <li>Customer loyalty and long-term relationships add to the distinctiveness of the brand.implement our growth plans.</li> </ul>	<ul style="list-style-type: none"> <li>Service quality</li> <li>Differentiation and product relevance</li> <li>Safety and privacy</li> <li>Ethical business practices</li> <li>Environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Direct feedback from guests during and after each experience</li> <li>Loyalty programme</li> <li>Real time social media engagement</li> <li>Periodic market research</li> </ul>	<ul style="list-style-type: none"> <li>23,02,836 room nights during the year</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>Shareholders are key stakeholders in our Company and delivering value to them is our priority.</li> <li>Support from our shareholders and investors is essential to finance our growth and develop the Company</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance and dividends</li> <li>Good governance</li> <li>Transparency</li> <li>Growth and expansion</li> <li>Operational and resource efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Investor meets, AGM, public and media announcements</li> <li>Annual report and sustainability disclosures</li> <li>Dedicated investor relations department</li> </ul>	<ul style="list-style-type: none"> <li>40% dividend declared</li> <li>Market capitalization down by 7.6% over the previous year</li> </ul>
Owners and Partners	<ul style="list-style-type: none"> <li>Hotel owners are our partners in business operations and in sustainability.</li> <li>Alignment of priorities with owners is critical for efficient operations and business performance.</li> </ul>	<ul style="list-style-type: none"> <li>Business performance</li> <li>Health of assets</li> <li>Operational and resource efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Annual partner meet</li> <li>Ongoing communication from business development department</li> </ul>	<ul style="list-style-type: none"> <li>Revenues shared with asset owners through license fees and other partnership models</li> <li>Emphasis on efficiency and maintenance of infrastructure</li> </ul>





Stakeholder	Why they are so important	Key priorities	How we engage	How we deliver value
Suppliers	<ul style="list-style-type: none"> <li>Our suppliers provide materials and services that influence the quality of our customers' experiences</li> <li>Supplier relationships ensure efficiency, quality, reliability and an ethical value chain.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and availability of goods and services</li> <li>Resource efficiency</li> <li>Supplier development</li> </ul>	<ul style="list-style-type: none"> <li>Supplier development initiatives</li> <li>Supplier feedback surveys throughout the year</li> <li>Annual suppliers' meet</li> <li>On-boarding process and constantly open communication channels</li> </ul>	<ul style="list-style-type: none"> <li>8 suppliers engaged in supplier development initiatives</li> <li>50% of suppliers are with IHCL for over four years</li> </ul>
Local	<ul style="list-style-type: none"> <li>A positive relationship with local communities ensures our social license to operate</li> <li>The development of communities contributes to the health of destinations in which we operate and the long-term viability of our operations.</li> </ul>	<ul style="list-style-type: none"> <li>Local employment</li> <li>Environmental protection</li> <li>Community development</li> <li>Preservation of culture and heritage</li> </ul>	<ul style="list-style-type: none"> <li>CSR partnerships</li> <li>Minimization of environmental footprint</li> <li>Community welfare programmes</li> <li>Participation in neighborhood associations</li> <li>Annual volunteering calendar</li> </ul>	<ul style="list-style-type: none"> <li>Rs. 17.26 Cr. invested in communities through CSR</li> <li>788 persons skilled and certified through employability training</li> </ul>

## Materiality

### Our Sustainability Priorities

#### Defining Materiality (102-46)

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

- Economic Performance
- Growth & Scale
- Customer Delight
- Digitalization
- Brand, Reputation & Communications

#### Environmental Stewardship

- Climate Change, Energy & Emissions
- Water
- Circular Economy

#### Social Responsibility

- Talent Management & Retention
- Employee Health & Safety
- Customer Health & Safety
- Diversity & Equal Opportunity
- Social Inclusion & Development

#### Value Chain Transformation

- Procurement
- Practices
- Sustainable Supply Chain



Sustainability Dimension	Material Topics	Topic Definition
<b>SCALABILITY</b>  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 strengthening competitiveness, achieve service excellence and making 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.
<b>ENVIRONMENTAL STEWARDSHIP</b>  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
<b>SOCIAL RESPONSIBILITY</b>  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 those 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.
<b>VALUE CHAIN TRANSFORMATION</b>  We are striving for many business changes associated with modifying our value chain. We want to optimize our infrastructure processes and systems and promote local procurement to deliver competitive customer service.	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.





# Section 1: Generating Economic Value

## Material Topic 1.1: Financial Performance

### Management Approach

We built multiple revenue streams, introduced innovations and focused on improving cash flow generation of all group companies to enhance our overall profitability. 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. Another focus area for us has been to drive overall profitability by enhancing operational efficiencies. These strategies have paved the way for sustainable turnaround of our operations with demonstrated margin expansion.

### Policies and Commitments

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

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

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

### Actions and Targets

In February 2018, we embarked on the journey to realise our Aspiration 2022 strategy – to re-imagine, re-engineer and re-structure our business. The strategy articulates all the macro and micro focus areas to grow the business, capture emerging opportunities and enhance efficiencies and profitability significantly. Aspiration 2022 strategy is based on three Pillars, Re-Structure, Re-engineer & Re-Imagine. In Re-structure as a part of our plan, we focus on '3S' namely Scale, Simplify and Sell. We are increasing the scale and strength of our business to capture the opportunities presented by a booming travel and tourism industry in India. Re-engineer focusses on expanding margins, embracing technology and engaging with our people. We are expanding margins by strengthening a culture of operational excellence. We are re-imagining our service offerings, brandscape and reach. Our 3M approach (Manoeuvre, Manage and Multiply) enables us to build the new IHCL. Within two years of outlining the strategy, we have driven strong operational performance with significant improvement across all key financial metrics like profitability, cash-flows, EBITDA margins and debt ratios in the current financial year. As we were tenaciously pursuing our goals, we were hit by the COVID-19 pandemic, which demanded that we change our strategy to emerge stronger from this storm. Thus, we implemented R.E.S.E.T 2020.

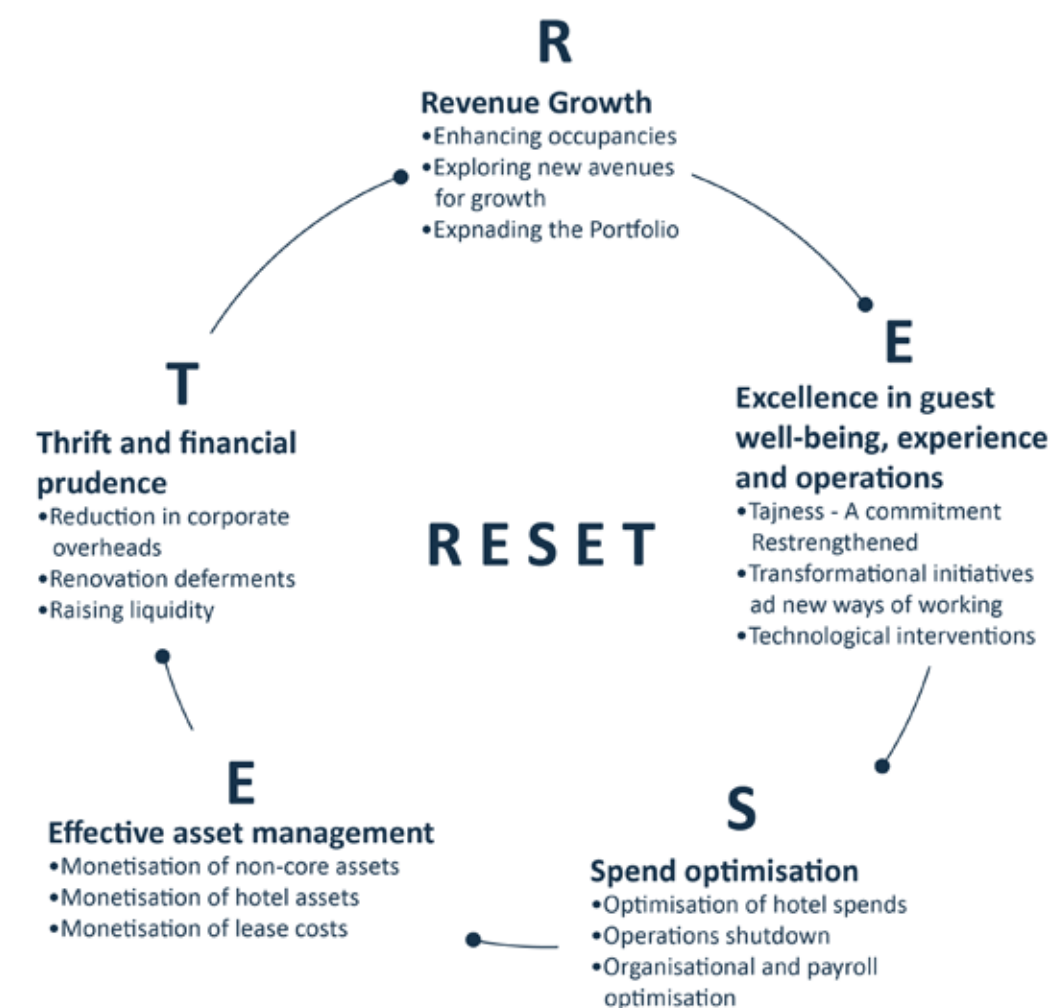
We built multiple revenue streams, introduced innovations and focused on improving cash flow generation of all group companies to enhance our overall profitability. We launched Qmin, a food delivery platform to bring a repertoire of culinary experiences and dishes from our restaurants to customers' homes in Mumbai, Delhi, Kolkata, Bengaluru and Chennai. We added pan-Asian, Indian and Thai comfort food and

sweet offerings to our menu. Customers can order their favourite dishes to their doorstep through the Qmin app. We also launched Qmin Shop, an exclusive full-service gourmet walk-in store. With high-quality products, global flavours and a creatively designed space, guests can now look forward to a differentiated experience. We have achieved 17 new signings in FY 20-21 despite the pandemic situation. Detailed strategy, results & scorecard is available in our integrated annual report from Page no. 88-98.

correct and launch its revamped strategy aptly named R.E.S.E.T 2020 to press the RESET button and not only survive the crisis but also revive and thrive in the post pandemic times. IHCL employed a concept called 'Stragility' to quickly execute its R.E.S.E.T 2020 strategy with necessary agility to reap results.

Multiple Revenue initiatives have been executed as a part of R.E.S.E.T 2020 to grow hotel occupancies through focused marketing campaigns like 4D and to explore new alternate avenues for growth (e.g. Qmin, Hospitality @ Home, 7Rivers etc).

