

Diversity Communications

Objective:

Focus diversity communications on minority and gender issues. Gain support among RJR management and employees on these issues with a concentration on Field Sales and Packaging.

Specific Recommendations:

- CEO communicates the diversity focus and direction for the Company.
 - Communicates RJR's diversity focus to Executives and Managers.
 - Advocates hiring and promotion of minorities and women into high-level management positions (in meetings with Executive Committee, Managers, departmental progress reports).
 - Communicates to Managers/Supervisors Company-wide his support of training/development and education opportunities for minorities and women.
 - Promotes/monitors Mentoring Program within RJR (discussions with Executive Committee Mentors, speaking at protégé meetings, HR progress reports on Mentoring Program).

Diversity Communications Focus for 1998

Diversity Council Action Plans:

- Communicate with Executive Management concerning RJR's current standing with regard to minorities and women.
 - Quarterly progress reports/meetings with Executive Management on training for minorities and women.
 - Semi-annual progress report on status of recognition awards among minorities and women within RJRT - Employee Recognition Awards Program.
- Get briefing from protégés on Mentoring Program progress, success stories, issues. Diversity Council works with HR to make recommendations for improvements/enhancements.
- Meet with others and Network 2000 to discuss Company direction/progress on diversity issues.

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Diversity Communications Focus for 1998

Strategies:

- Diversity Council promotes/communicates availability of career enhancement materials and training opportunities.
 - Publicizes in-house training/development opportunities.
 - Promotes awareness of Career Centers information.
 - Communicate information about programs and processes that are already in place to address the needs of minorities and women in RJR's workforce (example: Career Centers, training/ development programs, tuition reimbursement plan, flex time - in certain areas of the Company).

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Diversity Communications Focus for 1998

Strategies:

- Diversity Council promotes awareness of RJR's direction and progress on diversity issues.
 - Publish periodical statistical information on objectives and status of hiring and promotion of female and minority employees.
 - Communicate the existing of a Mentoring Program - success stories, progress, improvements/ enhancements - to employees Company-wide
 - Highlight/publicize high-level promotions of minorities and women in RJR publications.
 - Highlight/publicize high-level promotions of minorities and women in community publications - local newspapers.
 - Meet with other Councils and Network 2000 to discuss Company direction/progress on diversity issues.
 - Reprint articles by professionals in the field of diversity.

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