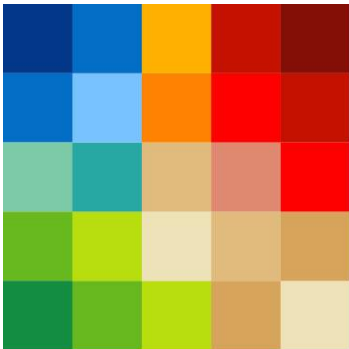


**Altria**

## Gathering Data & Using it to Drive Change

October 2018

# ALTRIA GROUP



# Altria

**Philip Morris USA**  
an Altria Company

*U.S. Smokeless*  
**TOBACCO CO.**  
an Altria Company

*John Middleton*  
an Altria Company

**NAT SHERMAN**  
an Altria Company

**NuMark**  
An Altria Innovation Company

*Ste Michelle*  
WINE ESTATES  
an Altria Company

**PHILIP MORRIS  
CAPITAL CORPORATION**  
an Altria Company

NOTE: Trademarks are property of their respective owners

# ALTRIA'S DIVERSITY & INCLUSION JOURNEY...

## EMPLOYEE RESOURCE GROUPS



## DATA-DRIVEN DECISION



## LEADER-LED ACCOUNTABILITY



# Resistance.

LEAD WITH...

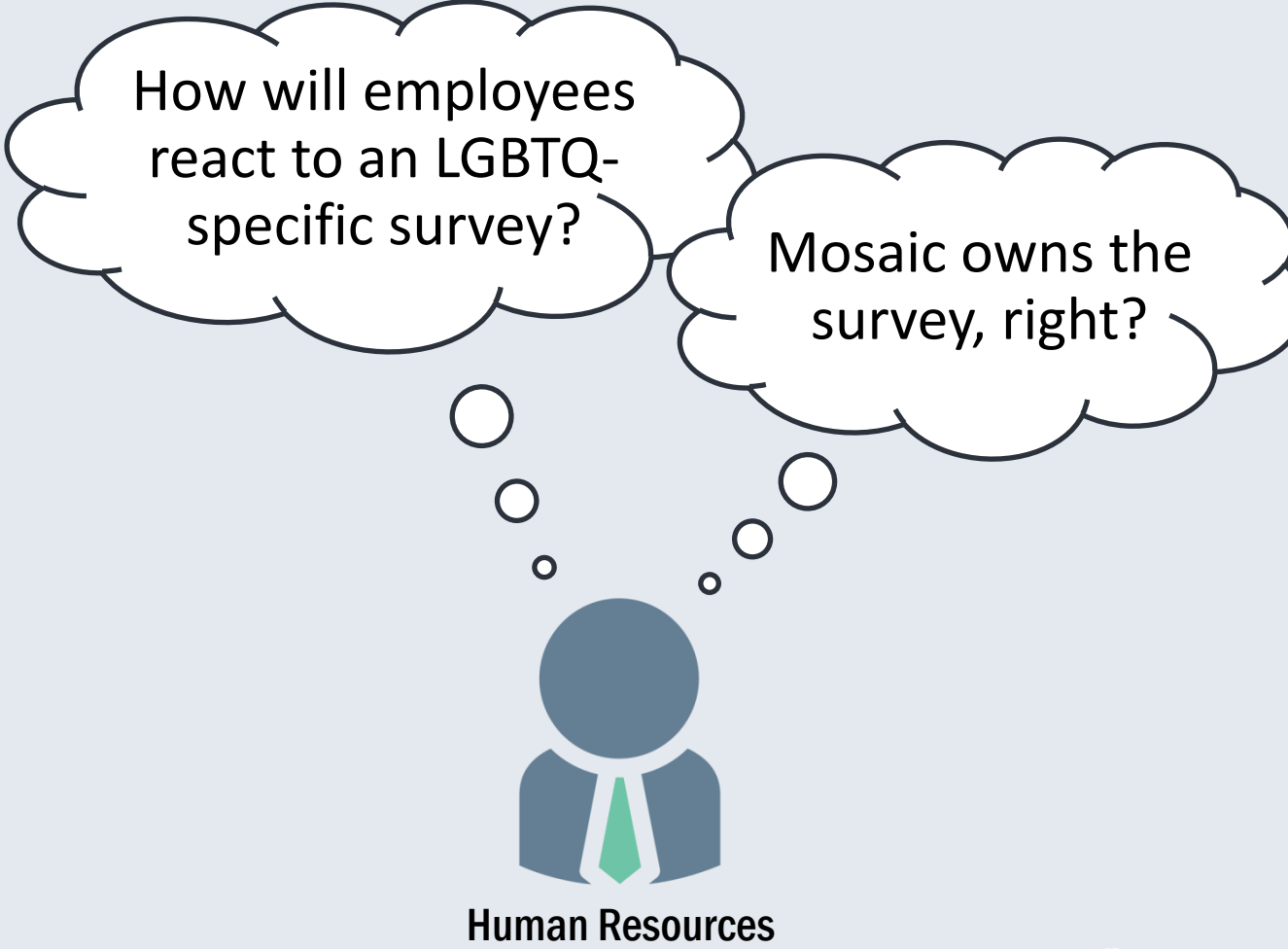
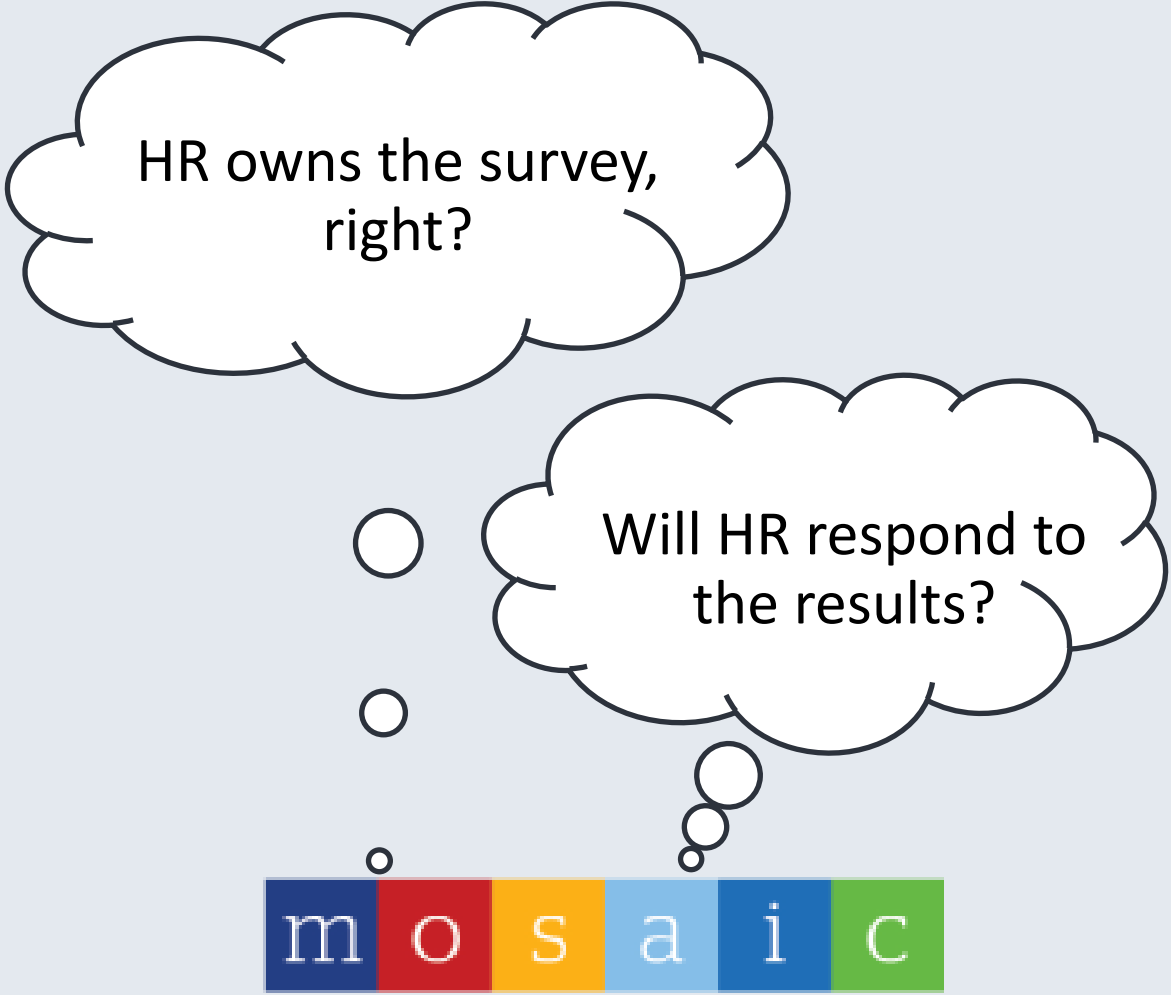
# Data.