Our actions to tackle the current Pandemic situation During the pandemic, IHCL was able to quickly course





## Material Topic 1.1

### Infographics: 201-1 Direct Economic Value Generated and Distributed

2020-21

Economic Value Generated:	Rs. 1243.67 Cr.
Revenues	Rs.1243.67 Cr.
Economic Value Distributed:	Rs.1727.71 Cr.
Operating Costs	Rs.832.45 Cr.
Employee Wages and Benefits	Rs.538.64 Cr.
Payments to Providers of Capital (Finance Costs)	Rs.294.79 Cr.
Payments to Government (Direct Taxes)	-
Dividend paid out	Rs.47.57 Cr.
Community Investments (CSR)	Rs.17.26 Cr.
Economic Value Retained:	Rs.(484.04) Cr.
– Negative due to loss incurred	

The information above is according to the definitions provided by GRI. IHCL's detailed financial statements are available on pages 88-98 of our annual report.

## Material Topic 1.2: Growth and Scale

### Management Approach

Growth and scale implies widening our presence and pursuing business excellence through business intelligence, digitalization and process improvements. It involves creating shared value for our shareholders, employees, suppliers and local communities; economic rewards for the locations in which we operate; and

a range of offerings to our guests in every market segment. Our focus on capturing all opportunities, staying relevant to customers, maximizing potential of our brands and driving prudent expansion across segments/locations will be the key catalysts.

### Policies and Commitments

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

### Actions and Targets

Growth through expansion continued high on IHCL's agenda as it pursued its strategy of growing its portfolio and pioneering new destinations in India. Despite challenges posed by the pandemic, IHCL signed 14 hotels during the year and opened seven new hotels and five amā bungalows. During the year, The Connaught, New Delhi-IHCL SeleQtions, re-opened in November 2020 after extensive renovations. New hotels were also opened in Darjeeling and Ahmedabad. Further, four new Ginger hotels at Kalinganagar, BKC-Mumbai, Jamshedpur and Visakhapatnam were opened during the year. HVS Anarock has recently acknowledged IHCL for achieving the highest number of signings and openings in India in 2020. The Company re-launched the renovated Machan restaurant in Delhi and opened its first out-post in Bengaluru. It also opened India's first on-site brewpub at the Taj MG Road in Bengaluru. In its continued endeavour towards diversity and inclusion, IHCL announced India's first all women-run luxury residences in Chennai – Taj Wellington Mews, which is scheduled to open shortly.

## Performance

- 17 new hotel signings during the year

## Material Topic 1.3: Customer Delight

### Management Approach

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

### Policies and Commitments

We are among the strongest brands in hospitality globally, with a legacy that speaks of expertise and prestige. Their continued trust in our capabilities has helped us stay ahead. Our ability to evolve in sync with the emerging preferences of our customers and best-in-class service are our key differentiators. Our customer-centric approach, along with the unwavering dedication of our people, has propelled our growth and maintain our lead for over a century. Our customers seek unique and memorable experiences, while also expecting the local flavors that distinguish our brand. Delighting our customers enables us to stay relevant and differentiate ourselves in a dynamic market. We offer customized service offerings, active digital engagement and an exceptional loyalty programme to create memorable experiences for customers across segments and price-points. We believe in best-in-class customer service and higher base of loyal customers.

### Actions and Targets

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

meet and exceed their evolving needs and preferences. FY 2020-21 brought with it a host of unprecedented challenges for people and businesses alike. With concerns around health and safety, and restrictions around travel, the times called for novel ways of doing business, and we responded with agility and a renewed strategy. Keeping the welfare of guests, associates, stakeholders and community at heart, we reimagined ways to deliver our exemplary hospitality to our ever-loyal patrons.

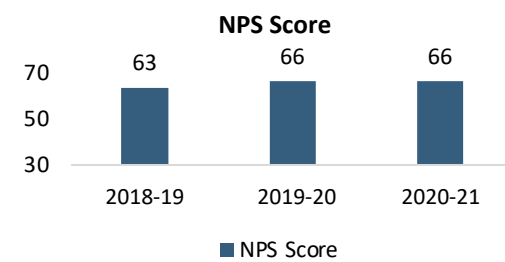
Our unique and personalized customer experiences keep our guests coming back for more. Though the year was replete with unprecedented challenges, we left no stone unturned in ensuring the most memorable stay and dining experiences for our guests.

- IHCL launched several schemes like 4D and New Urban Getaways. 4D, which stands for 'Dream, Drive, Discover, Delight' is a new offering that gives guests the perfect opportunity to drive with families and friends to discover, unwind and be one with nature once again. New Urban Getaways offered to encourage travellers to take a short and much-needed break post the country-wide lockdown.
- The 'Tajness – A Commitment Restrengthened' programme laid out safety and sanitization standards for guests and associates to ensure that guests have a safe stay while enjoying the Hospitality offered by us.
- Launched I-ZEST, a suite of digital solutions across our hotels under the brand Taj, Vivanta and SeleQtions. The new digital features allow guests to interact and engage with IHCL hotels by minimizing 'physical' touch. The I-ZEST measures also extends to employees, with the chain's hotel pre-opening processes now being driven through mobile-application based checklists and a contactless attendance system.



## Performance

- Net Promoter Score for 2019-20 is 66



## Material Topic 1.4: Brand, Reputation & Communication

### Management Approach

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

### Policies and Commitments

We continue to refine our hospitality offerings to elevate the promise of our brands. We have a strong portfolio of iconic and diverse brands which cater to the aspirations of customers across segments of luxury, upscale, affordable luxury and niche, curated experiences. We are strengthening individual service brands in the areas of exclusive business club, food and beverages, boutique and spa to offer a wide spectrum of hospitality services in accommodations and beyond. During the year, we revealed the re-imagined and re-designed embodiment of The Chambers. The new Chambers at Taj Mahal, New Delhi offers classic

elegance in a contemporary setting in the capital's landmark location with spectacular views of the city's skyline. With the recent launch of The Chambers Global Membership, members can enjoy enhanced privileges and benefits. The Chambers is located across seven marquee Taj hotels in six cities, including Dubai, and will soon have its presence in London and Bengaluru. We also re-launched Epicure – our exclusive lifestyle membership programme with new and enhanced features. Members can now enjoy a range of discounts on extravagant stays at iconic hotels, dining at award-winning restaurants, doorstep delivery of food via the Qmin mobile application, spa therapies at Jiva spas and salon services.

### Performance

- Brand Finance Brand Value Report – India 2020: Taj has been ranked Number #1 on the list of India's Strongest Brands 2020 among all sectors by Brand Finance.
- TrustYou 2019-2020: The Taj Mahal Palace, Mumbai has been accorded the highest guest satisfaction score amongst its hospitality peers globally for the third consecutive time

## Material Topic 1.5: Digitalization

### Management Approach

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

## Policies and Commitments

As part of our R.E.S.E.T 2020 strategy, we have accelerated our digitalization initiatives. We are introducing new digital technologies and encouraging a culture of innovation to identify service improvements and optimize processes. Through increased digitalization, we hope to provide seamless, contactless and improved experiences to our customers.



The Qmin app has been designed and developed in collaboration with Tata Digital. It offers a distinguished delivery experience through a seamless interface that allows customers to personalize their order, curate menus and track deliveries in real-time. This addition leverages a digital platform to address a growing consumer demand for online gourmet food delivery services, thus enhancing our F&B offerings.

The interface is user-friendly and enables guests to choose their favourite cuisine from celebrated restaurants, based on their location. With features such as the multi-restaurant order, which allows guests to order from multiple restaurants in the same hotel. Simultaneously, and a scheduling assistant, which allows guests to schedule orders for the same day, as per requirements, it offers flexibility and ease of service.

### I ZEST: Zero Touch Service Transformation

Physical touch has been replaced by a touch of safety with the introduction of I-ZEST – a suite of digital solutions across Taj, Vivanta and SeleQtions. With I-ZEST, we have built an enhanced digital layer over our existing systems to ensure the safety of our guests and associates. I-ZEST's digital features include zero-touch check-ins and checkouts, digital invoicing, online payment options and QR codes for digital menus in restaurants. From sanitised iPads to touchless HR

systems, the emphasis is on ensuring zero contact. These digital enhancements span guest experiences, from pre-arrival to departure, offering zero-to-minimal touch options through innovative facilities such as digital pre-check-in registrations and check-outs that are optimised with online invoicing services without the need to use card machines. Digital menus installed across restaurants, salons and spas facilitate dining orders and other services through QR codes and digital payments, thereby ensuring zero-to-minimal contact throughout a guest's stay with us.

### I ZEST: Digital Ordering System

To prevent the spread of pandemic, it is essential to minimize physical contact of all kinds and practice social distancing. To facilitate this, we replaced physical menus with DOS that can be accessed by guests on their smart phones. It provides images of how the dishes look and information on the ingredients that comprise the dishes, making it convenient for the guests to place their order.

### I ZEST Mobile Door Key

Mobile door key, also known as a digital key, allows guests to unlock the door to their room using IHCL-I-ZEST Mobile Door Key App on their smartphone. The app offers a safer, more convenient and more sustainable room access than a traditional plastic room key.

### IHCL Response Assistant (IRA)

IRA is an automated chatbot that serves as a virtual partner for all guest needs.

### Performance

- Brand value: US\$309 Million
- Bookings through digital channels: 9.4%



# Section 2: Embracing Environmental Stewardship

## Material Topics

### 2.1: Energy

### 2.2: Water

### 2.3: Waste

### Management Approach

IHCL being the largest player in South Asia’s hospitality space, have assumed ambitious commitments with regard to optimal utilization of water, energy, other resources and effective waste management. Environment considerations are weaved into our projects right from the beginning and our day-to-day operations are carried out without impacting the surroundings. Our well-defined specific targets to preserve the planet are making steady progress towards our goals. We continue to optimize our use of natural resources, while making efforts to reduce & manage our waste efficiently, thereby contributing to UN Sustainable Development Goals. We measure and disclose our performance on these parameters regularly through UN Global Compact, Carbon disclosure project, Integrated Reporting and Business Responsibility Reporting.

### Policies and Commitments

Our sustainability approach is defined by the IHCL Sustainability Policy <https://www.tajhotels.com/content/dam/thrp/investors/IHCL-SUSTAINABILITY-POLICY.pdf> which emphasizes creating long-term stakeholder value. The policy calls for the company to integrate sustainability considerations into all business decisions and key work processes, with the aim of creating value, mitigating future risks and maximizing opportunities. We work towards this through specific commitments including a dedicated governance structure to oversee sustainability, action plans for each material area, and transparency in reporting and communication.

The full text of the Sustainability Policy is available on our website [www.ihcltata.com](http://www.ihcltata.com)

#### (102-11)

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

### Actions and Targets

We have adopted an approach of continuous performance improvement over a rolling baseline for the material aspects of waste, water and energy.

