



THE CIVIC 50

INSPIRING AND LEADING IN TIMES OF CHANGE:

Insights and Best Practices
from The 2017 Civic 50

POINTS
OF LIGHT 



This publication is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To use or distribute this resource, please attribute publication to Points of Light. For more information, please visit www.pointsoflight.org/corporate-institute or contact the Points of Light Corporate Institute at corporateinstitute@pointsoflight.org.

© 2017, Points of Light

Table of Contents

3	ABOUT POINTS OF LIGHT
4	FOREWORD
5	INTRODUCTION: INSPIRING AND LEADING IN TIMES OF CHANGE
7	THE 2017 CIVIC 50 HONOREES
8	METHODOLOGY AND HISTORY
9	2017 CIVIC 50 HIGHLIGHTS
13	INSIGHTS FROM THE BENCHMARKING DATA
24	LEADERBOARD: BEST PRACTICES FROM SECTOR LEADERS
41	CONCLUSION AND ACKNOWLEDGEMENTS



About Points of Light

Points of Light, the world's largest organization dedicated to volunteer service, mobilizes millions of people to take action that changes the world. Through affiliates in 250 cities and partnerships with thousands of nonprofits and corporations, Points of Light engages 4 million volunteers in 30 million hours of service each year. We bring the power of people to bear where it's needed most. For more information, visit www.pointsoflight.org.

About the Corporate Institute

The Points of Light Corporate Institute is the go-to resource for community-minded companies looking to build and expand effective employee volunteer programs. With our global network of 250 affiliates and a team of experts, we can help you create a customized volunteer program, engage your employees, learn best practices, network with other leading companies, and gain visibility for leadership and excellence.

Learn more at www.pointsoflight.org/corporate-institute.

AT&T employees spend a day volunteering at Bonton farms, a non-profit urban farm located in a food desert in South Dallas that provides fresh food to low-income families who otherwise have little access.

Foreword

The 2017 Civic 50 represents the very best of business in America. Each company on this list has made exemplary commitments to the cities and neighborhoods where their employees live and work. At a time when change is sweeping every corner of the globe and redefining everything from geopolitical alliances and neighborhood divides to individual liberties and human rights, businesses and the millions of individuals they represent are being called to serve, engage, and lead in new ways. The companies who we honor are contemporary examples of the words of President George H.W. Bush in his 1991 speech to graduates at the University of Michigan, "... muster the courage to be what I call a point of light. We live in the most exciting period of my lifetime, quite possibly of yours. The old way of doing things have run their course. Find new ones. Dare to serve others, and future generations will never forget the example you set."

This year's Civic 50 honorees are leaning into models of investment for social impact that leverage capital investment with strategic and skilled volunteer service, using their products and

knowledge to make significant progress to address social challenges. Their CEOs are speaking out as advocates and championing causes, combating issues, and finding solutions to problems impacting cities, communities and citizens. Most are aligning their goals to broader targets such as the United Nations' Sustainable Development Goals, and providing compensated time for their employees to serve nonprofits and neighbors.

The companies represented by The Civic 50 are daring to get connected through service and reaffirming those classic values of citizenship in the belief that they can be an example for the future.

We are inspired by their commitment and are delighted to share their stories.



JENNIFER LAWSON
PRESIDENT OF NETWORKS
POINTS OF LIGHT

Introduction: Inspiring and Leading in Times of Change

BY YVONNE SIU TURNER, SENIOR MANAGER, CORPORATE RESOURCES AND PROGRAMS,
POINTS OF LIGHT CORPORATE INSTITUTE, EDITOR

The Civic 50 is a national initiative of Points of Light that recognizes the 50 most community-minded companies in the nation every year. In this report, we are pleased to present the highlights, insights, and best practices of The 2017 Civic 50, which illustrate the best examples of how the corporate community can lead and inspire during times of rapid and complex change.

This year's benchmarking data also show that Civic 50 companies are making a bigger impact through multi-faceted giving and skills-based volunteering.

In fact, as communities across the United States are grappling with diverse challenges, this year's Civic 50 demonstrate how companies can lead with their values to build stronger companies and more resilient communities. Encouraged by calls for responsible citizenship from shareholders, employees and customers—but also driven by a desire to build trust and define their brands—Civic 50 companies are putting communities at the center of business.

We are seeing these themes show up across the highlights of this year's honorees, from how companies identify custom causes, to how they develop employee changemakers and

involve customers in social impact. This year's benchmarking data also show that Civic 50 companies are making a bigger impact through multi-faceted giving and skills-based volunteering, and that they are building community values into their organizations by looking at civic engagement in employees' performance reviews and engaging executive leadership in community engagement.

