



A better tomorrow starts today

BAT's path to internal mobility and strategic growth



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From Aspiration to Action: Stories of Success

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A Future of Alignment

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OVERVIEW

About



Industry:
FMCG



Employees:
46,000 globally
17,000 in APAC



Region:
APAC

Products

Talent Marketplace

- ▶ Projects
- ▶ Full-Time Positions
- ▶ Mentors
- ▶ Learning
- ▶ Career Paths

Workforce Graph

Integrations

HCM



LMS



ATS



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INTRODUCTION

When BAT (formerly British American Tobacco) launched its "A Better Tomorrow" transformation, it set its sights on redefining the future—not just for its products, but for its people. This global organization, long synonymous with tobacco, was pivoting toward a multi-category strategy encompassing vape, modern oral, and beyond-nicotine innovations. The transformation's success relied heavily on BAT's ability to adapt its workforce to meet these new demands while fostering a culture of growth, agility, and empowerment.

But the path forward wasn't without obstacles. Employees felt disconnected from career opportunities, craving clearer pathways and more meaningful growth. Managers attempted to identify and mobilize talent effectively, relying on outdated practices that couldn't scale. BAT needed a solution to unlock its workforce's potential and align its talent strategy with its bold vision for the future.



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CHALLENGES

The journey toward “A Better Tomorrow” brought significant challenges:

- ▶ Transitioning from a single category focus to a multi-category business required specialized expertise and cross-functional agility.
- ▶ Employees expressed dissatisfaction with career visibility, craving clear growth opportunities and actionable paths to advancement.
- ▶ Traditional, relationship-based talent practices limited the organization’s ability to scale its workforce strategy efficiently across geographies.
- ▶ Leadership needed better insights into the skills within the organization to optimize workforce planning and align resources with strategic priorities.

These challenges highlighted the need for a modernized talent approach—one that would not only address the immediate gaps but also future-proof BAT’s ability to adapt to an increasingly complex market landscape.



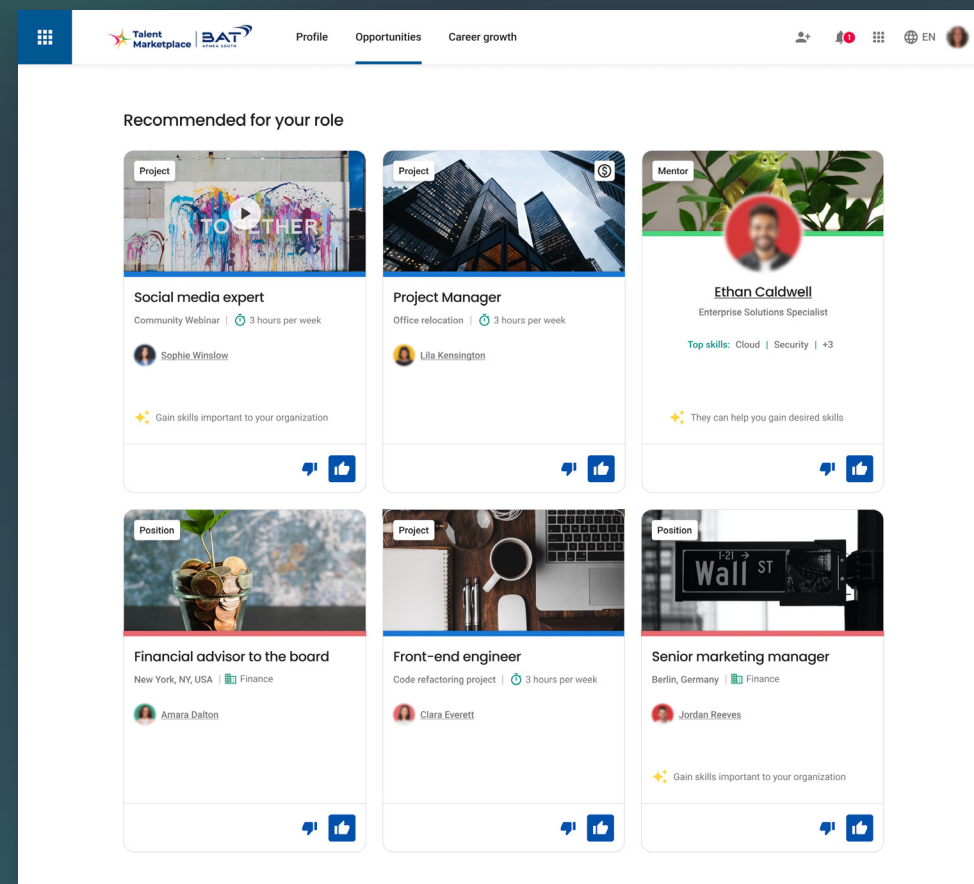
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SOLUTION