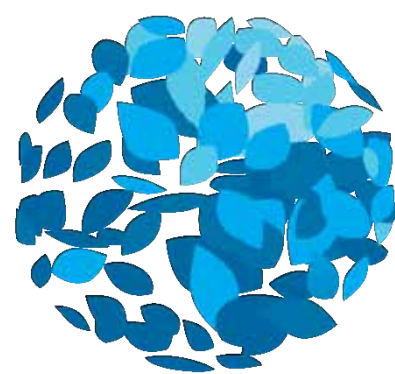
We are a socially responsible organization and are committed to maintaining the sanctity of the environment in our day-to-day operations. We have defined specific targets to ensure that we utilize our resources optimally and continue to contribute towards making our communities greener, and more sustainable.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

	2021	2025
Plastic	Eliminated 2 million plastic straws, established 1 zero single-use plastic hotel, 15 hotels have RO bottling plant to avoid PET bottles	0% use of single-use plastic across all properties of IHCL
Energy	Carbon emissions = 37.91 kilo grams carbon equivalent per guest night	25% reduction in carbon emissions
Clean Energy	22 % energy from wind / solar sources	50% energy from renewable sources
Water	~27 % of total water recycled or reused	75% of total water consumption to be recycled by 2025
Waste	40 hotels recycle 100% of organic waste	Recycling of organic waste at all hotels
Earth Check Certification	78 hotels certified (47 platinum, 26 Gold, 5 Silver)	100% eligible hotels to have gold & platinum certification





As part of our commitment to transparency in reporting environmental performance, we have participated in voluntary reporting to the CDP since 2007-8. We have maintained Band C in Climate Change Questionnaire & B- in water related disclosure 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 Earth Check, the world's leading scientific benchmarking, certification and advisory group for travel and tourism, for the performance monitoring and verification. For FY 2019-20, the 78 hotels participating in the Earth Check program, has together used a total of 156,022,944 MJ from renewable energy sources. As of this year, 22% of the company's electricity comes from renewable energy. 27% of total consumption was recycled and reused by the hotels through rain water harvesting and grey water treatment in onsite waste water treatment facilities.



## EARTHCHECK

**IHCL sets global benchmark with Earth check Platinum Certification**

IHCL joined EarthCheck, the world's leading scientific benchmarking and certification group for the tourism and travel industry, in 2008 and has ever since endeavored

to continuously deliver on its sustainable objectives. We have persistently worked towards optimizing energy and water usage and responsible waste management. In our journey towards sustainability, we have achieved EarthCheck Certification for 78 of our hotels, which has generated significant savings. 47 IHCL hotels have achieved EarthCheck Certified Platinum recognition while 26 hotels have achieved Gold and 5 hotels have achieved Silver. For 12 continuous years, we have measured and monitored the best practices in sustainability. Our 47 platinum certified hotels is the largest in the global tourism industry – a perfect resonance of our efforts. These certified hotels have generated significant savings by conserving water, energy and installing organic waste convertors to reduce waste sent to landfill.



Partnered with International Finance Corporation (IFC) to pilot a project on sustainable cooling and ventilation. The IFC project team designed and applied the proven Tech Emerge process of identifying, curating and matching innovative cooling solutions that align with our assessed HVAC technology needs and related sustainability targets. This is the first-of-its-kind project in the global hospitality sector. It aims to:

- Assess, identify and match innovative cooling technology providers with our needs
- Provide catalytic funding to accelerate the testing and validation of select sustainable cooling solutions in our hotels
- Help realise targeted savings relative to baseline on a case-by-case basis
- Help promote IHCL as a 'green', 'safe' and 'resilient' hospitality brand in the post-pandemic landscape

## Solar energy PPA signed with Tata Power

We signed a solar energy Power Purchase Agreement (PPA) with TP Kirnali Solar Limited, a wholly owned subsidiary of The Tata Power Company Limited, in August. The Taj Mahal Palace, Taj Lands' End and Taj Wellington Mews will get approximately 60% energy from green source and will reduce nearly 22.9 million kg of CO2 emissions on an annual basis. This agreement is valid for a period of 25 years.

## Responsible Sourcing

The steps implemented to improve resource efficiency and strengthen sustainability in the development and operation of our hotels includes usage of advance laundry chemical, chiller plant optimization which increases energy efficiency, installing flameless burners and opting glass water bottles. Further, we encourage the use of building materials that are recycled and locally extracted or manufactured wherever possible. During the construction process, we ensure that waste and debris is diverted from the landfills and send to certified recycling agencies.

The company has also addressed to single use plastic waste. As a part of IHCL's endeavor to phase out single use plastic items and replacing them with biodegradable options. All plastic wrappers for in-room dry amenities in Taj hotels across the country have been replaced with oxo-biodegradable wrapping. In addition, we have replaced approx. 6,00,000 plastic straws with paper straw, and approx. 2,60,000 of plastic disposable cutlery with wooden cutlery. IHCL has embarked on a digital transformation journey, wherein eliminating paper trails has been one of the key focus areas. As a part of this initiative, the company has adopted e-signature to digitally sign and share documents, agreements, which has resulted in saving costs towards, paper, print & printer consumables.

As of date 8 hotels have been added to digital signature platform in FY 20-21

Our new programme QMIN which is a special Hospitality at Home Program, has adopted to Biodegradable packaging for food delivery

IHCL is also credited with the introduction of the country's first ever 'Zero Single-Use Plastic Hotel' – Taj Exotica Resort & Spa, Andamans. With focus on sustainability to preserve the fragile ecosystem of the island, 72 beach villas at the resort have been constructed without felling a single tree, and the resort has an onsite bottling plant, a waste disposal system that converts wet waste to gas and compost, and a sanitation treatment plant to limit its carbon footprint.

## Enhancing biodiversity

As a large-scale landholder, our approach to the preservation of land and protecting biodiversity is an integral part of the way we operate. We strive to improve natural habitats and encourage a culture of appreciation and respect for biodiversity across our locations.

Panna Tiger Reserve near Taj Pashangarh gets UNESCO's Biosphere Reserve status

About a decade ago, the number of tigers at Panna Tiger Reserve in Madhya Pradesh was zero. The main reason behind the diminishing trend was poaching. The Pardhi community of Panna hunted tigers as the sole means of their livelihood. After hunting was banned, the community was pushed to the fringes and survived by engaging in poaching.

We collaborated with Last Wilderness Foundation and Panna Forest Department to pilot an inclusive tourism model for enabling alternate livelihood opportunities for the Pardhi community.



We developed a unique tourist experience called 'Walk with the Pardhis' near Panna Tiger Reserve to enable tourists to have an authentic engagement with the local culture and give back to the ecosystem, thus participating in the larger purpose and cause of biodiversity conservation and inclusion. Our naturalists at the Taj Safaris have worked on training the Pardhi community youth in polishing their skills to make them nature tour guides.

Due to the stellar efforts on tiger conservation and increase in tiger population from 0 to 50, Panna Tiger Reserve was included in the global network of biosphere reserves by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in November 2020.



Understanding the Tiger trail at Panna National Park

### Responsibilities and Resources

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

heads of key departments.

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

### Performance

## Material Topic 2.1: Climate Change, Energy and Emissions

### Boundary

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

### Methodology

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

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

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

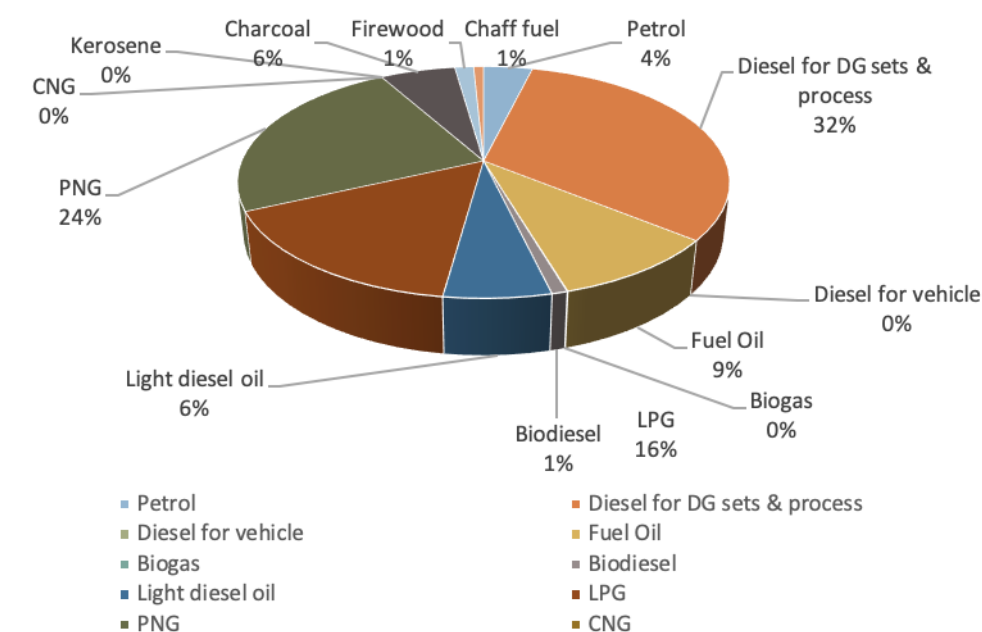
As the number of rooms in our portfolio varies year on year, the base year for all comparative disclosures is the company-wide specific energy and emissions intensity performance of the previous year.

### Energy Performance

#### IHCL Hotels

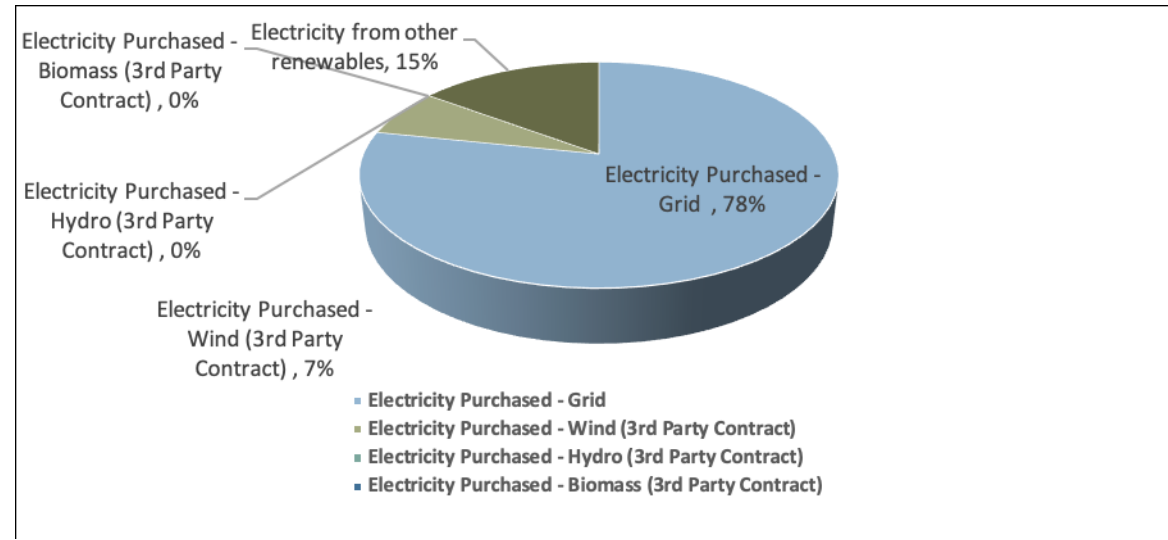
Energy Consumption	2018-2019	2019-2020	2020-2021
Fuel Consumption from non-renewable sources(TJ)	979.16	816.68	354.81
Fuel Consumption from renewable sources (TJ)	253.27	13.71	115.86
Total Electricity Consumption (TJ)	1347.57	1433.47	703.97
Total Energy Consumption (TJ)	2580.01	2263.87	1174.65