We hope that the insights and best practices in this report provide guidance to help inform business managers and corporate citizenship leaders who want their organizations to turn good intentions into sound business practices.

The Civic 50 were selected based on four dimensions of their U.S. community engagement programs.



INVESTMENT

How extensively and strategically the company applies its resources to community engagement, including employee time and skills, cash, in-kind giving, and leadership.



INTEGRATION

How a company's community engagement program supports business interests and integrates into business functions, or how it "does well by doing good."



INSTITUTIONALIZATION

How the company supports community engagement through its institutional policies, systems and incentives.



IMPACT

How a company measures the social and business impact of its community engagement program.

TCS employee volunteers support New York Road Runners year-round youth and community initiatives as part of the TCS NYC Marathon partnership.

The 2017 Civic 50

Congratulations to the most community-minded companies in the nation:

AbbVie

Adobe Systems Inc.

Aetna

Allstate

Altria Group Inc.

AT&T,
TELECOMMUNICATIONS SECTOR
LEADER

Baker Hughes Inc.

Banfield Pet Hospital

Baxter International Inc.

Caesars Entertainment,
CONSUMER DISCRETIONARY
SECTOR LEADER

Capital One

Charles Schwab & Co. Inc.

Citi

Comcast NBCUniversal

Comerica Incorporated

CSAA Insurance Group,
a AAA Insurer

CVS Health

Dell

Deloitte

Dr Pepper Snapple Group,
CONSUMER STAPLES SECTOR
LEADER

Ecolab

Entergy Corporation

Exelon Corporation,
UTILITIES SECTOR LEADER

FedEx Corporation

Food Lion

Freeport-McMoRan Inc.,
MATERIALS SECTOR LEADER

General Mills

Hasbro Inc.

Health Care Service Corporation

The Hershey Company

The Hewlett Packard
Enterprise Company

IBM Corporation,
INFORMATION TECHNOLOGY
SECTOR LEADER

KeyBank,
FINANCIALS SECTOR LEADER

KPMG LLP

MGM Resorts International

Motorola Solutions, Inc.

Pacific Gas and Electric Co.

PIMCO

Prudential Financial, Inc.

Raytheon Company,
INDUSTRIALS SECTOR LEADER

Regeneron Pharmaceuticals

Steelcase

Symantec Corporation

Tata Consultancy Services

Toyota Financial Services

TSYS

UnitedHealth Group

UPS

Valero Energy Corporation,
ENERGY SECTOR LEADER

WellCare Health Plans Inc.,
HEALTHCARE SECTOR LEADER

Civic 50 companies are recognized in alphabetical order. Only the list of the top 50 companies and sector leaders are shared publicly with attribution.



To celebrate the National Park Service's 100th birthday, Caesars Entertainment's top HERO Star volunteers and Horseshoe Baltimore brought 70 YMCA children to Park Fort McHenry with Caesars Foundation partner, National Park Trust.

Methodology

The 2017 survey instrument consists of quantitative and multiple-choice questions that inform The Civic 50 scoring process, and optional unscored narrative questions to capture potential case study material for highlighting best practices. To calculate a corporation's score, a total of 1,000 points can be accrued in each of the dimensions: Investment, Integration, Institutionalization and Impact. For the purposes of this report, all quantitative data for 2017 honorees refer to companies' community involvement in the United States during their 2016 reporting year. In 2015, Points of Light announced honorees in 2016, which accounts for the way data are referred to in the benchmarking section.

History

The Civic 50 was founded as a partnership between the National Conference on Citizenship, Points of Light, and Bloomberg LP in 2012. It was developed with a high-profile working group of lead researchers and industry thought leaders. Dozens of corporate advisors also provided strategic guidance on the program's objectives, including defining indicators, developing methodology, and identifying partners and participants. In the first two years, The Civic 50 evaluated and recognized only S&P 500 companies. The survey was expanded in 2014 to include participation by all companies with revenue of at least \$1 billion.

2017 CIVIC 50 HIGHLIGHTS

1. Customizing causes
2. Developing employee changemakers
3. Placing community involvement at the top of the organization
4. Involving customers

2017 Civic 50 Highlights

This year's Civic 50 data suggest that community involvement is no longer about responding to requests from community organizations with a yes or no. Instead, Civic 50 companies are designing programs that make a meaningful social impact while also meeting business needs.

Specifically, this year's honorees go well beyond check-writing to achieve social impact by applying the following noteworthy practices. In this section, we present insights across the benchmarking data, and explain what it takes to become one of the most community-minded companies in the country.