To address the challenges of workforce agility and alignment, BAT turned to Gloat's Agile Workforce Operating System. Starting with a pilot in the APAC region, this partnership went beyond a simple technology upgrade; it marked a pivotal moment in BAT's transformation, embedding a skills-first mindset into the organization and reimagining how work, growth, and innovation happen.

At the heart of this transformation was Gloat's **Workforce Graph**, an advanced AI framework built on graph and vector databases, leveraging large language models (LLMs) and generative AI. The Workforce Graph provided a dynamic, real-time view of BAT's talent landscape, identifying and harmonizing skills across the organization. It surfaced hidden capabilities through advanced inference and ensured that BAT's workforce strategy remained agile and future-ready by connecting skills to evolving business needs.

The **Talent Marketplace** brought the Workforce Graph's insights to life, transforming how employees engaged with opportunities. By leveraging AI-driven matching, the Marketplace empowered employees to discover roles, projects, and learning pathways that aligned with their unique skills and career aspirations. This wasn't just a transactional tool; it was a gateway to exploration and growth. Employees who previously felt limited by traditional career pathways could now take control of their professional journeys, while managers could tap into a richer and more diverse pool of internal talent.



The Talent Marketplace also fostered cross-functional collaboration and innovation. For example, employees in geographically dispersed teams could contribute to high-priority projects outside their immediate roles, broadening their skill sets and networks. The platform's seamless integration with BAT's learning platform ensured that employees could develop the skills needed for both current and future challenges. Personalized learning recommendations kept employees engaged and aligned with BAT's strategic objectives, making continuous development a cornerstone of the transformation.

With Gloat, BAT has created an environment where employee aspirations and organizational goals converged. BAT not only unlocked new efficiencies but also redefined what it means to empower a workforce to thrive in an ever-changing industry landscape.



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RESULTS

Within a year, BAT achieved transformational outcomes:



Increased Visibility and Mobility: Internal vacancy visibility rose from 5% to 36%, while internal moves increased significantly, with 35% of moves involving employees not previously identified as successors.



Employee Empowerment: 82% of employees reported feeling more prepared to navigate their careers, reflecting a cultural shift toward ownership and proactivity.



Strategic Agility: Thousands of hours of value-add work were unlocked through cross-market projects, contributing directly to BAT's strategic priorities.