### Fuel Wise Energy Consumption (Units TJ)



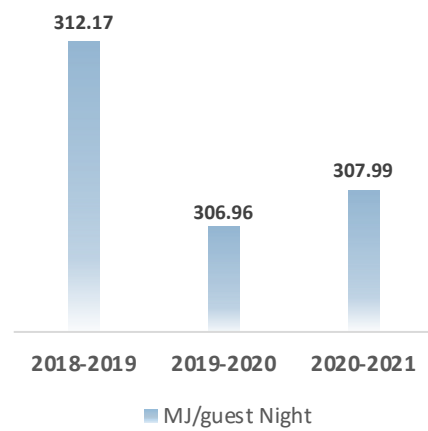


### Electricity by Source (Units TJ)



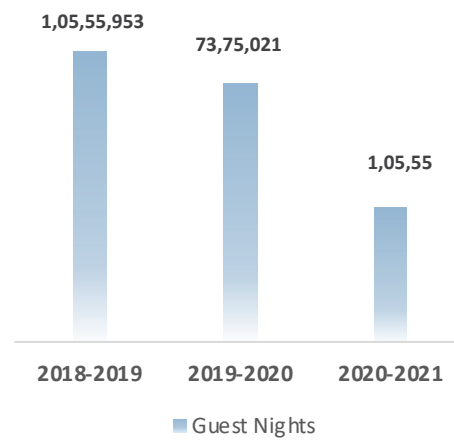
### Energy Intensity (302-3) (in MJ/Guest Night)

#### Energy Consumption per Guest Night



### Guest Nights

#### No. of Guest Nights

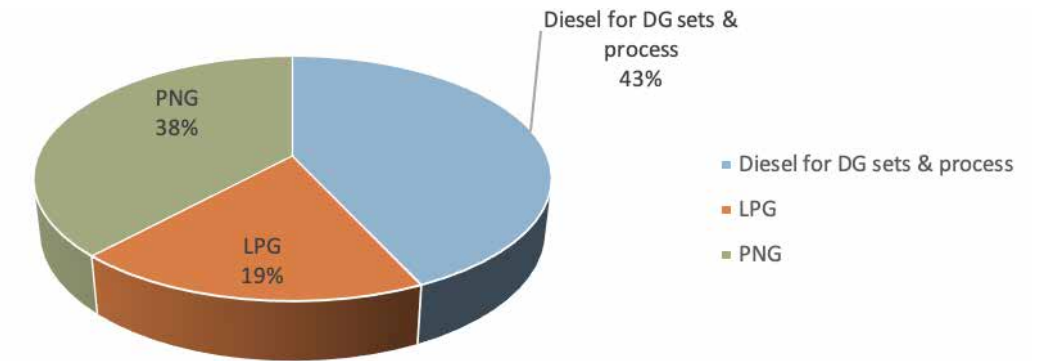


### Energy Performance

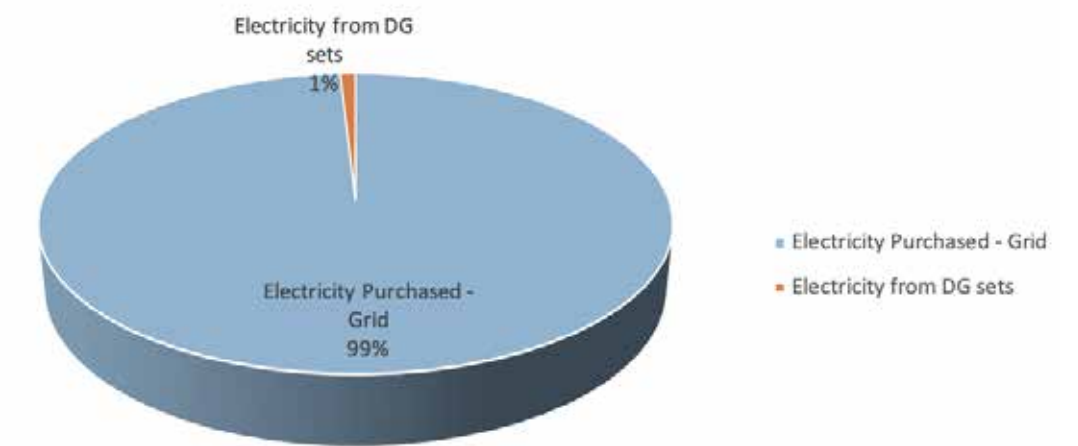
#### Ginger

Energy Consumption	2018-2019	2019-2020	2020-2021
Fuel Consumption from non-renewable sources(TJ)	6.91	10.47	8.52
Fuel Consumption from renewable sources (TJ)	0.00	0.00	0.00
Total Electricity Consumption (TJ)	68.33	69.88	44.81
Total Energy Consumption (TJ)	75.24	80.36	53.31

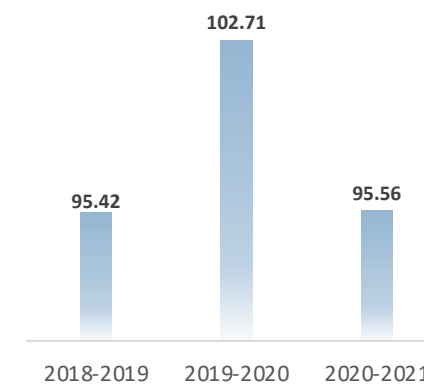
### Fuel Wise Energy Consumption (Units TJ)



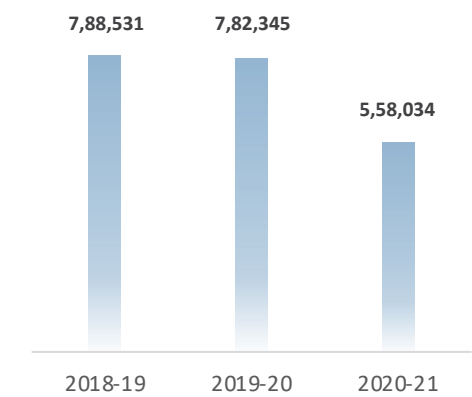
### Electricity by Source (Units TJ)



### Energy Consumption (MJ/Guest Night)



### No. of Guest Nights





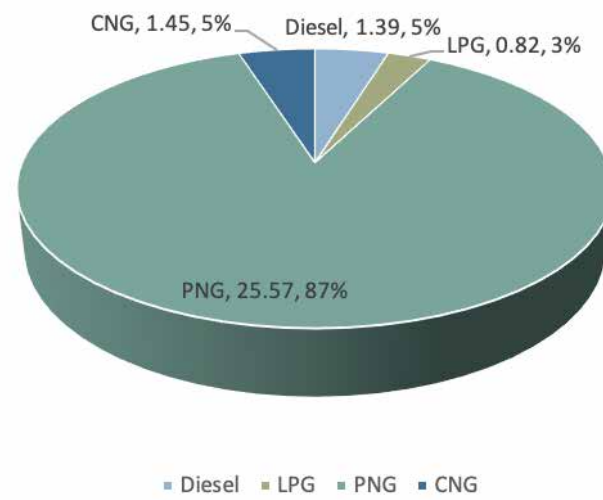
## Energy Performance

### TajSATS

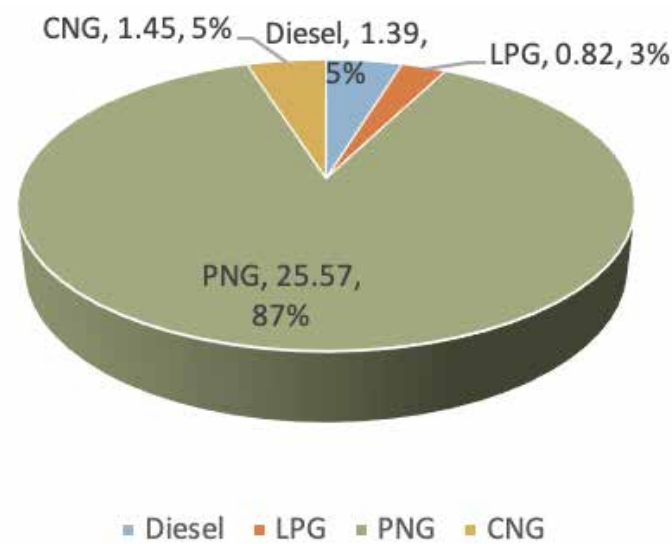
Energy Consumption	2018-2019	2019-2020	2020-2021
Fuel Consumption from non-renewable sources(TJ)	132.81	46.90	2.21
Fuel Consumption from renewable sources (TJ)	6.43	65.32	27.01
Total Electricity Consumption (TJ)	69.27	56.60	24.67
Total Energy Consumption (TJ)	208.50	168.82	53.90

### Energy from various fuels (in TJ)

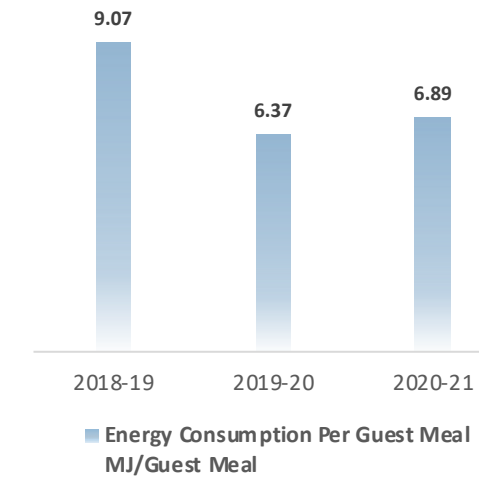
The energy performance data comprises fuel, electricity, heating and cooling.



