From Listening to Action

How data can enable more inclusive leadership every day

Emily Heath | Group Inclusion Lead
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A Decade of Progress
The Evolution of Inclusion at BAT

2013* - 2019
Guiding Principles


Enterprising Spirit


Freedom Through Responsibility


Open Minded


Strength from Diversity

2020 - 2023
Ethos

BOLD DIVERSE FAST

RESPONSIBLE EMPOWERED

Launched in Feb 2024
Values

TRULY INCLUSIVE

2024 – Ongoing
Truly Inclusive Leaders

Truly Inclusive Leaders

2025 - Ongoing
Inclusion Index

Your Voice | Inclusion

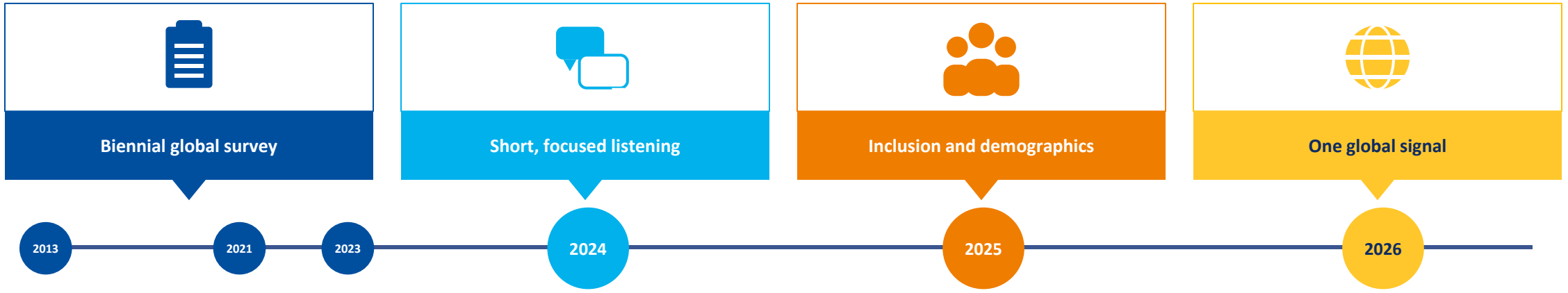
Launched in May 2026
Inclusive Culture Strategy

Inclusion

** Guiding principles first reported in our Annual Report 2013*

Deep Dive Employee Listening
Evolution of Your Voice

From long, biennial surveys to short, focused listening — and from heavy action planning to continuous dialogue and 1% change.



2013 – 2023

- Run every two years: since before 2013
- 65–85 questions covering the full employee experience
- Followed by heavy, formal action planning after each wave
- 2021 came the introduction of manager reporting

From 2024

- Moved to short, focused surveys built around a few clear signals
- Shifted from heavy action planning to continuous dialogue
- 1% change — small, consistent improvements that compound
- Focus on Manager accountability and enablement

2025

- April: first Inclusion Survey — 13 questions on belonging, fairness and psychological safety
- 12 markets piloted self-declare demographics
- September: Engagement Survey continued them, adding 14 markets
- Line Manager capability building – using results to facilitate open and inclusive conversations

2026

- September: Engagement and Inclusion combined into one 20-question global survey
- Self-declare demographics in every market where legally and culturally applicable — 60+ markets

Acting With Purpose
How BAT connects Voice, Inclusion & Leadership

LISTEN

Employee Listening

Your Voice, pulse and lifecycle listening help identify what employees are experiencing.

SHAPE

Inclusive Culture Strategy

A shared framework: shaping culture together, thriving workplaces & communities that connect us.

ACT

Leadership Enablement

Translating insight into leader routines, manager capability, dialogue & accountability.

LEARN

Community Insight

ERGs, Culture Champions & Inclusion moments add lived experience, stories and context.

Listen with intent. Interpret responsibly. Act through leaders. Learn continuously.

From Listening to Action
Looking Beyond the Average

"Our average score is positive, so everyone is having a positive experience."

“What’s true for most is true for all."



“One score tells the whole story."

From Listening to Action
Looking Beyond the Average

The most valuable insights sit below the average. That's where Inclusion starts.



Which groups are having a different experience, and how can we close those gaps?

BAT
A BETTER TOMORROW

Inclusion Signals
Do the Work before you decide the Action

Segment Responsibly

Look for experience gaps where it is ethical, legal and statistically appropriate to do so.

Protect Trust

Use anonymity thresholds, aggregated reporting and careful language to avoid identifying individuals.

Triangulate

Combine quantitative patterns with qualitative comments, leader listening and community insight.

