

Bloomberg Gender-Equality Index 2024

BAT's ongoing drive to sustain a diverse, inclusive culture have been recognised with inclusion in the 2023 Bloomberg Gender-Equality Index (GEI) at the first time of participating. Following this recognition, below is BAT's response to 2024 Bloomberg GEI. The 2024 Bloomberg GEI represents 2022 data.

KPI	Definition	BAT Response
Leadership		
1	<p>Percentage of women on company board</p> <p>Percentage of women on the board directors, of the total board size that are responsible for the supervision of management, as of fiscal year-end.</p> <p>This includes full-time directors only. Deputy members of the board and alternate directors will not be counted. Additional directors will be counted. If the company has both a supervisory board and a management board, this will refer to the directors on the supervisory board. Company secretaries (or board observers or censors) will not be counted.</p>	The percentage of women on the BAT Group Board of Directors is 36%.
2	<p>Chairperson is a woman</p> <p>Indicates whether the board chair, or equivalent is a woman. For European companies with a supervisory board and a management board, this field looks at the chairperson on the supervisory board.</p>	Chairperson is not a woman.
3	<p>Gender balance in board leadership</p> <p>Percentage of the various committees of the board of directors chaired/co-chaired by a woman.</p>	33% of BAT's Group Board Committee's (Audit, Nomination and Remuneration) are chaired by a woman.
4	<p>Chief executive officer (CEO) is a woman</p> <p>Indicates whether the chief executive officer (CEO), or equivalent, is a woman. For European companies with a supervisory board and a management board, this field refers to the CEO of the management board or equivalent.</p>	CEO is not a woman.
5	<p>Woman chief financial officer (CFO) or equivalent</p> <p>Indicates whether the chief financial officer (CFO), or equivalent, is a woman.</p>	CFO is not a woman.
6	<p>Percentage of women executive officers</p> <p>Percentage of women executives of the company, or members of equivalent management/executive body, of the number of executives as of fiscal year-end.</p> <p>Executives are as defined by the company or as individuals that form the company executive committee/board or management committee/board or equivalent.</p>	The percentage of women executive officers is 7%.
7	<p>Chief diversity officer (CDO)</p> <p>Chief diversity officer (CDO), or officer reporting to the executive team (within two levels of executive management), dedicated primarily to diversity and inclusion (D&I) strategy at the company as of fiscal year-end. Can refer to a chief human resources officer (CHRO) ONLY in the case that they have a primary business function of developing and maintaining the company's D&I strategies.</p>	CDO is a woman.
Talent Pipeline		
8	<p>Percentage of women in total management</p> <p>Percentage of women in management who have senior-level, middle or lower-level supervisory responsibilities of total management.</p>	41%
9	<p>Percentage of women in senior management</p> <p>Percentage of women in management who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management.</p>	29%
10	<p>Percentage of women in middle management</p> <p>Percentage of women in management who have middle- or lower-level supervisory responsibilities and are positioned in the management hierarchy three or more levels from executive management of total middle management.</p>	39%
11	<p>Percentage of women in non-managerial positions</p> <p>Percentage of women employees in non-managerial roles, of total non-managerial positions at fiscal year-end.</p> <p>Refers to women who work directly on a team as an individual contributor and have no responsibility as a manager to others.</p>	30%
12	<p>Percentage of women in total workforce</p> <p>Percentage of women in the total workforce, of the total number of company employees.</p>	33%
13	<p>Percentage of women total promotions</p> <p>Percentage of women promoted of total promotions during fiscal year-end.</p> <p>Refers to women that were promoted or underwent career advancement out of total employees promoted.</p>	36%
14	<p>Percentage of women IT/engineering</p> <p>Percentage of women working in functional roles with IT (Information Technology) and/or Engineering (Research & Development; Programming/Coding) responsibilities at the company, of the total employees working in these roles.</p>	37%
15	<p>Percentage of new hires are women</p> <p>Percentage of women new hires, of the total number of new hires.</p>	39%
16	<p>Percentage of women attrition</p> <p>Percentage of women employees that left the company, of the total employees that left the company.</p>	36%