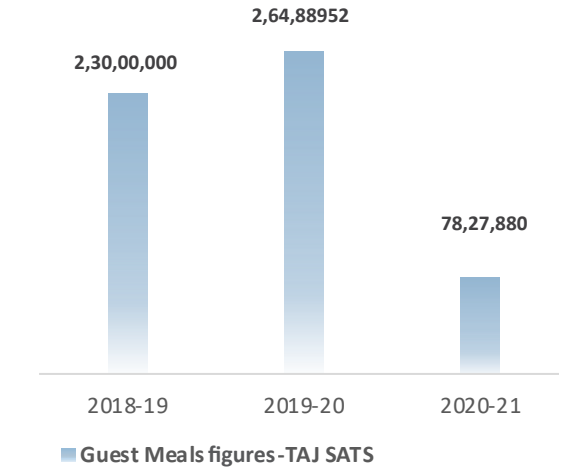
### Electricity purchased from different sources (TajSATS in TJ)



## Total Energy Consumption MJ/Meals



## Total no. of Meals Served



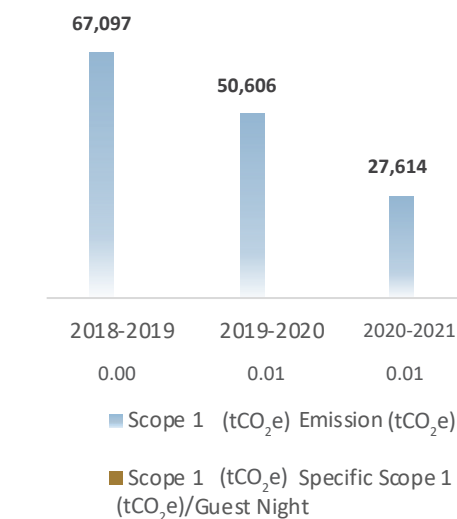
## Reductions in Energy Consumption (302-4)

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

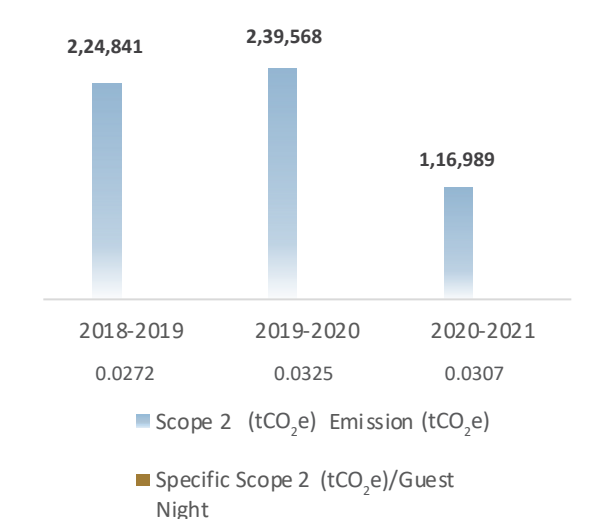
upgrades such as installing VFDs on high power motors in condensers, exhaust fans, cooling tower fans and air handling units. Upgrading the infrastructure of cooling towers, installing heat pumps for water heaters, and even simple improvements such as improved insulation of hot water lines have all contributed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

## Emissions Performance (305-1, 305-2, 305-4, 305-5, 305-6) IHCL (Emissions – Total & Specific)

### Scope 1 Emissions (in in tCO<sub>2</sub>e)

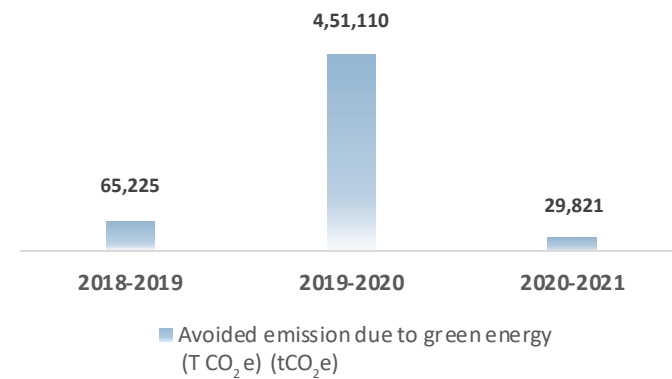


### Scope 2 Emissions(in tCO<sub>2</sub>e)



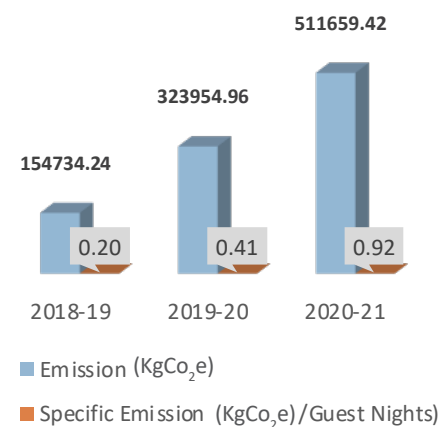


### Total Avoided Emissions due to Green Energy (tCO<sub>2</sub>eq )

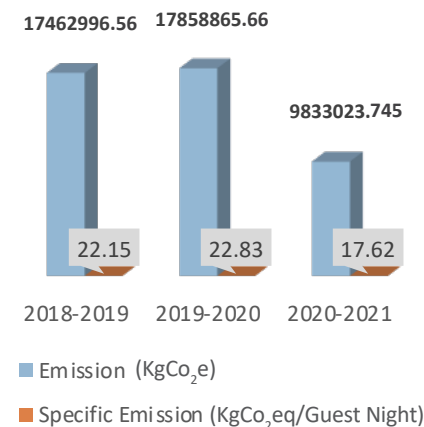


### Ginger

#### Scope 1 Emissions (in in KgCO<sub>2</sub>eq)

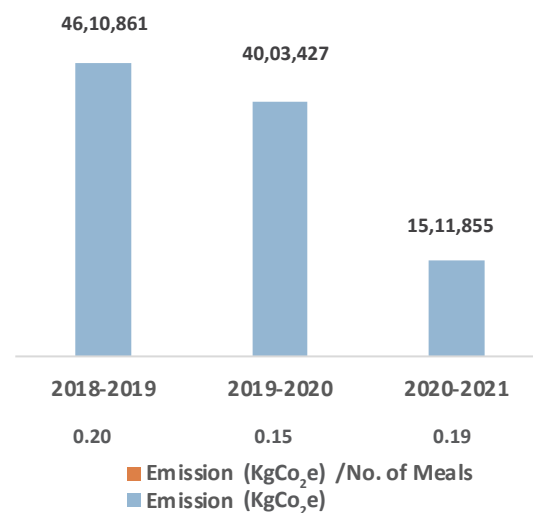


#### Scope 2 Emissions (in KgCO<sub>2</sub>eq)

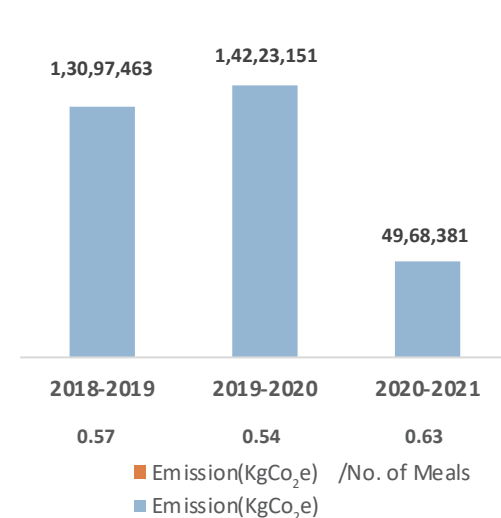


### TajSATS

#### Scope 1 Emissions (in in KgCO<sub>2</sub>eq)



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



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

Expanding our renewable energy quotient has helped us avoid 29,821 tCO<sub>2</sub>eq 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. 22% of the energy consumption of 81 hotels in the scope of this report comes from renewable sources (renewable fuels + renewable sources of electricity)

### Material Topic 2.2: Water

IHCL & its stakeholders are cognizant of the fact that the continuous dipping into the earth's resources while yielding momentary pleasure, has a definite taxing effect in the long run. Water conservation is another frontier on which IHCL is rather active. IHCL Pledges to Reduce Water Intensity by 5% by 2021 across all its hotels. As the majority of the hotels are in India where, potable water cannot be delivered, some

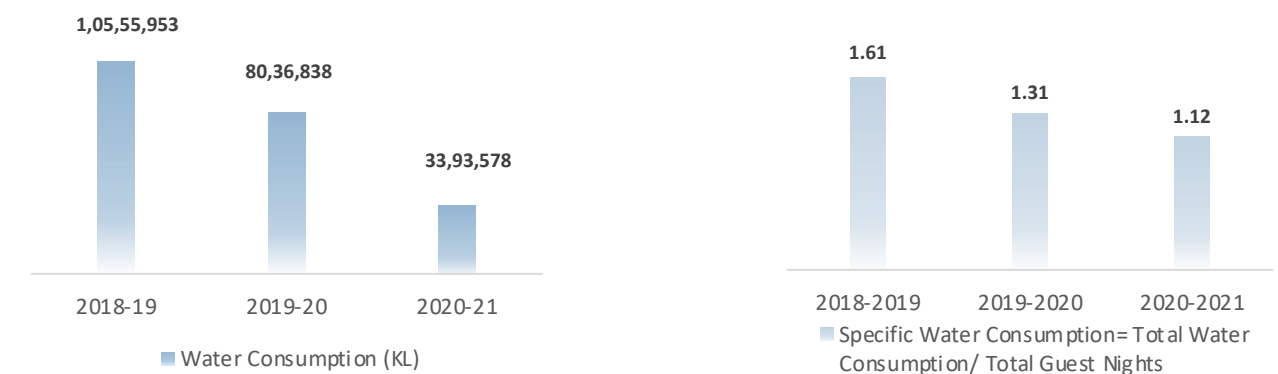
hotels have created their own catchments and treat water onsite. The group has deployed a strategy of educating the staff and encouraging them to identify best practices for water-saving. Our water efficiency efforts comprise upgrading to water-efficient equipment and having administrative controls in place. Through water recycling, increasing equipment efficiency and rain water harvesting, we aim to minimize our withdrawals of freshwater and preserve sources for communities. We completed a water security assessment of hotels in key cities to identify water-related risks and strengthen preparedness to manage them.

### Water Performance

Water recycling percentage has increased by 27% from last financial year. Initiatives like installation of aerators, upgradation of STP & use of STP recycled water in cooling tower, operating the chillers under optimal condition has helped achieve significant results.

