



DIVERSITY, EQUITY & INCLUSION

COMMITMENT:

We are committed to creating a truly diverse and inclusive organisation renowned for celebrating difference, enabling our people to feel that they belong and be their authentic selves. We will respect, recognise and value the diversity of our consumers and reflect the communities in which we operate.

Links to SDGs



- SDG 5: We aim to achieve gender equality and a more inclusive organisation

Behaviours



**Be Authentic,
Inclusive to all**

Diversity, equity and inclusion (DEI) support the development of our performance-based culture. An important focus is to drive positive commercial outcomes by creating a more diverse and inclusive workforce. It is also important that our employee base mirrors the varied global communities where we operate – a diverse workforce allows us to better understand and serve our consumers.

Our Fairness at Work Policy aims to promote high standards of conduct and job performance among employees, foster positive working relationships, and eliminate harassment. It ensures that no employee or job applicant faces discrimination based on gender, race, disability, marital status, nationality, sexual orientation, age, religious beliefs, or any other unrelated factors. The Group complies with this policy by promoting equal opportunities and addressing discrimination while ensuring fair performance management. Formal grievance procedures protect employees from harassment.

Improving gender balance in senior management

We have a well-defined five-year DEI strategy, which includes gender diversity objectives at three of the most senior levels within the organisation.

These commitments extend to setting global and local gender diversity goals and ensuring accountability for DEI objectives with each ELT member.

Furthermore, we conduct quarterly reviews against clearly defined local targets in each region and function to monitor progress, review attrition, recruitment and promotion levels, and create action plans.

To support these objectives, we have implemented targeted talent attraction plans, provided inclusive interview skills training for line managers, and developed the “Accelerating Women into Leadership” programme, which will begin during FY25.

I Belong campaign

In 2023-24, we launched a global employee self-identification campaign called “I Belong”, enabling employees to confidentially share additional personal information in our Workday system. Understanding our employees better helps us track DEI progress, especially regarding ethnicity representation in key markets.

Obtaining employee self-identification data has been challenging due to the diverse markets and complex legal and cultural landscapes. However, employees can now confidentially share their diversity data in 32 of the countries in which we operate. Some of these countries allow only limited information, such as nationality or disability, while a few permit the collection of race/ethnicity and sexual orientation data.

Employee diversity data sharing encourages inclusivity analysis and goal setting. We have set ethnicity goals in the US and plan to do the same in the UK once we gather sufficient data.

KPI

Female representation at Executive Leadership Team (ELT) level

METRIC

Percentage of **females at ELT level**

Status: On Track



KPI

Female representation on the Board

METRIC

Percentage of **female Board members**

Status: On Track



FY24 Performance

Two female ELT members were appointed in FY24.

One female Board member was appointed in FY24.

 For more targets and metrics related to DEI, please see our [ESG Performance Summary 2024](#).

A. Select 2024 data has been independently assured by Ernst & Young LLP (EY) under the limited assurance requirements of the ISAE 3000 standard. EY's Assurance Opinion is available on our [website](#). Our reporting scope and definitions are detailed in the Reporting Criteria document published on our [website](#).

Raising awareness and accountability for DEI

In 2024, we introduced an interactive DEI training module for all employees. It emphasises our collective role in making DEI a reality by fostering an inclusive culture and respecting our differences. All employees, including new hires, are expected to complete this module as part of their mandatory learning and development or induction.

Additionally, we have developed and implemented an allyship training programme to enhance understanding and build allyship skills for enhanced workplace inclusivity. This initiative began in 2024 and will continue in 2025.

We also conduct targeted DEI workshops, webinars, and speaker sessions on LGBTQ+, neurodiversity, race/ethnicity, gender, and inclusive leadership. Our global Business Employee Resource Groups (BERGs) continue to play a key role in championing DEI progress. This year, we initiated a development programme to support BERG executive sponsors and leaders.

OUR FOUR GLOBAL BUSINESS EMPLOYEE RESOURCE GROUPS COVERING:

- Gender
- Ethnicity
- Disability
- LGBTQ+

Are important sources of expertise and enthusiastic champions of our agenda.

DIVERSITY, EQUITY AND INCLUSION PERFORMANCE¹

Performance indicator	Unit	2021	2022	2023	2024	Commentary
Female employees in the workforce²	%	40	40	39	41^A	Female representation has remained broadly consistent across the last three years. FY24: 7,653 female, 11,112 male, 82 not declared.
Female senior management³	%	-	29	31	33^A	Targeted talent attraction and development plans have seen an increase in female representation at senior management level. FY24: 218 female, 430 male, 3 not declared.
Female Executive Leadership Team (ELT) members	%	33	30	30	45^A	Female representation on the ELT has increased in FY24, following the appointments of Deborah Binks-Moore and Priyali Kamath. FY24: 5 female, 6 male.
Female PLC Board members	%	22	40	40	45^A	Female representation on the Board has increased following the appointment of Julie Hamilton in January 2024. FY24: 5 female, 6 male.
Ethnic minority background on our Board	%	10	20	20	18^A	On 30 September 2024 (end of FY24), 18% of the Board members identified as being from an ethnic minority background.
FTSE Women Leaders Review Combined Executive Leadership Team & Direct Reports	%	21.4	24.3	26.7	32.1^A	The FTSE Women Leaders Review is the successor to the Hampton-Alexander Review. It is the UK's independent, voluntary initiative aimed at increasing the representation of women on FTSE 350 boards and leadership teams. The reporting date is 31 October 2024.
Employee turnover rate⁴	%	10	30*	16	14	Turnover has fallen slightly compared to FY23, and is significantly lower than FY22's spike caused by divestiture and business transformation.

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1. We recognise the need to gain more comprehensive employee demographic data in order to understand the diversity of our employee base and drive inclusion. This will form a key part of our new DEI strategy and will help us measure (where appropriate) ethnic minority, disability, LGBTQ+ and other key DEI dimensions.
2. Based on employees recorded in Imperial Brands Group Human Resources Information Systems, excluding Logista, contractors and casual labour.
3. The proportion of senior management employees (Global Grades 3, 4, 5) recorded as female across Imperial Brands Group, excluding Logista.
4. This reflects all employees excluding those employed by Logista.

* Includes divestiture of our Russian business.