END WITH...

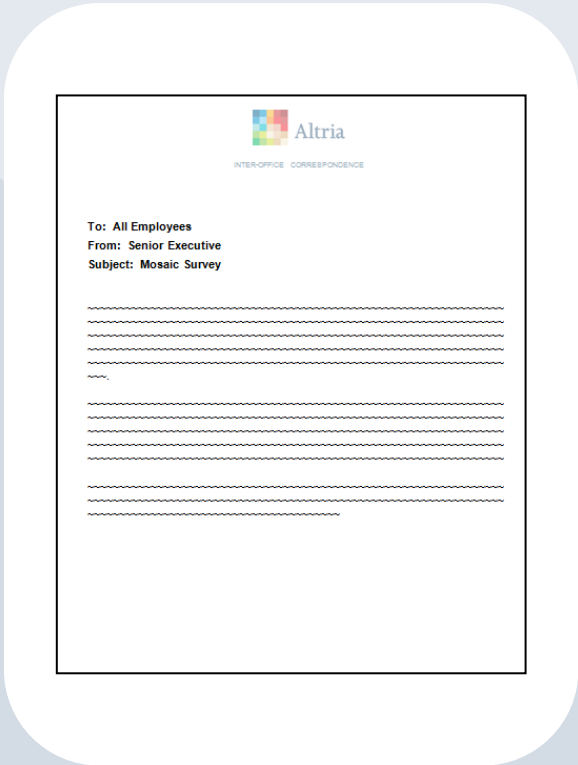


# BUT SOMETIMES THERE ARE CHALLENGES IN GATHERING DATA...



# OUR APPROACH TO DEVELOPING AN LGBTQ CLIMATE SURVEY...

## CREDIBILITY



## VALIDITY



## ACCOUNTABILITY



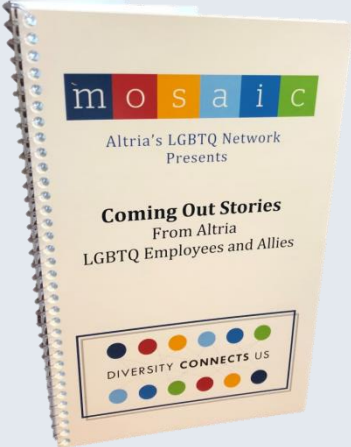


# WHAT OUR LGBTQ CLIMATE SURVEY FOUND...

STATEMENT	TOTAL n=402	LGBTQ n=15	DIFF.
I feel comfortable being myself at work.	75	40	<b>-37</b>
Leadership actively seeks to understand diverse perspectives.	72	40	<b>-32</b>
Senior leadership is supportive of having a diverse workforce containing LGTBQ employees.	76	50	<b>-26</b>