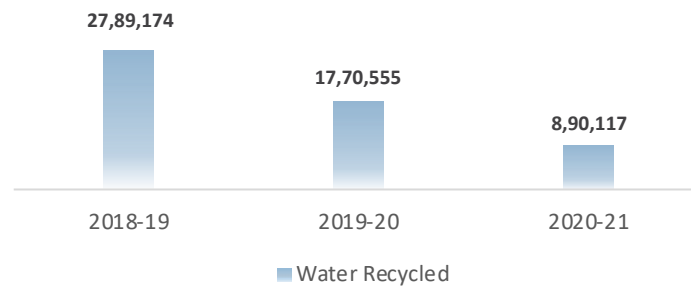
### IHCL

#### Water Consumption (in KL)



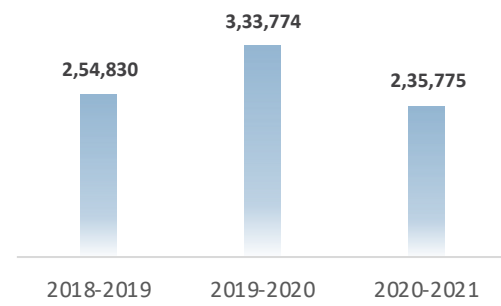


### Water Recycled at IHCL (in KL)

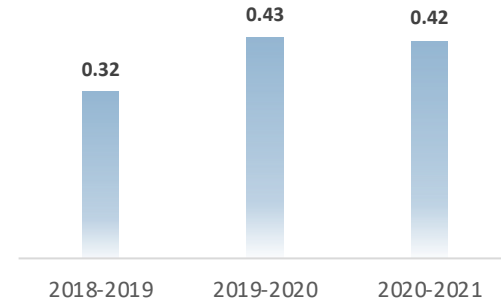


### Ginger

#### Water Consumption (in KL)

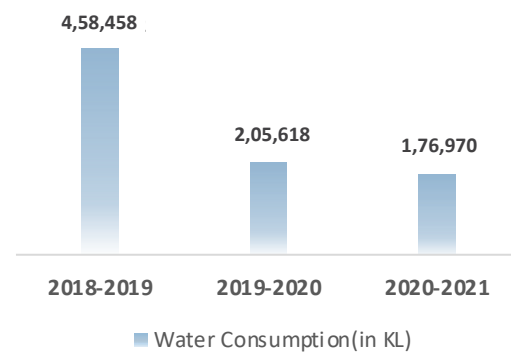


#### Specific Water Consumption (KL/Guest Night)

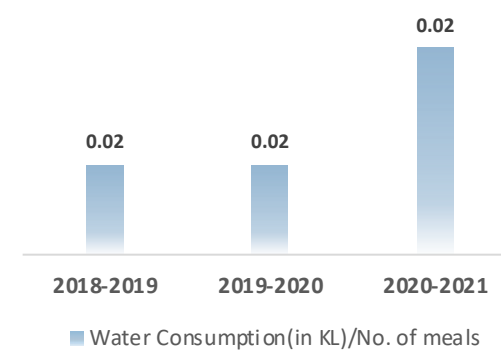


### TajSATS

#### Water Consumption (in KL)



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



### (303-2) Water Sources Significantly Affected

Water sources across the company vary according to the location, local water supply systems and requirements of each unit. In most hotels, municipal water supply largely from surface water bodies, and private water tankers supplying groundwater, are the dominant sources. A few hotels also withdraw a significant amount of water from onsite bore wells. We take measures to protect onsite groundwater sources through rainwater harvesting and recharge. By treating output water in our sewage and effluent treatment plants, we ensure that water discharged from our units does not pollute surface water bodies or contaminate groundwater. **(303-3) Water reused and recycled**

Given above

### Material Topic 2.3: Circular Economy

Waste management is an integral part of our environment management endeavors. We have installed in-house composters at 40 hotels.

This has prevented 1410 tonnes of organic waste from going into landfill.

Some of the other notable waste management projects implemented by the Company include the conversion of waste kitchen oil to Biodiesel & Glycerin, and the conversion of organic waste to compost and biogas. Hotels safely dispose hazardous waste like burnt oil and waste lubricant oil by giving it to authorized vendors. All e-waste generated in our properties is given to recyclers certified by the Pollution Control Board. Hotels ensure sewage treatment before disposing water into municipal sewers and also reuse treated water, as appropriate.

In response to the global concerns about plastic pollution and marine micro-plastics, the Company has committed to phasing out single-use plastics & has already eliminated plastic straws from all its properties. It has also phased out PET bottles from the following properties. Qmin, one of our signature delivery initiative launched in 2020-21 is using only Biodegradable packaging for food delivery.

List of the no of properties who have installed bottling water plant & in-house composters in place.

Hotel/Unit Name	Glass water bottling plant installations	Composters in Place
Jai Mahal Palace Jaipur	Yes	Yes
Taj Bengal	Yes	Yes
Taj Coromandel Chennai	Yes	Yes



Hotel/Unit Name	Glass water bottling plant installations	Composters in Place
Taj Fisherman's Cove Resort & Spa - Chennai	Yes	
Taj Malabar Resort and Spa, Cochin	Yes	
Taj Palace New Delhi	Yes	
Taj Yeswantpur	Yes	
The Gateway Hotel, Ernakulum, Kerala	Yes	
The Taj Mahal Palace, Mumbai	Yes	
Vivanta New Delhi, Dwarka	Yes	Yes
Taj Exotica Resort & Spa, Andaman	Yes	
Taj Samudra, Colombo	Yes	
Taj Exotica Resort & Spa, Maldives	Yes	
Taj Bentota Resort & Spa, SriLanka	Yes	
Taj Coral Reef Resort & Spa, Maldives	Yes	
Ambassador, New Delhi		Yes
Benares Hotels Private Limited - Unit Taj Ganges Varanasi		Yes
Blue Diamond - Pune		Yes
President, Mumbai - IHCL SeleQtions		Yes
Taj Bangalore		Yes
Taj Bekal Resort & Spa Kerala		Yes
Taj Chandigarh		Yes
Taj chia kutir, Darjeeling		Yes
Taj City Centre, Gurugram		Yes
TAJ Connemara		Yes
Taj Deccan Hotel		Yes
Taj Exotica Resort and Spa Goa		Yes
Taj Falaknuma Palace Hyderabad		Yes
Taj Fort Aguada Resort & Spa, Goa & Taj Holiday Village Resort & Spa, Goa		Yes
Taj Ganges Varanasi		Yes

Hotel/Unit Name	Glass water bottling plant installations	Composters in Place
Taj Green cove Resort & Spa Kovalam.		Yes
Taj Hari Mahal, Jodhpur		Yes
Taj Krishna, Hyderabad		Yes
Taj Kumarakom Resort and Spa		Yes
Taj Lake Palace		Yes
Taj Lands End		Yes
Taj Mahal Hotel New Delhi		Yes
Taj MG road Bangalore		Yes
Taj Swarna Amritsar		Yes
Taj Theog Resorts and Spa Shimla		Yes
Taj Wellington Mews, Mumbai		Yes
Taj West End		Yes
The Gateway Hotel Ambad, Nashik		Yes
Umaid Bhawan Palace, Jodhpur		Yes
Vivanta Guwahati		Yes
Vivanta Bengaluru Residency Road		Yes
Vivanta Bengaluru Whitefield		Yes
Vivanta Coimbatore		Yes
Vivanta Goa Panaji		Yes
Vivanta Hotel Begumpet Hyderabad		Yes
Vivanta Pune, Hinjewadi		Yes

### Waste by type and disposal method

Waste Category	Units	Composted/Sold to Authorized Recycler
Kitchen Waste	Tons	1410.64
Plastic	Tons	157.36

The data provided above pertains to IHCL only



## Section 3: Deepening Social Engagement

### Material Topic 3.1: Talent Management and Retention

We have embraced a culture of excellence and meritocracy to nurture our people. We believe in selecting the right talent, training them and instilling in them the spirit of Tajness. We engage closely with our people and build a strong talent pipeline to deliver industry-leading outcomes for today and tomorrow

#### 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. Our colleagues' career progression and succession planning is charted through joint discussions between the employee and their manager. This data is then reviewed by the Hotel, Functional, Regional and National Talent Councils

within the company for broader action. Gender diversity as on March 2021 stands at 16.54%. The organization has taken many strides to foster gender equality, both, within and outside the organization. Several progressive policies like extended maternity leave, compulsory crèche facilities, an expense reimbursement for family expansion including IVF treatments, and skilling women in the under-served communities and regions to improve their participation in the workforce have been implemented successfully. These efforts have resulted in developing a talent pool and a higher ratio of women across the Company. In its continued endeavor towards diversity and inclusion, IHCL announced India's first all women-run luxury residences in Chennai – Taj Wellington Mews, which is scheduled to open shortly.

#### Actions and Targets

We have been recognized by Gallup for the 8th time as the winner of the Gallup Great place to work. Our culture of Tajness, which reveals implicit trust and forging invaluable relationships by creating an emotional connect with our various stakeholders, is our core competence and a critical enabler for the success of our strategy. Our colleagues put the organization ahead of themselves, especially during the period of lockdown, to ensure that the organization could cater to essential services and quarantined guests. To recognize the outstanding contribution accomplished by our frontliners, we launched multiple recognition programmes last year.

COVID Marshalls: 'Back to work' training was supplemented by the COVID Marshall process, which enabled robust implementation of new processes. Cross-functional teams of COVID Marshalls were created at each hotel to conduct daily audits and ensure that hygiene, safety and physical distancing protocols

are followed consistently by all stakeholders. The audit findings were captured on a digital app ensuring easy escalations and resolutions.

VConnect: We worked with a technology partner to enable 'VConnect' the continuous engagement survey that is a dynamic listening post also used by managers to engage with the workforce across levels. This has led to an increase in transparency and timeliness of communication. VConnect is available through a mobile app, biometric machines and the computer in eight Indian regional languages to ensure all employees are able to provide their feedback anonymously. Concerns can also be escalated based on the matrix. Various training initiatives have been formulated as a means to instil brand standards and the Tajness ethos within each employee.

#### E-learning:

A customized learning path was created on the learning platform LEAD and we had over 1,250 leaders who actualized this learning path. We also launched the access to the platform through the mobile app which had over 56% adoption. To enhance functional expertise, we collaborated with TYPsy for online video learning specific to the hospitality industry. The Netflix-style, all-you-can-consume library is designed to encourage learners to develop their skills and discover their passions. Learners have instant access to over 700 lessons and courses, which include downloadable resources, quizzes and certificates. Over 6,000 of our frontline colleagues registered on the platform and benefited from over 46,000 hours of learning.





## Tajness Re-strengthened and Back to Work Modules:

To combat the current scenario, our Centres of Excellence (COE) and key personnel redefined existing standards to address the requirements of physical distancing, hygiene and safety of our guests and associates while staying true to the core of our service philosophy of 'Tajness'. All associates were trained virtually and through socially distanced classrooms, ensuring readiness to deliver a safe and healthy workplace for all our stakeholders.

**BLEND:** This virtual learning platform was scheduled for our colleagues in F&B service of whom ~565 participated across 56 hotels. The focus of the programme was to enhance knowledge for our F&B colleagues on alcoholic beverages such as bourbon, malts and Roku craft Japanese gin. These sessions included updated trivia, videos, storytelling and quizzes in learning formats, which created a healthy competitive spirit.