17	<p>Time-bound action plan with targets to increase the representation of women in leadership positions</p> <p>Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women in leadership positions.</p> <p>Employees in leadership positions (which may include management with senior level responsibilities) or employees with supervisory responsibilities for one or more direct reports.</p>	<p>Ensuring ownership of, and accountability for, our D&I strategy across all business areas and leadership teams is key to driving progress to our 2025 ambitions.</p> <p>Our goals for 2025 include:</p> <ul style="list-style-type: none"> - increasing the proportion of women in management roles to 45% - increasing the proportion of women on senior leadership teams to 40%
18	<p>Time-bound action plan with targets to increase the representation of women in the company</p> <p>Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women positions in the company.</p>	<p>Our D&I governance structure ensures clear accountability for our business leaders and leadership teams for achieving our 2025 D&I ambitions. This includes D&I dashboard and regular reviews by our Chairman, Main Board and Management Board to ensure close monitoring of progress and plans.</p> <p>D&I remains fully embedded in our talent review processes and meetings. Each Region/Function have five-year glidepaths to showcase plans and estimated year-end forecasts. We seek to continuously monitor, track and support the progression of different groups.</p>
Pay		

19	Adjusted mean gender pay gap	Gender pay gap with reasonable adjustments made to consider role, location and tenure.	<p>The consolidated results from our pay equity assessments show our adjusted gender mean pay gap is less than 1% in favour of the male population.</p> <p>Our focus is on pay equity is intended to ensure all employees performing the same work or work of equal value are paid equitably and any differences in pay are for objective reasons (such as level or type of work performed, location, and experience) and not influenced by gender.</p> <p>We have been completing global pay equity audits since 2021 in partnership with Fair Pay Workplace (FPW). In 2022, our pay equity audit covered approximately 40,000 employees, in 44 markets from a gender perspective (~80% of group headcount).</p> <p>In October 2022, we received further independent accreditation from FPW for all the countries included in the scope of our pay equity audits. Certification validates that the pay equity work is being performed accurately and fairly.</p>
20	Global mean (average) raw gender pay gap	Raw gender pay gap measures the difference in total compensation between women and men, without adjusting for factors such as job function, level, education, performance, location, etc.	<p>Global mean pay gap is 14% in favour of the female population.</p> <p>Workforce demographics have a key influence on gender pay outcomes. Our business operations require many operations and manufacturing roles, where male representation is traditionally higher. The impact is that women are proportionally better represented in upper earnings quartile, and lower represented in lower earnings quartiles.</p>
21	Time-bound action plan to close its gender pay gap	Indicates whether the company shares a publicly quantitative, time-bound action plan to close its gender pay gap.	<p>We have several Group-wide initiatives in place to minimise the gender pay gap including:</p> <ul style="list-style-type: none"> – Our Board Diversity Policy sets the Board’s commitment to considering all aspects of diversity when reviewing the composition of, and succession planning for, the Board and Management Board – Our ambition is to increase the proportion of women in senior leadership team and management roles to 40% and 45%, respectively by 2025 – Our focus on pay equity is fundamental to strengthening and sustaining our talent pipelines, provoking the right conversations, and allowing us to identify any potential barriers in the workplace – Accredited leading global D&I practices across several areas, including female representation, LGBT+, Disability, Race/Ethnicity <p>It is only through embedding D&I even deeper into our organisation with robust practices and KPIs, that we will be able to address our gender pay gap.</p>
22	Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Indicates whether a company’s executive compensation, either short term or long term, is linked to gender diversity. This can include representation of women, the gender pay gap, etc.	Executive compensation is not linked to gender diversity or DEI.