NOTE: Scores based on a weighted average of five point scale (5 = Completely Agree)  
 Source: Altria LGBTQ Climate Survey (2017)

# WE ARE DOING A LOT! WHY IS THERE A GAP?



**PODCASTS**

**PRIDE**

February 2018 mosaic

**LGBTQ Climate Survey**  
Last year, MOSAIC conducted the first LGBTQ climate survey—a big thank you to all who participated! We learned that while there is a great deal of support for LGBTQ employees, we have significant work to do on building an environment where everyone feels comfortable bringing their authentic selves to work. As a result, in 2018 Mosaic is focused on supporting leadership's understanding of LGBTQ.

**Mosaic Diversity & Inclusion Action Plan**  
We've developed a menu of actions that you can request and use in your groups to support your DEI Plan. Some of the items we offer are already being used to help drive understanding of LGBTQ priorities in the workplace.  
For instance, over the past month, senior leaders—including Billy Gifford, Howard Ward, and Chris Johnson—have participated in LGBTQ 101, a program developed with SideBySide. This program is intended to create a conversation around supporting LGBTQ employees, including learning basics like terminology.  
If you are interested in how Mosaic can help in your DEI plan, download the [Mosaic DEI Action Plan Menu](#) or reach out to [Mosaic@Altria.com](mailto:Mosaic@Altria.com)

**Coming Out Stories Podcast: Todd's Story**  
Todd Reazor's journey to self-acceptance included depression. After sharing his story, Todd speaks candidly about the support and coping mechanisms he uses to overcome his darkest moments. He also shares why he had to come out a second time to his parents, and their path to acceptance.

**LGBTQ Business Equality Excellence Award**  
The Business Equality Network named Altria as one of its 2018 [LGBTQ Business Equality Excellence Award](#) winners. This is the first year Altria has been named to this list, which honors companies that have demonstrated their comprehensive commitment to LGBTQ equality.

**The More You Know...**  
In a 2017 survey conducted by Kinsey Futures, 28% of Millennials identify as LGBTQ. This is a significant change from what research studies have inferred for years—that lesbians, gays and bisexuals make up about 5% of the total US population. This shift is due in large part to the growing number of Millennials who self-identify on a spectrum of gender identity and sexual attraction.

Are there topics you'd like covered in the Mosaic newsletter? Send questions and suggestions to [Mosaic@Altria.com](mailto:Mosaic@Altria.com)

## QUALITATIVE RESEARCH GAVE US INSIGHT...

*“I believe that, on balance, our leadership is doing what they believe it takes [to be inclusive of LGBTQ employees]. But it takes more than what they believe it takes. And that specific thing is that **leadership needs to feel uncomfortable sometimes.**”*

*-LGBTQ Focus Group Participant (Fall 2017)*

WE WOULD EMOTIONALLY ENGAGE OUR LEADERS...AND THEN AMPLIFY THE RESULTS...




**Mary Norford**

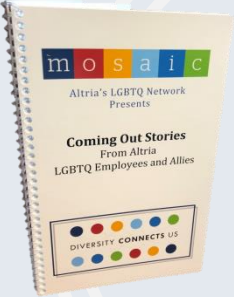
After over 20 years of choosing her words, Mary Norford is ready to share her whole self with her coworkers. In Mosaic's first podcast, Mary shares her *Coming Out Story* in her own voice, and discusses how being out at work has...

**PODCASTS**

# LGBTQ 101

for all

# Altria VP+



# PRIDE



OUT & EQUAL

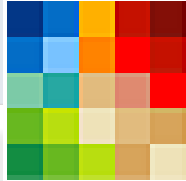
# BUT...HOW DO YOU GO ABOUT MAKING LGBTQ 101 FOR EXECUTIVES?

- 1. Find an external partner**
- 2. Create an intimate learning environment**
- 3. Connect both rationally and emotionally**
- 4. Provide a “call to action”**
- 5. Measure results**
- 6. Amplify the work!**

# FIND AN EXTERNAL PARTNER...



+



**Success360° Partner**

**CreateATHon Partner**

**MOSAIC ERG Partner**

**Event Sponsorship**

- Glitter Glam Jam
- Springtime

**Two Altria Employees serve as Board Members**



**LGBTQ 101**

# CREATE AN INTIMATE LEARNING ENVIRONMENT...

- Limit meeting to one hour (ideally, over lunch)
- Provide several dates to choose from
- Clarify that only ~5 Executives will be invited and that seats are limited
- Personally invite every Executive via phone or email (keep their Assistant CC'd)
- Send a “pre-read” of the presentation ahead of time

## Invitation Example

Hi Richard,

In support of *Growing People and Teams*, MOSAIC has developed a **MOSAIC Executive “Lunch & Learn” Program**. The goal of this program is to provide you and your peers with insights related to LGBTQ employees.

We are inviting five (5) Altria Executives for each group – are you available for any of the dates below?

