

Executive Summary

Our 2025 Gender Pay Gap results show strong, sustained progress, with both mean and median hourly gaps improving year on year. Our median pay gap has reduced to 4.8%, significantly outperforming the UK national median of 12.8%. This progress reflects the impact of our inclusive policies, increased gender representation in senior roles, and our continued commitment to merit-based hiring and progression.

This report is issued in response to UK statutory reporting requirements. It provides the detailed pay gap data for 2025 and outlines the actions that have contributed to our progress. It also introduces how this work aligns with our broader Inclusion Strategy to build an inclusive, high-performance culture.

Gender Pay Gap

The table below shows our mean and median gender pay gaps for UK-based employees in Imperial Tobacco Ltd, as at the 05 April 2023, 05 April 2024, and 05 April 2025 snapshot dates.

	2023		2024		2025	
	Mean	Median	Mean	Median	Mean	Median
Hourly Pay	18.7%	11.8%	13.7%	9.2%	11.8%	4.8%
Bonus Pay	41.4%	22.2%	37.6%	27.5%	33.6%	20.1%

Fig.1 Comparison of Imperial Tobacco Ltd hourly and bonus pay gaps between 2023, 2024 and 2025.

Both mean and median hourly pay gaps have improved between 2024 and 2025, decreasing from **13.7% to 11.8%** and **9.2% to 4.8%** respectively. **Our median pay gap is now significantly below the UK national median pay gap of 12.8%**

The mean and median bonus pay gaps have also improved, decreasing from **37.6% to 33.6%** and **27.5% to 20.1%** respectively.

These positive shifts are primarily due to increased female representation in our senior roles.

Bonus Eligibility

The difference in the proportion of males and females earning a bonus (92.3% and 89.7% respectively) arises from a greater proportion of female new hires (compared to males) commencing employment after the FY24 bonus eligibility period.

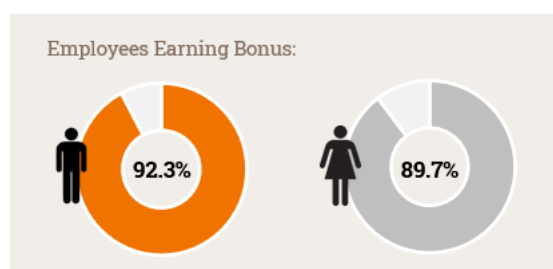


Fig.2 The proportions of males and females earning a bonus.

Distribution of Genders Across Pay Quartiles

Analysis of our gender distribution across pay quartiles shows that the upper pay quartile, consisting of our most senior roles, comprises 40% female representation (increased from 28% in 2020). In contrast, the lower pay quartiles comprise 46% female representation. These imbalances significantly contribute to our gender pay gap.

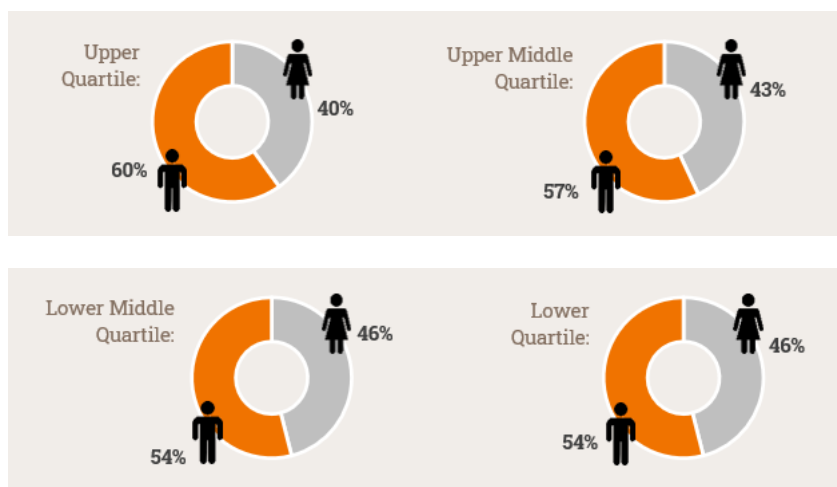


Fig.3 The proportions of males and females in the pay quartiles

Diversity, Equity & Inclusion Strategy

Building an inclusive high-performance culture remains one of our most powerful enablers of business success. Inclusion unlocks innovation, strengthens collaboration and accelerates growth by ensuring every individual can fully contribute. Our organisation continues to reflect the diversity of our consumers and the communities in which we operate.

Our Inclusion Strategy comprises three strategic pillars with clearly defined measures of success:

- **Our Workplace** – focused on our environment, policies, practices and behaviours.
- **Our Workforce** – focused on representation and the makeup of our people.
- **Our Marketplace** – focused on how we work with suppliers and external partners.

Our approach supports progress against global and local goals while adhering to legislative and cultural requirements.

Over the past year, we have taken deliberate action to close our gender pay gap by strengthening representation and broadening access to development. Targeted attraction and internal progression, always merit-based, remain central to building gender balance in senior management roles, supported by inclusive recruitment, retention and development practices that reach diverse talent pools.

Our approach to talent attraction and development continues to evolve. We use targeted campaigns to ensure our workforce reflects our customers and communities, supported by inclusive interviewing guidelines, including mixed-gender panels and shortlists, to ensure fairness in selection. Structured development programmes are enabling high-performing women to progress into leadership roles, strengthening gender balance in senior management.

Active colleague involvement is essential to sustaining an inclusive culture. Our Business Employee Resource Groups continue to play a vital role, with the Global Gender BERG now exceeding 150 UK-based members. In 2025, we strengthened governance further by establishing a DEI Steering Group, chaired by our Chief People and Culture Officer, bringing together all BERGs to align priorities and embed an intersectional approach across our inclusion efforts.

Developing awareness and capability across the organisation also remains a priority. In 2025, 90% of our online workforce completed the introductory module on Diversity, Equity and Inclusion, which is also available to offline colleagues. More than 400 colleagues have completed the Allyship Programme, with additional sessions planned for 2026, supporting the behaviours that contribute to an inclusive culture.

We have also enhanced the support available to colleagues at key life moments. The April 2024 review of our UK Family Friendly Policies resulted in increased interest and uptake, with more colleagues using the full range of leave options. Engagement with the *Moments That Matter* platform remains strong, offering practical support through pregnancy, parenting, caring responsibilities and returning to work. Our renewed partnership with Bright Horizons ensures access to high-quality resources across these life stages.

Together, these actions demonstrate our commitment to addressing the gender pay gap and creating an environment where all colleagues feel they belong and can fully contribute their skills, experience and expertise to deliver our commercial success.

Declaration

I confirm that the Imperial Tobacco Ltd Group Gender Pay Gap calculations featured in the above report are accurate.



ALISON CLARKE

Chief People and Culture Officer