Inclusive culture			
23	Number of weeks of fully paid primary parental leave offered	<p>Indicates the number of weeks of fully paid primary parental leave (or maternity leave) for employees globally (provided by the firm and/or government).</p> <p>Primary caregiver is the person with primary responsibility for childcare or is the designated primary custodial parent. If the company offers maternity parental leave policies, we accept responses to primary parental leave policy questions according to the company’s maternity leave policy.</p>	<p>Overall BAT provides on average 18 weeks fully paid maternity leave. Parents@BAT policy guarantees a minimum of 16 weeks of paid maternity leave in 26 countries. 61 countries offer paid maternity leave above statutory requirements. 47 countries offer more than 16 weeks paid leave: Australia, Pakistan, Bangladesh, Vietnam, UK, Norway, Denmark, Venezuela are the countries offering the longest paid maternity leave with an average of 29 weeks.</p>
24	Number of weeks of fully paid secondary parental leave offered	<p>Indicates the number of weeks of fully paid secondary parental leave (or paternity leave) for employees globally (provided by firm and/or government).</p> <p>Secondary caregiver is the second parent who has a lesser responsibility for childcare duties. If the company offers paternity parental leave policies, we accept responses to secondary parental leave policy questions according to the company’s paternity leave policy.</p>	<p>Overall BAT provides on average 2 weeks fully paid paternity leave, with 48% of the countries offering paid leave above above statutory requirements and elsewhere BAT complies with all statutory requirements. Overall BAT provides on average 2 weeks fully paid paternity leave. 48 countries, accounting for 21,000 employees, offer paid leave above statutory requirements; all other countries comply with statutory requirements. The markets offering the longest paid paternity leave are USA (16 weeks), Australia (6 weeks), Canada and Brazil (4 weeks).</p>
25	Parental leave retention rate	Percentage of women employees that remained employed by the company 12 months after their return from parental leave out of all women employees that used parental leave during previous fiscal year.	In 2022, the return rate from parental leave was 97% for women and 99% for men.
26	Back-up family care services or subsidies through the company	<p>Indicates whether the company offers back-up family care to assist when there is a gap in regular care arrangements, or a subsidy to assist with the cost of care of a family member, to employees.</p> <p>Flexible spending accounts (FSAs), to which the company does not contribute, do not qualify as a family care subsidy. Can include support offered through government services.</p>	<p>While there are no global back-up family care support guidelines in place, all markets must comply with statutory requirements and are encouraged to review benefits and policies with a progressive lens. For instance, in the UK, we recently added a new childcare benefit providing a tax-efficient option for funding nursery costs and eldercare support. Other country specific provisions include carer’s leave in Australia and nursery financial support in Chile. There are then allowances for family care and events provided in Nigeria, Korea, Sweden, Mexico and Japan. Some markets also provide voluntary benefits such as critical illness and life insurance for immediate family members. Majority of markets offer an EAP that offers 24/7 emotional support to employees and dependents to support life moments and offers employees practical research and referral support to find back-up child and eldercare needs.</p>
27	Flexible working policy	<p>The company offers an option to control the start or end times of the workday or workweek (e.g. flextime) or offers an option to control the location where employees work (e.g. telecommuting, work from home).</p> <p>This should exclude any COVID-19 related policies. Telecommuting is the option of employees to control the location of their work; commonly referred to as work from home.</p>	<p>We aim to help support improved work-life integration to create a more productive and empowered workforce.</p> <p>Across our business, a hybrid remote working model is considered normal practice.</p> <p>Many of our locations supplement their hybrid working arrangements even further, with some affording their employees autonomy to flexibly schedule working from home time, the ability to work from anywhere for an agreed period, or part-time working solutions depending on the type of role performed.</p>