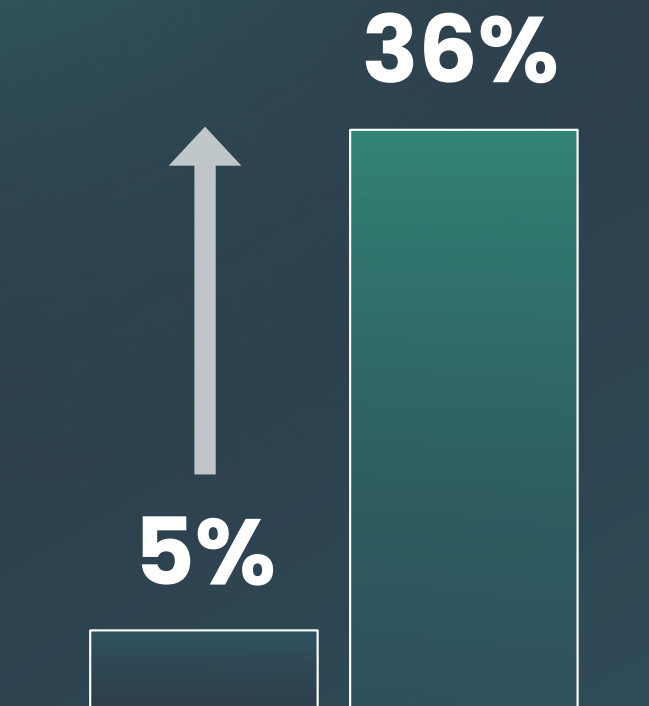


Enhanced Collaboration: Over 3,000 unique skills were identified, enabling richer collaboration and more dynamic workforce planning.

These outcomes stand in stark contrast to BAT's previous talent practices, which relied on cumbersome, manual processes. "Prior to Gloat, we were attempting to do what the Talent Marketplace facilitates through very manual, clunky processes that were essentially leadership teams appointing the same handful of individuals to opportunities—projects, mentoring, etc.—through email and spreadsheets," says Eve Sartor, Head of the Future of Work at BAT. "We were struggling to do this across geographies at scale. In a very short amount of time, Gloat has proven as the solution that allows us to work more efficiently across geographies and borders with limited and stretched resources."

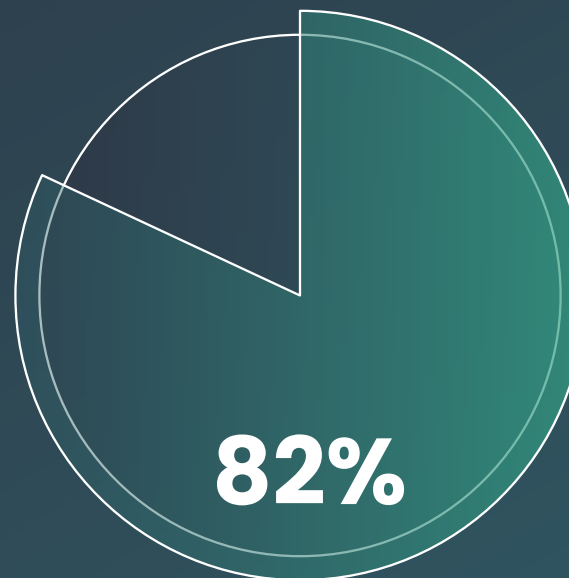
With Gloat, BAT bridged the gap between its strategic workforce needs and employees' aspirations, creating an agile, empowered workforce capable of driving its transformation forward.

Increased Visibility & Mobility



Internal vacancy visibility rose from 5% to 36%, with 35% of moves involving new employees.

Employee Empowerment



82% of employees feel more prepared to manage their careers.

Enhanced Collaboration



3,000+ unique skills identified.

From Aspiration to Action: Stories of Success

The transformation came to life through the experiences of employees like Jessica Elliott and Maria Shaiakhmetova, whose stories illustrate the power of aligning employee aspirations with business needs.

Jessica, a Key Account Coordinator, leveraged the Talent Marketplace to transition into a strategic project supporting BAT's national expansion campaign. "Before this, I wasn't sure how to navigate career opportunities at BAT," Jessica shared. "The Talent Marketplace showed me the possibilities and gave me the confidence to grow." Her successful project not only led to a permanent role that aligned with her aspirations but also allowed her to apply her expertise in new ways, strengthening BAT's efforts in this high-priority initiative.

Maria, a Consumer Experience Manager, joined a project assessing new distribution channels for BAT's new products. "This project aligned perfectly with our strategy of beyond-nicotine innovation," Maria said. "I collaborated with colleagues across geographies and developed new skills, which has been both rewarding and inspiring." Her involvement not only contributed to BAT's strategic expansion but also broadened her network and enhanced her skill set, reinforcing the mutual value of aligning employee growth with business objectives.