## Digital Initiatives Undertaken

**HR chatbot:** One of the tasks of the HR team is answering employee queries. Employees mostly encounter similar challenges and ask similar questions to HR professionals. Deploying a chatbot that answers FAQs of employees can save the HR team's time. This has been achieved via a WhatsApp-based chatbot or query resolution platform for all associates integrating it with the HRMS and its ancillary applications to facilitate query resolution for all associates.

The chatbot assists associates in getting instant answers to their queries without any dependencies on the HR team. It will also help reduce the volume of queries and guide employees with regard to raising HR-related

tickets based on the bot's response. Hotels live with the facial recognition system.

## Features

- Compliance to hygiene norms set by the authorities
- Confidence and safety restoration among employees
- Real-time attendance and reports
- Real-time temperature alerts to HR, security and HOD

## 52

Hotels with facial recognition system

**Facial recognition system:** Pre-COVID, all unit hotels were using biometric devices to mark their attendance. Due to outbreak of COVID-19, there was emphasis on going contactless in all walks of life. Thus, we switched from fingerprint-based biometrics to the method of marking attendance using face-based biometrics or facial recognition. While adding face-based attendance, we also added an important element to detect the body temperature of an associate while marking the attendance.

**Employee Mobile App:** The employee mobile app helps improve HR efficiencies, making it easier for employees to complete basic tasks. Rather than having to visit the HR office or calling the HR department, employees can access and make changes to their personal profiles, apply leave, mark attendance, etc. directly from the app. It provides employees with ease of access to applications, improve productivity and foster deeper connect and engagement with HR as well as fellow associates. The employee mobile app features have been extended to the web portal, thus providing an omni-channel experience to employees.

**HR Helpdesk:** The HR helpdesk feature will be integrated with the Employee Mobile app and bot. The HR helpdesk will allow employees to raise an HR ticket, which will be answered by HR staff, helping employees get their queries resolved in a timely manner by the centralised team of the HR Helpdesk or individual HR staff. This feature will also let the HR team share documents with employees on request.

## Responsibilities

Organizational responsibility for talent management and retention lies with the Global Head of Human Resources, supported by the VP-Human Resources

## Performance

### 401-1 Number and Rate of New Employee Hire

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

IHCL		2018-2019		2019-2020		2020-2021	
People Group	Age Band	Female	Male	Female	Male	Female	Male
Permanent	<30	1100	2473	951	2461	58	74
	30-49 years	187	785	116	487	12	30
	>50 years	7	35	-	19	0	2

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

Operations and the VP-Organizational Effectiveness and Development. The latter role also oversees the Learning and Development System.

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

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

		2020-2021 (Ginger)		2020-2021(TajSATS)	
People Group	Age Band	Female	Male	Female	Male
Permanent	<30	12	45	0	0
	30-49 years	0	18	0	1
	>50 years	0	1	0	0



## Performance

### 401-1 Number and Rate of Employee Turnover

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

Employee Turnover Data							
IHCL		2018-2019		2019-2020		2020-2021	
People Group	Age Band	Female	Male	Female	Male	Female	Male
Permanent	<30	814	2034	714	1907	224	423
	30-49 years	211	891	131	720	148	414
	>50 years	25	171	9	134	22	255

		2020-2021 (Ginger)		2020-2021(TajSATS)	
People Group	Age Band	Female	Male	Female	Male
Permanent	<30	47	112	0	1
	30-49 years	3	34	0	9
	>50 years	1	1	0	15

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

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

### 401-2 Benefits provided to full time vs temporary employees

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

	Life Insurance	Medical Coverage	Disability and Invalidity Cover	Parental Leave	Retirement/ Pension Plan
Permanent Employees	All employees	All employees	All employees	All employees Paternity Leave is available for employees in the category of Executive and above	All employees, through the EPS Scheme

	Life Insurance	Medical Coverage	Disability and Invalidity Cover	Parental Leave	Retirement/ Pension Plan
Contractual Employees	All employees, through the ESIC scheme	All employees, through the ESIC scheme	All employees, through the ESIC scheme	All employees	All employees, through the EPS scheme

Benefits provided to full time vs temporary employees

### 401-3 Parental Leave

IHCL	Male	Female
Employees entitled to parental leave	100%	100%
Employees that took parental leave	137	25
Employees that returned to work in the reporting period after parental leave ended	137	24
No. of employees who returned to work after parental leave ended who were still employed 12 months after their return	180	22
Return to work Rate	100%	96%

Name of Properties	TajSATS	Ginger
No. of employees entitled to parental leave		
Males	1419	464
Females	98	110
No. of employees that took parental leave in reporting period		
Males	4	11
Females	0	3
Number of employees who returned to work after parental leave ended		
Males	4	11
Females	0	4
Number of employees who returned to work after parental leave ended who were still employed 12 months after their return		
Males	1	12
Females	0	1



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

#### 402-1 Labour-Management Relations

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

#### Training and Education

##### 404-2 Upgrading Employee Skills

Employee training comprises knowledge-based training on topics such as health, safety, environmental awareness, professional conduct and organizational policies, and skill-based training 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.

#### 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

##### Diversity of governance bodies

	Age Group	Female	Male
Composition of the board of directors	>50	2	6
	30-49	-	-
	<30	-	-

#### Diversity of Employees

	Male	Female
India & International Operations	14499	2874
Ginger Hotels	533	143
TajSATS	1669	75

Row Labels	Total Nos	% of women employees
Executive	5804	19.64%
Staff	7821	12.44%
FTC	3210	20.28%
Trainees/Apprentice	538	20.44%
	-	-

Age Band	Total Nos	% of women employees
Less than 30	5028	24.88%
30-49	9628	14.05%
More than 50	2717	9.93%



### Diversity at TajSATS & Ginger

Gender Wise	TajSATS	Ginger
Male	1669	533
Female	75	143

Category Wise	TajSATS	Ginger
Executive	368	241
Staff	871	176
FTC	450	157
Apprentice	55	102

Age Wise	TajSATS	Ginger
>50	433	10
30-49	1002	262
<30	309	404

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

Category	Ratio of male to female remuneration
Executive	1:0.98
Staff	1:0.81
FTC	1:0.89

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

## Material Topic 3.2: Safety and Security

### Management Approach

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

### Policies and Commitments

Our Safety and Security Policy (<http://www.tata.com/pdf/Tata-Safety-and-Health-Policy.pdf>) has been framed based on the Tata Group Safety Beliefs, and covers Food, Fire and Life Safety. The Vehicle Safety Policy addresses road and driving safety, while Contractor Safety Standards guide the operations of third-party service providers. The Tata Group Safety Guidelines also guide the processes of recording and reporting workplace incidents. External standards and compliances incorporated into our processes include alignment with the National Building Code of India, IS 13716, FSSAI, FDA requirements, and industry best practices. Data security and the privacy of our guests is governed by the Privacy Policy (<https://www.tajhotels.com/en-in/about-taj-group/legal/privacy-policy/>). Our commitment to guest safety includes provision of medical facilitation in each location, excellence of food safety standards as a core, non-negotiable aspect of operations, and collaboration with local authorities to maximize security. As part of this commitment, training on Food Safety and Fire Safety is given to 100% of employees, and employees in certain roles undergo advanced training in first aid, crisis management, chemical handling and storage, accident investigation, and safe food and equipment handling.

### Actions and Targets

The leadership team at Corporate has proactively taken an initiative to relook at all the past incident and injuries and develop action plans and learnings for all Hotels. The revised actions and SOPs have been submitted to all the Hotels for implementation. The company carries out unannounced Fire and Life Safety (FLS) audits at hotels and its corporate office with a focus on identifying and eliminating risks in areas pertaining to Leadership & Governance, Risk Management, Electrical Safety, Fire Safety, General Safety, Personal Protective Equipment, Contractor Management, Work Permit System, Sewage Treatment Plant and Road Safety.

The company reinforced its commitment to safety through the elevation of two Area Security Heads to Corporate Director – Safety and Security – one in each region. They will support the corporate safety team in driving safety initiatives across the company. The IHCL Crisis Escalation Matrix was revisited to reflect organizational structure changes and ensure that all safety and security incidences are reported to those concerned.

To ensure a continuous focus on safety your company created and implemented a Basic Safety Training Module for all hotels. This will act as an induction as well as refresher module for all employees. Train the Trainer sessions have been conducted for effective and standardized dissemination of content. Other training interventions by the Tata Group Safety Office such as ‘The Occupational Safety, Health & Working Conditions Code, 2020 & Other EHS Legislation Updates and ‘Motor Vehicle Business Travel on Roads & On-site vehicle movement’ have been well attended by your company’s safety champions. Over 100 employees participated in the Annual Tata Group Safety and Health Conclave. Teams at hotels continue to drive health, safety and security awareness sessions continuously thus ensuring focus.



The company drives a high focus on safety. As part of this focus, a Pre-opening/ Project Stage Safety Audit was completed by M/s DNV-GL for Taj Wellington Mews, Chennai to understand the operational related risks for hotel / services apartment. This will form a template for future opening.

### Responsibilities

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

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

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

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

### Health & Safety during Pandemic

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

### Performance

#### 403-2 Injury rates

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

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

IHCL	
Safety Data Sheet	
First aid cases (FAC)	1180
Medical Treatment Cases (MTC)	194
Lost-Time Injuries (LTI)	93
Lost Time Injury Frequency Rate	2.46
Fatalities	0
Million Man-hours worked	37812420
Average Number of Permanent employees	12842
Average Number of Contracted staff	3237

Ginger	
Safety Data Sheet	
First Aid Cases	31
Medical Treatment Cases	0
Lost time Injury (LTI)	0
LTIFR	0
Fatalities	0
Man-hours worked	3584000
Average Number of permanent employee	474
Average Number of Contractual Staff	989

TajSATS	
Safety Data Sheet	
First Aid Cases	31
Medical Treatment Cases	150
Lost time Injury (LTI)	17
LTIFR	350
Fatalities	0
Man-hours worked	2745458
Average Number of permanent employee	4407
Average Number of Contractor Staff	4366



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

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

## Material Topic 3.3 Community Development

### Management Approach

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

IHCL Vision for Inclusion & Affirmative Action:

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

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

IHCL shall work, in a phased manner, towards making its business ecosystem more inclusive by embedding

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

### Policies and Commitments

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

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

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

### Actions and Targets

#### Highlights:

- Rs 17.26 Cr. CSR expenditure\* (including group companies)
- Over 788 youth trained and certified in hospitality trades directly and indirectly (through Train the Trainers Programmes); with a focus on reaching out to women and youth from Scheduled Castes & Tribes

and under-served communities

- Rs 157 lakh worth of goods and services sourced through 23 social impact vendors

We aim to build more capable, inclusive and resilient communities through a shared approach that considers the specific needs of each community. Our social strategy aligns with our core business strategy to empower communities and provide opportunities for us to create common value across our footprint.