- 4/4/18 (12pm – 1pm)
- 4/11/18 (12pm – 1pm)
- 4/18/18 (12pm – 1pm)

### Program Overview

This one (1) hour session is hosted by MOSAIC in partnership with Side by Side. Full details are below:

- Event: MOSAIC Executive “Lunch & Learn” Program
- Date(s): 4/4; 4/11; 4/18
- Time: 12pm – 1pm ET
- Location: HQ Conference Center
- Purpose:
  - Educate leadership on LGBTQ 101
  - Support Executive D&I Action Plan initiatives related to LGBTQ community
- Attendees: 5 Altria Executives per session (seats are limited)
- RSVP: Email me with the dates you’re available to attend (4/4; 4/11; 4/18)

Please let me know if you have any questions.

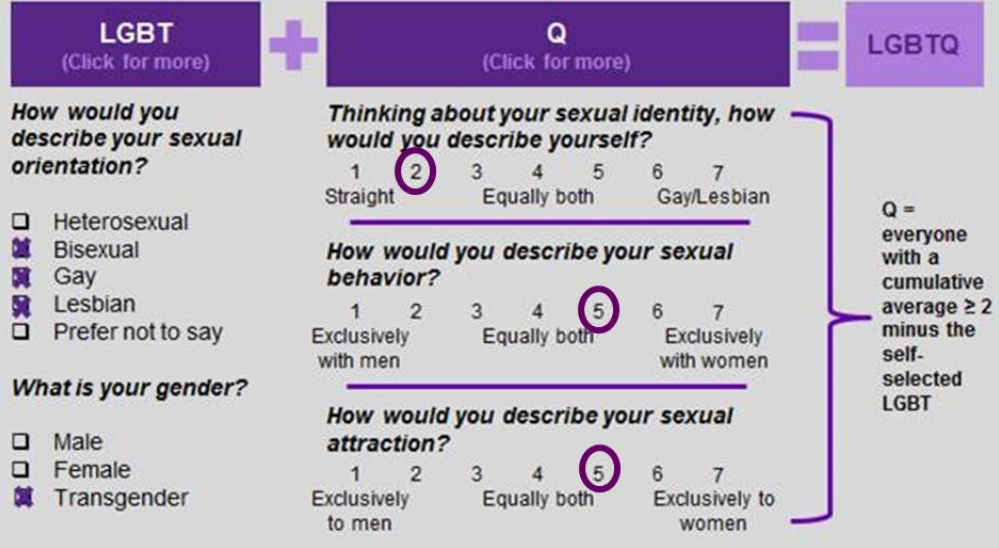
Thanks!

Jay Williams  
PM USA Brand Management  
[James.G.Williams@pmusa.com](mailto:James.G.Williams@pmusa.com)

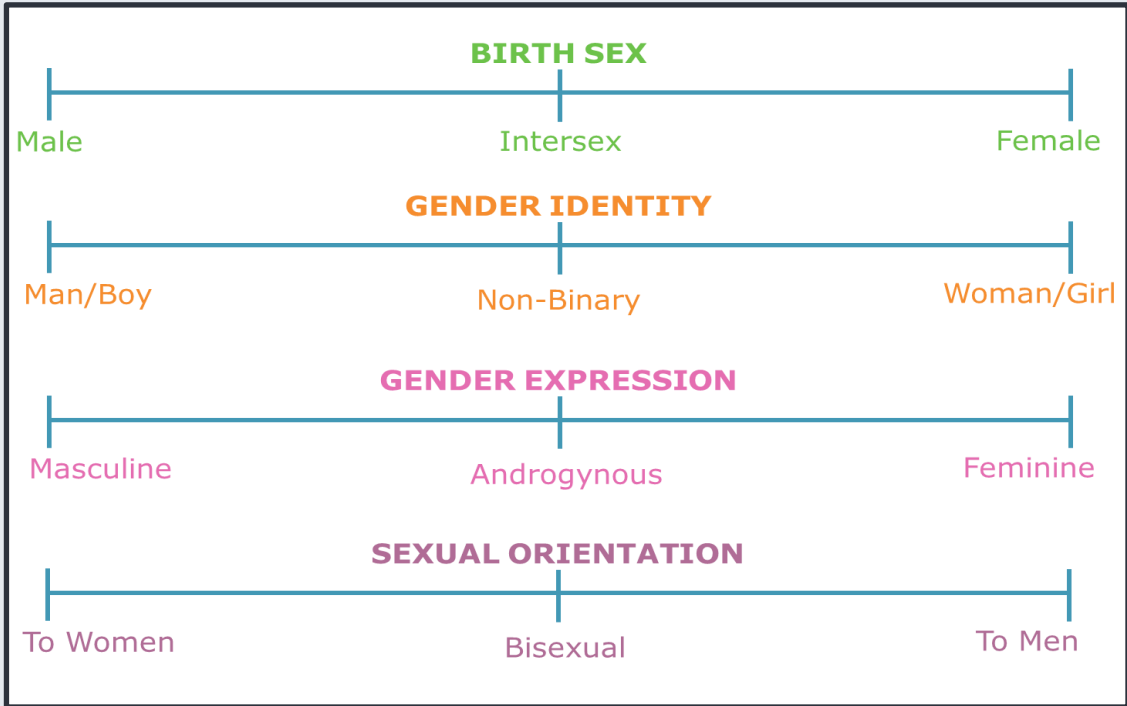
# CONNECT WITH EXECUTIVES RATIONALLY...

