



# Operational Sustainability

## Foster an empowered and inclusive workplace

11

### Proportion of women in senior roles

#### KPI description

We disclose the proportion of senior positions held by women in our annual [Value Report](#), calculated considering employee headcounts in salary grade 14 and above.

## Definitions

**Employee headcount** All active as well as inactive employees, including employees on parental leave, medical/sick leave, unpaid leave or long-term disability.

**Women** For the purposes of this report, PMI counts as women those employees whose gender is recorded as female based on official documentation (passport, national identity card, etc.).

**Senior roles** The term we use to refer to all positions in a defined salary grade 14 and above, regardless of their job title or function.

**Salary grade (SG)** Levels used to group jobs of similar value according to PMI's job evaluation methodology, which is based on Hay methodology. PMI uses 28 levels, starting from SG 1 and ascending to SG 28.

## Scope

**Included** All employees captured in PMI's HR reporting tools.

**Excluded** Non-employee population (temporary agency workers, freelancers, merchandisers, IQOS coaches, consultancy, and outsourced services), benefit recipients (retirees or those who no longer have a working relationship with the company), and employees on salary continuation.

## Calculation methodology

Proportion of women in senior roles (SG 14+) is calculated as:

$$= \left( \frac{\text{Women headcount in salary grade 14+}}{\text{Overall employee headcount number in salary grade 14+}} \right) \times 100\%$$

**Estimates and assumptions** The calculation considers the total number of employees and the salary grade at a specific point in time; for year-end reporting, this is December 31 of the respective year.

## Data management

On a daily basis, employee headcount data are transferred from PMI's HR reporting tool to PMI's data ocean (a corporate data warehouse solution). The data are consolidated and analyzed for internal reporting purposes monthly. The data are validated centrally, prior to external annual reporting in the [PMI's Value Report](#).

**Data verification** The KPI, as published in [PMI's Value Report 2025](#), has been assured by PwC (limited assurance).

See the independent practitioner's [limited assurance report](#)