Invested in creating high quality infrastructure to support hospitality training across trades of F&B service, food production & bakery, and housekeeping. Our module and trainers have focused on screening students for interest levels in people-centric jobs & on building attitudinal readiness, confidence and life skills apart from domain skills training.

Despite the ongoing pandemic, in the current year 788 youth have been trained at these centres. The Company in partnership with Tata STRIVE conducts Recognition of Prior Learning ("RPL") training programme, which helps fill the gap and obtain a certification from NSDC- National Skill Development Corporation. Over 80 individuals were trained through RPL program in current year.

### Community welfare

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

### Heritage conservation and promotion

Some of our key conservation and promotion projects include the Varanasi Weavers Project, beautification

and landscaping at the National Railway Museum and Gateway of India precinct, Walk with the Pardhis, Tribal Culinary Heritage Preservation with Tata Steel and partnership with Antaran project by Tata Trusts – supporting handloom clusters in Assam, Nagaland and Orissa. Several of our palaces and resorts provide a pro-bono platform to artisans, culture troupes and traditional home cooks.

Currently, 22 handloom households are actively producing Taj uniforms. We empower many such handloom and handicraft artisans by retailing them through our in-house lifestyle store, Khazana.

### COVID-19 response by the Taj Public Service Welfare Trust (TPSWT)

The COVID-19 pandemic had put immense pressure on the medical fraternity and frontline workers. Health workers at government hospitals were busy day and night treating patients and it was difficult for them to get meals during the lockdown. TPSWT supported the COVID-19 disaster response programme. The initiative started with support extended to eight hospitals in Mumbai and Delhi, two hospitals in Bangalore, and one each in Coimbatore and Agra. TPSWT provided around 3 million meals to the health workers and police personnel. The trust also provided around 20,000 meals a day to migrant workers in Mumbai during the lockdown.

The implementation partner for the preparation and distribution of meals was TajSATS in Mumbai and Delhi. Vivanta Dwarka and Taj Mahal Hotel, Delhi initially supported the response in Delhi. Taj West End supported the response in Bangalore. Taj Hotel and Convention Centre, Agra and Vivanta, Coimbatore supported the response in the respective cities.



The Trust had partnered with Kuber Healthfood & Allied Services Pvt. Ltd. in Mumbai for meal donation to police personnel. Partners were selected basis the quality, quantity and ease of distribution in the areas of need.

The Trust also supported the stay of health workers and other frontline workers so that they rest close to their place of work without having the fear of spreading the infection among their family members. Over 70,000 room nights were utilised across the country in this regard.

The Trust also provided 30 ventilators to Seven Hills Hospital, Nair Hospital, Sion Hospital, KEM Hospital and Tata Memorial Hospital in Mumbai.

3 Million Meals served to frontiers and migrant workers	30 ventilators provided to hospitals in Mumbai	70,000 room nights utilised by frontline workers
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### Taj for Family

The COVID-19 pandemic and its consequent worldwide travel restrictions and lockdowns have had a significant adverse impact on the global economy and, more specifically, on the hospitality industry. To support the livelihood of the impacted workers of the hospitality sector, we created a Hospitality Benevolent Fund through the 'Taj For Family' project under the umbrella of TPSWT. This fund aims to financially support the distressed workers and reduce their struggle to the extent possible. Our employees, associated hotels and various other persons have collectively risen to the occasion in this moment of crisis and contributed generously in multiple ways to support their colleagues in distress.

The Taj for Family project is the first of its kind by IHCL and could positively impact the lives of more than 6,000 families. This was a proud moment for us, where our

employees willingly stepped forward to support partner employees of the same industry in distress.

### Training programme for livelihood development for women in shelter homes in Delhi

Taj City Centre Gurugram collaborated with Sahapedia to host a pilot training programme for women from homeless shelters across Delhi to skill them for hosting walks and become walk leaders. The objective was to conduct in-depth local cultural tours for our guests with these women at select IHCL hotels. Three L&D Managers of NCR hotels – Viniti Bahl, Tushar Abrol and Seema Mahajan – conducted trainings for 20 women trainees of Sahapedia who came from various locations in Delhi. The programme was spread across 12 sessions and comprised field walks as well as classroom inputs, helping the participants gain knowledge (theory) as well as practical inputs.

Our team led the session on soft skills and guest experience for the participants. Our trainers helped the women understand the finer nuances of communication, presentation, body language, hygiene and guest experience. The sessions were highly appreciated by the participants as well as the programme leads.

### 413-1 Operations with local community engagement

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

Beneficiaries:

- 788 persons trained across India
- Upkeep and maintenance of 2 heritage sites

### Annexure - 1 : List of Hotels Covered In Reporting

No. of IHCL Domestic & International Hotels	Ginger Hotels	TajSATS Units
Ambassador, New Delhi	Ginger - Pimpri	TajSATS, Mumbai
Baghvan Lodge, Pench	Ginger - Wakad	TajSATS, Delhi
Banjaar Tola, Kanha	Ginger - Mahakali	
Blue Diamond, Pune	Ginger - Thane	TajSATS, Goa
Cidade De Goa	Ginger - Nasik	TajSATS, Kolkata
Gateway, Chikmagalur	Ginger - Vivek Vihar	TMFK, Chennai
Gateway, Coonoor	Ginger - Noida-63	TajSATS, Bangalore
Jai Mahal Palace, Jaipur	Ginger - IRCTC	
Mahua Kothi, Bandhav Garh	Ginger - Mysore	
Pashan Garh, Panna	Ginger - Goa	
Pratap Mahal, Ajmer	Ginger - Vadapalani	
President, Mumbai	Ginger - Mangalore	
Rambagh Palace, Jaipur	Ginger - IITM	
Savoy, Ooty	Ginger - Trivandrum	
Taj Aravali Resort & Spa, Udaipur	Ginger - IRR	
Taj Bangalore	Ginger - Pondicherry	
Taj Banjara, Hyderabad	Ginger - Whitefield	
Taj Bekal Resort & Spa, Kerala	Ginger - Guwahati	
Taj Bengal, Kolkata	Ginger - Indore	
Taj Bentota Resort & Spa, Sri Lanka	Ginger - Agartala	
Taj Cape Town	Ginger - Bhubaneshwar	
Taj City Centre Gurugram	Ginger - Surat	
Taj Club House, Chennai	Ginger - Vadodara	
Taj Coral Reef Resorts & Spa, Maldives	Ginger - Jamsedpur	
Taj Corbett Resort & Spa, Uttarakhand	Ginger - Jaipur	
Taj Coromandel, Chennai	Ginger - Faridabad	
Taj Dubai	Ginger - Pantnagar	

No. of IHCL Domestic & International Hotels	Ginger Hotels	TajSATS Units
Taj Fort Aguada Resort & Spa, Goa	Ginger - Aurangabad	
Taj Deccan, Hyderabad	Ginger - Sanand	
Taj Ganges Varanasi	Ginger - Kalinganagar	
Taj Hari Mahal, Jodhpur	Ginger - Patna	
Taj Holiday Village Resort & Spa, Goa	Ginger Madgaon	
Taj Hotel and Convention Centre, Agra		
Taj Krishna, Hyderabad		
Taj Lake Palace, Udaipur		
Taj Lands End, Mumbai		
Taj M G Road, Bengaluru		
Taj Madikeri Resort and Spa, Coorg		
Taj Mahal, Lucknow		
Taj Malabar Resort & Spa, Cochin		
Taj Nadesar Palace, Varanasi		
Taj Palace, New Delhi		
Taj Pamodzi, Lusaka		
Taj Samudra, Colombo		
Taj Santacruz, Mumbai		
Taj Swarna, Amritsar		
Taj Usha Kiran Palace, Gwalior		
Taj Wellington Mews, Mumbai		
Taj West End, Bangalore		
Taj Yeshwantpur, Bengaluru		
The Gateway Hotel, Pasumalai, Madurai		
Tajview, Agra		
The Gateway Hotel - Visakhapatnam		
The Gateway Hotel, Calicut		

No. of IHCL Domestic & International Hotels	Ginger Hotels	TajSATS Units
The Gateway Hotel, Colombo		
The Gateway Hotel, Ernakulam		
The Gateway Hotel, Manjarun		
The Gateway Hotel, Nashik		
The Gateway Hotel, Varkala		
The Gateway Hotel, Vijaywada		
The Gateway Resort - Damdama Lake, Gurgaon		
The Pierre, New York		
The Taj Mahal Palace & Tower, Mumbai		
Umaid Bhawan Palace, Jodhpur		
Vivanta by Taj - Dal View, Srinagar		
Vivanta by Taj - Dwarka, Delhi		
Vivanta by Taj - Panaji, Goa		
Vivanta by Taj - Rebak Island, Langkawi		
Vivanta by Taj - Surajkund, NCR		
Vivanta by Taj - Surya, Coimbatore		
Vivanta by Taj - Whitefield, Bangalore		
Vivanta by Taj Aurangabad, Maharashtra		
Vivanta Chennai, IT Expressway		
Vivanta Guwahati		
Vivanta Kathmandu		
Vivanta Kolkata EM Bypass		
Vivanta Pune - Hinjawadi		
Vivanta, Vadodara		
Devi Ratn, Jaipur		
Meghauli Serai - Chitwan		
Sawai Man Mahal, Jaipur		



No. of IHCL Domestic & International Hotels	Ginger Hotels	TajSATS Units
Taj Campton Place, San Francisco		
Taj Chia Kutir Resort and Spa , Darjeeling		
Taj Deccan, Hyderabad		
Taj Fateh Prakash Palace, Udaipur		
Taj Hotel & Convention Centre, Goa		
Taj Jumeirah Lakes Towers		
Taj Rishikesh Resort & Spa, Uttarakhand		
Taj Safaris, New Delhi		
Taj Skyline, Ahmedabad		
Taj Theog Resort & Spa, Shimla		
Taj Tirupati		
Taj Wellington Mews, Chennai		
The Connaught, New Delhi		
The Gateway Hotel, Gondia		
The Gateway Hotel, Ramgarh Lodge		
Vivanta by Taj - Begumpet, Hyderabad		
St. James' Court Hotel, London		
Taj 51 Buckingham Gate Suites & Residences, London		
Taj Chandigarh, Chandigarh		
Taj Connemara, Chennai		
Taj Tashi, Thimpu		
The Gateway Hotel, Bangalore		
The Gateway Hotel, Gir Forest		
The Taj Mahal Hotel, New Delhi		

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

## Glossary

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



**THE INDIAN HOTELS COMPANY LIMITED**

Ninth floor, Express Towers, Barrister Rajni Patel Marg,  
Nariman Point, Mumbai 400 021, Maharashtra, India

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

For any feedback/queries, please contact:  
Tel.: +91 22 6137 1966 | Email: [alok.vijayvergiya@ihcltata.com](mailto:alok.vijayvergiya@ihcltata.com)