## KANTAR Research

### 26% of Millennials are LGBTQ



## Identity Spectrum



Source: KANTAR Futures

Source: Side by Side



# CONNECT WITH EXECUTIVES EMOTIONALLY...

**Gender Identity**



**Sexual Orientation**



**Gender Expression**



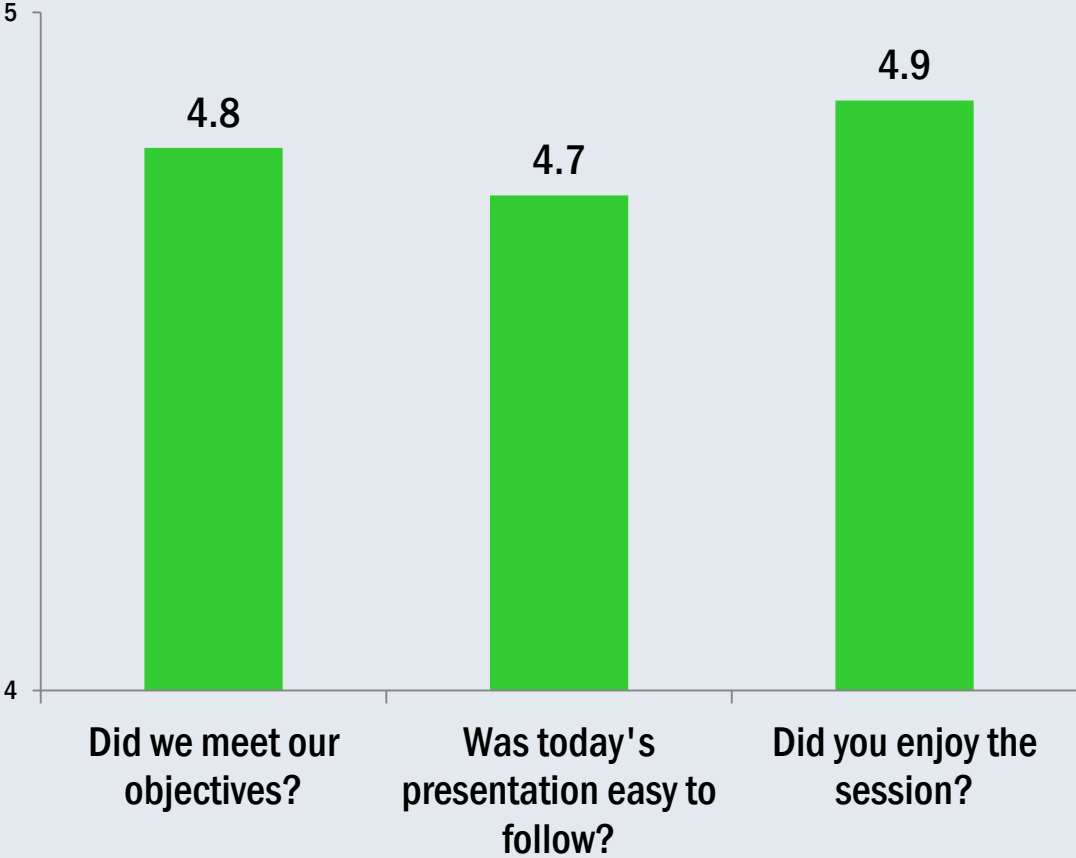
# PROVIDE A “CALL TO ACTION” ...

## Considerations for your D&I Plan

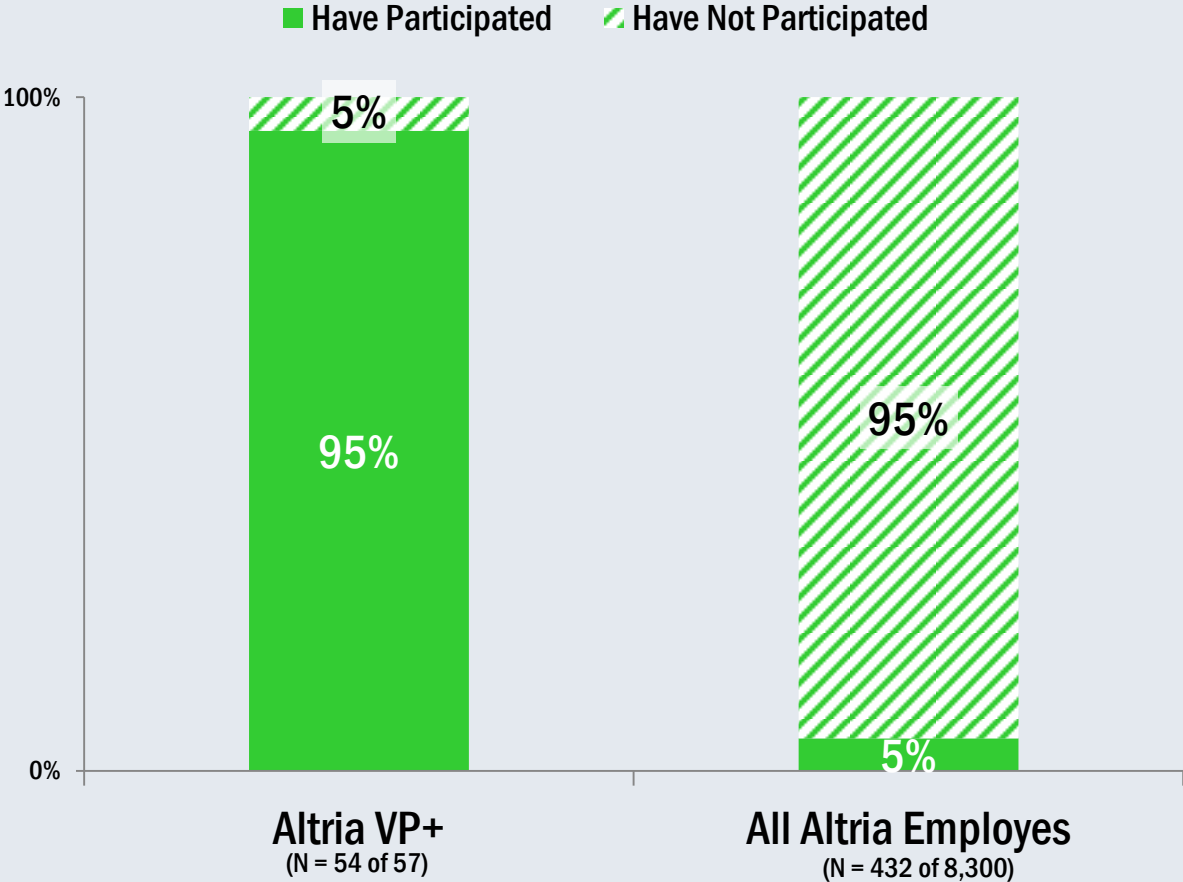
- Signal your allyship (ex: Ally Sticker)
- Foster courageous conversations about D&I
- Register your group for LGBTQ 101