28	Employee resource groups for women	Indicates whether the company has any employee resource groups or “Communities” focused on recruiting, retaining and developing women.	<p>By fostering inclusion and belonging, building allyship, and supporting the career growth of colleagues, our Employee Resources Groups (ERGs) collaborate with the D&I team to deliver on our business objectives and strategic imperatives.</p> <p>Members of the leadership teams serve as executive sponsors for ERGs to build allyship and understanding while also maximising the success and impact of these groups.</p> <p>Our ERGs then activate and embed this work deep within our organisation and our local communities. We have ERGs across all levels of the Group, including our Women in BAT, Healthy Minds Champion and BUited, which is our LGBT+ employee resources group. In 2022, we opened several new chapters in our local markets, including the women employee group in Saudi Arabia and disability inclusion group in Nigeria.</p>

29	<p>Unconscious bias training</p>	<p>Indicates whether the company offered all employees unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours.</p> <p>Unconscious bias refers to a preference for or against a person, perspective, or group that one is not aware of but, nevertheless, is communicated through statements or actions. Unconscious bias training aims to remove barriers to inclusion, engagement and performance by understanding our individual biases and providing knowledge to mitigate this inequity.</p>	<p>In December 2020, BAT launched a new training programme 'Mastering Inclusion' with the main purpose to raise awareness and build skill sets around key D&I concepts and opened it up to all our non-management employees too. It is compulsory for all new hires and new managers and, in 2022, more than 9,500 employees have completed the training. Mastering Inclusion covers all permanent and non-permanent employees.</p> <p>D&I toolkits are available for all our managers. Along with Allyship Guides on LGBT+, Race and Ethnicity and Disability Allyship, these continue to provide practical information to help debunk myths and misconceptions, understand unconscious bias, micro-aggressions and micro-inequalities and provide tips on how to proactively create an inclusive environment and promote a sense of belonging for us all.</p> <p>These guides were built through a robust co-creation process, and they complement existing D&I training embedded across the business, such as our 'Mastering Inclusion' e-learning available to all colleagues, and the D&I modules of our leadership programmes like <i>Leading Self</i>; <i>Leading Teams</i>; and <i>Leading Through People</i>.</p>
30	<p>Annual anti-sexual harassment training</p>	<p>Indicates whether a company requires all employees to complete anti-sexual harassment training at least once a year. Anti-sexual harassment training explains the company's anti-sexual harassment policies, provides specific examples of inappropriate conduct and describes the processes and procedures for bringing a complaint.</p>	<p>100% of our employees completed training and compliance sign-off on our Standards of Business Conduct (SoBC) in 2022.</p> <p>The SoBC are a set of global policies of BAT, expressing the high standards of integrity we are committed to upholding. Every year, all our Employees and Group entities must formally confirm that they have complied with the SoBC. New joiners undertake a mandatory induction covering our SoBC policies.</p> <p>Under 'Social and environment' in our SoBC, there is a section named 'Our people: respect in the workplace'. One of the topics covered in this section is 'Preventing harassment and bullying' where it covers all aspects of harassment and bullying are completely unacceptable and that BAT is committed to removing any such actions or attitudes from the workplace.</p> <p>Harassment and bullying include, but are not limited to, any form of sexual, verbal, non-verbal and physical behaviour, which is abusive, humiliating or intimidating.</p> <p>If employees witness or experience such behaviour, or behaviour that is unacceptable in any other way, they are encouraged to report it to the line managers. BAT seeks to provide a climate of confidence where Employees can raise issues, and aim for a swift resolution to the satisfaction of all concerned.</p> <p>Employees can raise issues through local grievance procedures or Group Speak Up channels.</p> <p>Staff can raise concerns with their line manager, HR or one of the Group's Designated Officers. Alternatively, they can use our confidential, independently managed external Speak Up channels via telephone or online. Our Speak Up channels are available 24 hours a day in local languages and are highlighted in our internal trainings and communications. We have Designated Officers responsible for receiving concerns, based locally throughout the world.</p> <p>Our SoBC also clearly communicates that employees will not suffer any form of reprisal (whether directly or indirectly) for speaking up about actual or suspected wrongdoing, even if they are mistaken.</p>