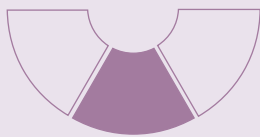


CRITICAL ENABLERS



# TRANSFORMING OUR CULTURE



Over the past three years, as part of Imperial’s transformation into a strong challenger business, we have been developing a performance culture which is more collaborative, accountable and inclusive.

This has been a highly structured, multi-year programme and, while we know there is considerable work still to do, we are pleased with our progress so far.

The process of cultural change began in 2021 when, in support of our newly launched strategy, we unveiled a new purpose, vision and five behaviours.

These behaviours, which have been the foundation of all subsequent activity, are: Start with the Consumer; Collaborate with Purpose; Take Accountability with Confidence; Be Authentic and Inclusive to all; and Build our Future.

During 2022, our focus was on supporting colleagues to become familiar with these behaviours. Every employee received training in understanding how best to live our behaviours in their working lives, with leaders going through an immersive five-day programme, which we called Connections.

We also rebranded our global office and factory estate, and stepped up our internal communications with new global, regional and functional events enabling broad-ranging dialogues and the sharing of best practice.

Over the past year, we have continued to develop this new culture. Our behaviours are now embedded in the way we manage performance, with leaders paid bonuses based not just on what they achieve but also how they deliver those achievements.

Also during 2023, we have made a significant investment in the coaching and development skills of our senior managers. Three hundred leaders, including the full Executive Leadership Team, have completed a bespoke course, called Connected Leadership,

designed to help each of them become better coaches and unlock the full potential of their teams. Examples of our people’s response to the programme are on the opposite page.

As part of our broader culture change agenda, during 2021 and 2022, we built the foundations of a new, more rigorous approach to diversity, equity and inclusion (DEI). This included the establishment of Employee Resource Groups covering gender, ethnicity, disability and LGBTQ+, and the recruitment of a new central team. During 2023, we agreed a set of long-term DEI ambitions. These are covered in more detail on pages 67-69.

The positive impact of these activities is evidenced in our most recent global employee experience survey, where we saw a 91% response rate and maintained our above-benchmark engagement score of 74%. Among our Global Business Leaders – roughly our top 500 people – we saw engagement improve by 10 percentage points to 84%.

We will continue to embed our new culture through rigorous performance management and further coaching to support our leaders.

## TRANSFORMATION IN ACTION

**Jan 2021**

Strategy launch: Culture is identified as a key enabler for improved performance

**Oct 2021**

New purpose, vision & behaviours unveiled at first-ever all-colleague conference

**Nov 2021**

Immersive Connections sessions start. All colleagues receive training in how to bring to life our behaviours in their daily working lives

**Feb 2022**

Launch of Connected Performance. New performance management process embeds behaviours into objective setting and bonuses



2023 employee  
engagement  
**74%**

**WHAT LEADERS ARE SAYING  
ABOUT OUR CONNECTED  
LEADERSHIP PROGRAMME...**

"In 15 years here, this is the first time ever I have seen such investment from the leadership in us."

"This is the only time learning had made me a better leader on a day-to-day basis."

"I've had more difficult conversations now re people's performance than ever before – caring and challenging."

**AND WHAT TEAMS ARE SAYING  
ABOUT THEIR LEADERS...**

"My leader is making me think differently, when I make a commitment, it feels more personal."

"I can see a positive 360 change in leading – asking more questions, making us think more, solve our own problems and not tell us."

"My leader is pausing and listening more – I noticed it."

**Nov 2022**

Long-term diversity, equity and inclusion ambitions approved by the Board. This is followed by the launch of the "I Belong" campaign to build awareness and buy-in for self-declaration data gathering (see pages 67-69 for more details)

**Dec 2022**

Second all-employee conference highlights how colleagues have adopted new behaviours. Contributions from markets across all regions show how culture change is translating into operational progress

**Jan 2023**

Connected Leadership coaching courses begin. During 2023, 300 leaders devoted seven working days to building skills in developing and supporting their teams to improve performance and unlock potential

**Oct 2023**

Record 91% response rate for global employee experience survey. We maintain benchmark-beating 74% engagement score