# TRACK YOUR RESULTS...

## LGBTQ 101 Survey Results



## 2018 LGBTQ 101 Participation



Source: MOSAIC LGBTQ 101 Satisfaction Results; n=15 (Q1 2018)

NOTE: "Altria VP+" as of August 16, 2018; Excludes Ste. Michelle & PMCC  
Source: MOSAIC Leadership Team (Aug 2018)

# AMPLIFY THE WORK TO MAKE IT VISIBLE TO ALL EMPLOYEES...

## Monthly Newsletter

February 2018 **m o s a i c**

### LGBTQ Climate Survey


Last year, MOSAIC conducted the first LGBTQ climate survey—a big thank you to all who participated! We learned that while there is a great deal of support for LGBTQ employees, we have significant work to do on building an environment where everyone feels comfortable bringing their authentic selves to work. As a result, in 2018 Mosaic is focused on supporting leadership's understanding of LGBTQ.

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If you are interested in how Mosaic can help in your D&I plan, download the [Mosaic D&I Action Plan Menu](#) or reach out to [Mosaic@atria.com](mailto:Mosaic@atria.com).



### Coming Out Stories Podcast: Todd's Story



Todd Reazor's journey to self-acceptance included depression. After sharing his story, Todd speaks candidly about the support and coping mechanisms he uses to overcome his darkest moments. He also shares why he had to come out a second time to his parents, and their path to acceptance.


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LGBT	Q
10%	16%



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**2018 MOSAIC D&I Action Plan Menu**

**Senior People and Teams**

- "Your Authentic Self" workshop for a Group (1 hour)
  - 45-60 min. from guests
  - Led by Melissa L. Johnson (LGBTQ) HR
- LGBTQ 101 for a Group\* (1 hour - 5,000)
  - 45-60 min. from guests
  - Led by Todd Reazor, Mosaic's leading LGBTQ training organization (small group discussion also available)

**Local & Regional**

- Mosaic Diversity Champion
  - Your Manager to help your group connect with the LGBTQ community. (open to Mosaic and local LGBTQ leaders)
- Co-sponsor HQ PRIDE 2018\* (2 hours - 10,000)
  - Group event on site, virtual meeting at work, access to meet & greet for all employees. It includes opportunities to get your photo taken, take home a lot of free goodies, and more!
- Local PRIDE 2018
  - LGBTQ Champion present from Mosaic
- Reward D&I
  - Receive 10% of your Request points for D&I changes

# CONTINUE THE CONVERSATION AND BE A RESOURCE FOR LEARNING...

## Why is this so critical for your business?

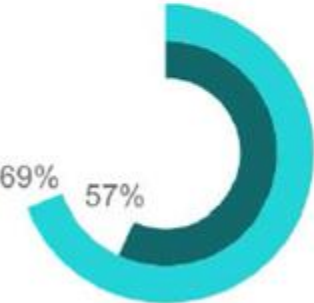
We've said that LGBTQ+ consumers often value reinvention over convention. In the workplace, this manifests as a tendency to over-index on questions measuring creativity and problem solving. In a marketplace driven by disruption, these employees could make all the difference.

It is important to me to try things I have never done before, even if it may not lead to a successful outcome

These days, people always have to think of ways to beat the system in order to make things work out the way they want them to



■ LGBTQ+  
■ Exclusively straight



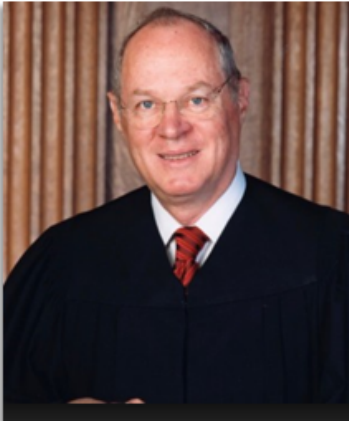
■ LGBTQ+  
■ Exclusively straight

## A New Justice and Possible Impacts on the LGBTQ Community

With the retirement of Justice Kennedy from The Supreme Court a new era of conservatism could emerge that may overturn some politically prominent cases throughout our history. Justice Kennedy was the decisive vote for many of the cases, including the 2015 Obergefell vs. Hodges which gave gay and lesbian couples the right to marry.

While the courts may not overturn marriage equality, it can still find means to erode LGBTQ advances. One way this may occur is through religious liberty exemptions. For example, in the Masterpiece Cakeshop ruling in Colorado, the Court ruled in a very narrow margin that the cake shop owner had the right to "exercise of religion" as protected in the constitution. However, the SCOTUS ruling is not a license to discriminate. The ruling is ambiguous in its interpretation, which will most likely inspire future lawsuits.