These success stories reflect the broader cultural and strategic impact of Gloat's platform at BAT. Employees like Jessica and Maria are living proof that when opportunities are aligned with aspirations, both individuals and the organization thrive.

"Deeper, insight-driven conversations are happening across the organization when it comes to careers being more open-ended journeys of exploration, using skills as the focus to open up a broader set of opportunities for the future," says Santor. "Employees are utilizing the platform to spark the right conversations with their leaders and gaining the true empowerment to own their careers."

With this shift, BAT is fostering a workforce that is more engaged, agile, and prepared to meet the demands of its ambitious transformation. Employees are not only gaining new experiences but are also helping BAT innovate and adapt faster, demonstrating the power of aligning talent strategy with business goals.

Driving Business Value

Gloat's Agile Workforce Operating System did more than transform BAT's talent practices—it unlocked strategic advantages that ripple across the organization:



Accelerated Innovation:

By mapping skills to opportunities, BAT tapped into underutilized talent pools, enabling faster ideation and execution of high-impact projects. For example, cross-functional collaborations made possible through the Talent Marketplace introduced fresh perspectives that reinvigorated BAT's strategies for growth categories like vape and beyond-nicotine products.



Boosted Employee Engagement:

Empowered employees are engaged employees. BAT's workforce embraced the Talent Marketplace as a gateway to growth, with 82% feeling more confident in navigating their careers. This cultural shift not only reduced turnover but also created a more motivated and aligned workforce ready to tackle the company's ambitious goals.



Improved Workforce Efficiency:

Before implementing Gloat, BAT's talent management processes were manual and fragmented, limiting the ability to scale talent strategies effectively. "Prior to Gloat, we were attempting to do what the talent marketplace facilitates through very manual, clunky processes... and we were struggling to do this across geographies at scale," explains Eve Sartor, Head of the Future of Work at BAT. Gloat streamlined these processes, enabling BAT to operate more efficiently across its global footprint with limited resources.



Enhanced Workforce Mobility:

The platform's AI-driven insights into internal roles and skills, coupled with the talent marketplace to drive action, have empowered BAT to mobilize talent dynamically. This enhanced flexibility allows BAT to respond more effectively to business priorities while creating more opportunities for employees to grow and contribute.



Future-Proofing the Organization: By embedding a skills-first approach into its talent strategy, BAT positioned itself to adapt to the demands of a rapidly evolving industry. The proactive identification and development of critical skills ensured the business could stay ahead of competitors while delivering on its "A Better Tomorrow" vision.

These outcomes demonstrate the profound business value created when employees' skills and aspirations are aligned with organizational goals. BAT isn't just growing its business; it's growing its people, and in doing so, creating a workplace and a brand ready for the future.



A Future of Alignment

BAT's partnership with Gloat has redefined what it means to align workforce strategy with business objectives. By empowering employees to pursue their aspirations while meeting organizational needs, BAT is fostering a culture of innovation, agility, and shared success.

For employees like Jessica and Maria, the Talent Marketplace is more than a tool; it's a bridge between their personal growth and BAT's mission of "A Better Tomorrow." And for BAT, it's proof that when employees succeed, the business does too.

"I highly recommend Gloat for any organization considering starting on a skills-based journey and also any organization starting to use AI to transform how they work. At the end of the day, the big change for business and HR is the introduction of AI disrupting work that has always required so much manual input to do," notes Sartor. "The simple experience Gloat provides in getting started on this journey is perfect to build capability at all levels as to how we can be leveraging AI and tech to get to better outcomes in all areas of how we do work and grow our people."

Eve Sartor, Head of the Future of Work, BAT



Ready to transform your workforce?

Learn how Gloat can help your
organization unlock workforce agility.

[Talk to an expert](#)