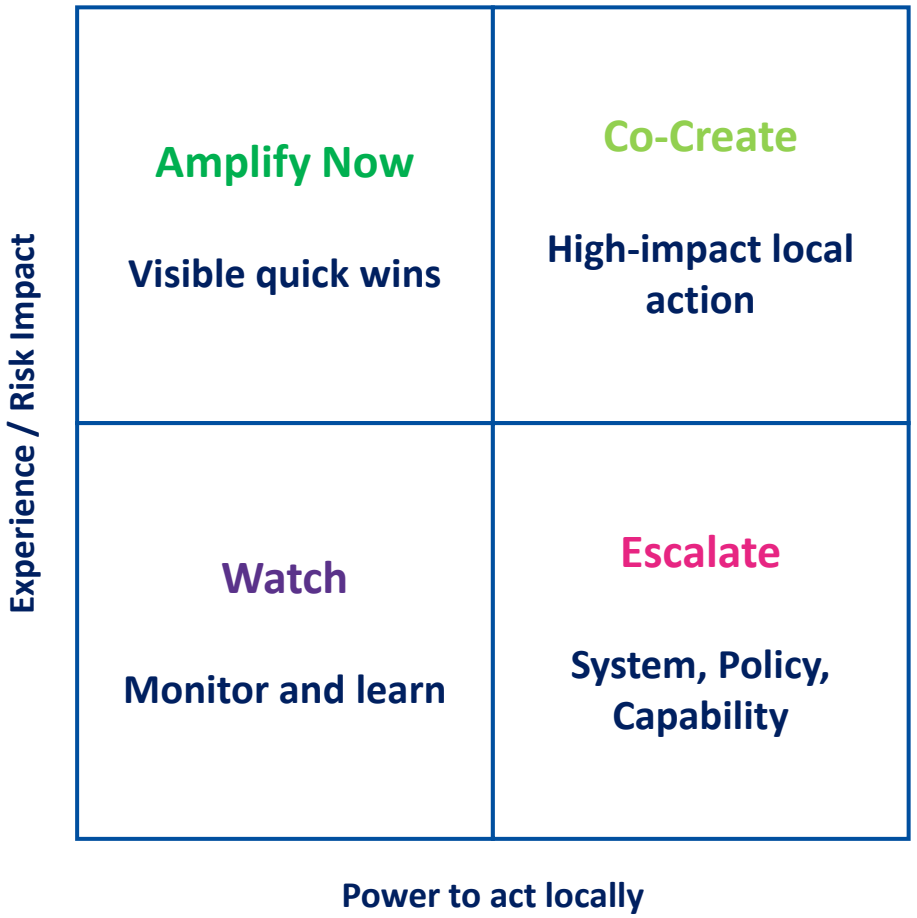
Localise Context

Interpret differences through regional, functional and cultural context before prescribing action.

Close the Loop

Tell people what was heard, what will change, and what cannot change yet without overpromising.

Turning Insight into Action
Where to Start and Why



Prioritise the gap, not the score

Where is experience meaningfully different or business critical?

Prioritise the decision owner

Who can change the experience through routine choices?

Prioritise the next conversation

What do employees need to hear back to sustain trust?

A BAT Example
From Listening to Action

How do we at BAT make listening useful for leadership?

1.	2.	3.	4.	5.
Voice & experience signals	**Inclusive interpretation**	**Leader enablement**	**Visible participation**	**Action & storytelling**
Employee listening, targeted surveys, community feedback & people experience moments create signals.	Inclusion lens helps ask: who experiences this differently & why might that be?	Practical guidance, training, toolkits & manager conversations translate insight into behaviours.	ERGs, Culture Champions and Global Inclusion Moments create connection, context and momentum.	Close the loop through actions, stories, feedback and continuous learning.

Turning Insight into Action
Everyday Leadership Decisions

Meetings
Who is invited, who speaks, who is heard, and how dissent is handled.

Work allocation
Who gets stretch work, visibility, development and recovery time.

Feedback
Whether feedback is timely, specific, fair and growth-oriented.

Recognition
Whose contribution is named, credited and amplified.

Change
How leaders communicate uncertainty, listen to impact and adapt.



From Listening to Action

Three Shifts for More Inclusive Leadership

1. **From averages to experience gaps**
   Inclusion lives in the differences hidden beneath the headline.

2. **From dashboards to decisions**
   Data matters when it changes what leaders do next.

3. **From listening events to listening culture**
   Trust grows when people see feedback shaping action.

Deep Dive Inclusion
Strategic Vision & Priorities

BAT
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The Vision

At BAT, everyone belongs. We respect and value each other. One team, striving to win every day. Proud of who we are and what we will become.

The Strategic Priorities

We shape this together…

A workplace for everyone to thrive…

Communities that connect us…

THANK YOU!

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