As a member of the LGBTQ community or an Ally of the LGBTQ community, you can let your congress man or woman know you support the Equality Act. The Equality Act would provide consistent and explicit non-discrimination protections for LGBTQ people across employment, housing, credit, education, public space and services, federally funded programs, and jury service. If you would like to know more about this Act, please visit [www.HRC.Org](http://www.HRC.Org).



Justice Anthony Kennedy

## The More You Know...

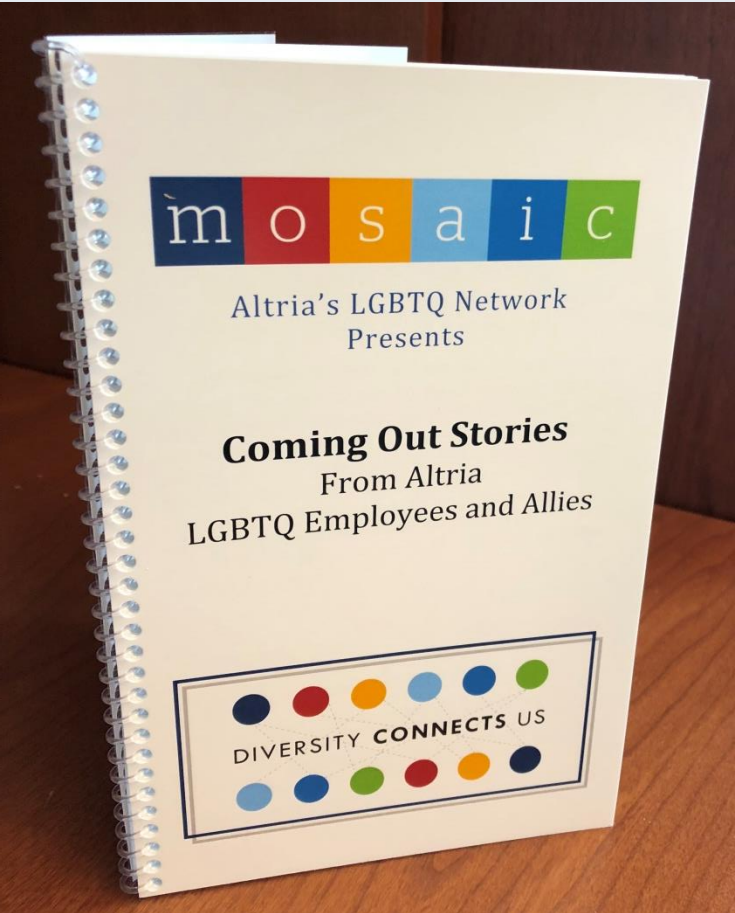
### Gender Revolution Discussion Guide

In 2017, National Geographic created the *Gender Revolution Discussion Guide* to help parents better understand the evolving gender identity and expression landscape. At the end it includes a self-assessment of understanding, and template for creating a personal action plan to further learn and advocate for a safe space for transgender and non-binary individuals.

QUESTIONS	ANSWERS: Yes! Not Yet Not Fully
As a person, I can:	
Define "transgender"	
Define "cisgender"	
Define "intersex"	
Define "non-binary"	
Define "gender-neutral bathroom"	
Differentiate between "assigned sex" and "gender identity"	
Differentiate between "gender identity" and "sexual orientation"	
Name one gender-neutral pronoun	

# BUILD A HUMAN CONNECTION THROUGH STORYTELLING...

## Coming Out Stories Book



## Podcasts



**Julia Marshel**

When Julia started at Altria, she made a promise to herself that she would be out. She shares the strength it took to make that commitment, and the growth she has seen in acceptance over the years. She also shares a little bit about her "garden variety lesbian" lifestyle, including marrying her wife three times.




**Mary Norford**

After over 20 years of choosing her words, Mary Norford is ready to share her whole self with her coworkers. In Mosaic's first podcast, Mary shares her *Coming Out Story* in her own voice, and discusses how being out at work has changed her life.



**Todd Reazor**

Todd Reazor's journey to self-acceptance included depression. After sharing his story, Todd speaks candidly about the support and coping mechanisms he uses to overcome his darkest moments. He also shares why he had to come out a second time to his parents, and their path to acceptance.



**Michael Thorne-Begland**

Michael Thorne-Begland came out in a larger way than he could have thought possible—the front page of his hometown newspaper. After sharing his story, Michael talks about how he and Tracy really met, and how their activism continued long after the 1993 March on Washington.

# ENGAGE EMPLOYEES BEYOND HEADQUARTERS...

## Pride Across the Nation

Did you celebrate LGBTQ Pride? We'd love to see it! Send your pictures to [Mosaic@altria.com](mailto:Mosaic@altria.com).

Molly Twohig walked in the NYC Pride Parade and ran into Jonathan Van Ness



The Orlando AGDC team visited the new memorial at the Pulse nightclub.



Jeffrey Beaumont, Adrienne Reinhold, Chris Cole and Courtney Walker at the Grand Rapids, MI Pride Event.

Allentown, PA: Todd Reazor (right), his husband, and RuPaul's Drag Race winner Bob the Drag Queen.



Celebrating Pride in Louisville, KY!



After returning home from work one day, we were going through our mail and received this amazing thank you note from an anonymous person who happened to be driving down our street one day. The note speaks for itself. It was such an uplifting message and is what we need more of, especially during these potentially uncertain times.

Brian Hodges, Florida



## Get Involved Locally

Community involvement is key to promoting LGBT where you live. So, if you are looking for a way to become more engaged in your local LGBT business community, consider becoming a member of your local [National Gay and Lesbian Chamber of Commerce](#).

Or, join the [Out and Equal](#) affiliate near you. Both organizations have local meetings, and can share best practices and discussions for an LGBT inclusive workplace.

# LEVERAGE CORPORATE COMMUNICATION CHANNELS...

## On Campus Signs

### MISSION STRATEGY

Invest  
in  
People

Grow our leadership  
advantage through  
our people, our  
culture and our  
business partners.



"My hope is employees walk away more aware that the experience an LGBTQ employee has is different than their heterosexual and cisgender colleagues. By showing your support as an Ally, embracing D&I conversations and leaning into D&I conversations and getting involved in an ERG, we can all create a more inclusive work environment."

**Jay Williams**  
External Partnerships Lead  
Mosaic

## LGBTQ 101 Program Lean Into Diversity

In late 2017, Mosaic - Altria's LGBTQ employee resource group - conducted a survey to measure employee satisfaction of LGBTQ employees compared with the broader population. What they found was surprising. When asked if they can be themselves at work, 82% of the broader population agreed; however, only 33% of LGBTQ employees felt that way. And when asked if they thought senior leadership is supportive of having a diverse workforce containing LGBTQ employees, the difference was 80% to 40%.

To close this gap and create an environment where employees can bring their whole self to work, Mosaic launched an LGBTQ 101 program. Starting with Senior Leaders, Mosaic held facilitated conversations on LGBTQ basics and the identity spectrum. With positive feedback, the team began and continues to share this program with teams across Altria. Mosaic facilitators and the Executive Director of Side by Side (a leading LGBTQ youth services organization in Central Virginia), turn topics that can be uncomfortable into thought-provoking conversations.

To date, more than 40 Vice Presidents+ and 200 employees have completed the program with plans to expand and develop an LGBTQ 102 program soon.

### Sign Up for LGBTQ 101

Visit the [Mosaic Intranet Page](#) to start leaning in today.

Whether your office is a manufacturing facility, car or cubicle, Mosaic ERG members want to make the LGBTQ 101 Program available to you!



## Intranet Homepage

### Culture

#### Mosaic's Coming Out Stories Podcast

After over 20 years of choosing her words carefully, **Mary Norford**, Senior Manager, Regulatory Affairs, is ready to share her whole self with her coworkers. In Mosaic's *Coming Out Stories* Podcast series, Mary shares her coming out story and discusses how being out at work has changed her life in an interview with Ally member **Kate Wenger**.



In Mosaic's podcast series, LGBT and Ally members share stories that are not only brave, raw, emotional and beautiful, but also completely relatable. By coming out, each author is being his or her authentic self and is helping build bridges of understanding.

Visit the [Mosaic intranet page](#) to hear more Podcasts and sign up as a member.

[Listen to Mary's story](#)

#### Altria sponsors the 15th Annual Commonwealth Dinner celebrating Virginia's vibrant LGBT community

Committed to diversity and inclusion at work and in the community, Altria served as the presenting sponsor for Equality Virginia's 15th Annual Commonwealth Dinner held on Saturday, April 14 at the Greater Richmond Convention Center. Founded in 1989 as Virginians for Justice, Equality Virginia is a statewide, non-partisan education, outreach and advocacy organization seeking equality for lesbian, gay, bisexual and transgender Virginians.



Members of Mosaic and the leadership team represented Altria, including our very own **Anthony Reale**, VP & Associate General Counsel, Law, who delivered an inspiring and passionate speech. A member of Equality Virginia's Board of Directors, Anthony described the commitment Altria has to diversity and inclusion but stopped short of saying the fight was over.



"While we all recognize that much more work must be done to achieve full equality for the LGBT-Q community, let us also take time this evening and every day to celebrate. Let us celebrate the accomplishments of Equality Virginia. Let us celebrate the accomplishments of the broader LGBT-Q community. And, most of all, let us celebrate the differences that make us individuals and the sameness that makes us all human."

Learn more about [Equality Virginia](#)

Visit the [Mosaic intranet page](#) and sign up to be member



# WHAT OUR LGBTQ CLIMATE SURVEY FOUND IN 2017...

STATEMENT	TOTAL n=402	LGBTQ n=15	DIFF.
I feel comfortable being myself at work.	75	40	<b>-37</b>
Leadership actively seeks to understand diverse perspectives.	72	40	<b>-32</b>
Senior leadership is supportive of having a diverse workforce containing LGTBQ employees.	76	50	<b>-26</b>

NOTE: Scores based on a weighted average of five point scale (5 = Completely Agree)

Source: Altria LGBTQ Climate Survey (2017)

# WHAT OUR LGBTQ CLIMATE SURVEY FOUND IN 2018...

STATEMENT	TOTAL n=402	LGBTQ n=15	DIFF.
I feel comfortable being myself at work.	75	74	-1
Leadership actively seeks to understand diverse perspectives.	70	71	+1
Senior leadership is supportive of having a diverse workforce containing LGTBQ employees.	77	71	-6

NOTE: Scores based on a weighted average of five point scale (5 = Completely Agree)

Source: Altria LGBTQ Climate Survey (2018)

## WHY WE DO THE WORK...

*“For many years I felt alone and feared judgement in my feelings of being gay in the workplace. I have been with the Company for 21 years and my story mirrors Mary’s story.*

*My goal is **to be more open about myself to others within the Company** and these stories assisted with this revelation.”*

*-New MOSAIC Member*

# THANK YOU



Altria's LGBT Network