1. Customizing Causes

Today's cutting-edge community involvement doesn't merely select a cause from a traditional list that includes art, education and health. Instead, companies identify and shape bespoke causes that they are well-suited to support. Examples of Civic 50 companies that customize social causes are shown below.

- Deloitte's Courageous Principals program focuses on developing leadership among school principals. Specifically, Courageous Principals repurposes Deloitte's award-winning leadership development curriculum to offer public school principals a 2.5-day program that helps build

leadership capabilities. Courageous Principals has been delivered to approximately 1,500 principals, impacting more than 26,000 teachers and 500,000 students across 825 schools.

- Hasbro's Be Fearless Be Kind initiative addresses the troubling trend that today's teens are significantly less empathetic than those of past generations, and has invested \$1.2 million in programs that help children develop compassion and empathy. Its call to action is "stand up, include everyone, and take action when you see a problem." Hasbro is elevating conversations about kindness and provides parents with tools to develop empathy in their children, including an online hub that features a curated toolkit with best-in-class materials.
- Comcast NBCUniversal is committed to the military community in many ways, including its goal of hiring 10,000 veterans, guard and reserve members, as well as military spouses, by the end of 2017. The company also streamed the 2016 Summer Olympics to active duty and retired military personnel and their families at no cost. In addition, Comcast NBCUniversal is raising



Tata Consultancy Services employee volunteers champion the cause of cardiovascular illnesses in partnership with the American Heart Association and the Canadian Heart and Stroke Foundation.

awareness of, and bringing critical resources to, military veterans and their caregivers through its support of the Elizabeth Dole Foundation's Hidden Heroes campaign. Today Show host Matt Lauer and former NBC Nightly News anchor Tom Brokaw are among the program's ambassadors. The company's broadcast and digital platforms aired PSAs featuring campaign chair, Tom Hanks, and military caregivers. Additionally, Comcast NBCUniversal, the Elizabeth Dole Foundation, Easterseals and Operation Homefront are partnering to equip numerous military caregivers' homes with accessible technology.

2. Developing Employee Changemakers

Beyond offering employees volunteer activities, Civic 50 companies also create programs that help develop employees to become leaders and agents of change. Examples are listed below.

- The Hewlett Packard Enterprise Company offers select employees the opportunity to help define the conversation, and take a leadership position, on a serious social issue. The company selects two correspondents for Matter to a Million, the microloan program offered to employees through a partnership with Kiva. Correspondents travel to locations outside the United States where low-income entrepreneurs receive Kiva microloans and report back their observations and thoughts to their HPE colleagues, the majority of whom have directed \$25 or more of HPE Foundation funds to a Kiva entrepreneur of their choice.
- Tata Consultancy Services has corporate social responsibility "champions" who, with the help of department heads, energize their local region and employees around CSR events and ensure that the largest business accounts have a local point of contact to engage employees.
- Toyota Financial Services' Community Ambassadors program trains and supports select employees in building strategic partnerships with local nonprofits and engaging team members in community activities.

3. Placing Community Involvement at the Top of the Organization

Students participate in a bridge-building activity as part of Raytheon's Girl Day celebration at the Boys & Girls Club at LA Harbor in San Pedro, California. The event was part of Raytheon's annual recognition of National Engineers Week.

In years past, community involvement was most often buried deep in community relations, HR, marketing or another department. Many of today's Civic 50 companies, on the other hand, place community involvement at the top of the company's leadership structure, demonstrating its strategic importance to the business, as detailed below.

- Aetna has a Corporate Social Responsibility Council that provides strategic guidance on

fulfilling its social responsibility objectives and closely reviews progress. The council, which meets quarterly, is composed of members with varied areas of expertise from across the enterprise, including Aetna Foundation, compliance, government relations, human resources and enterprise communications, procurement, and real estate services. Council members employ a risk management process that takes into account business and reputational risk, financial implications, and regulatory factors arising from social responsibility issues. Issues such as sustainability or climate change that are identified as potentially having a significant impact on the company are brought before the council. The council facilitates the flow of environmental and social risk and opportunity information to the executive committee.

- KeyBank has an enterprise-wide executive-level community relations position, executive vice president and head of corporate responsibility, currently held by Bruce Murphy.
- Raytheon's board of directors has a public affairs committee that reviews, identifies and brings to the attention of the board political, social and environmental trends and issues that may have an impact on business, operations, financial performance or public image. The committee tries to ensure community programs and initiatives are aligned with business goals, and reports quarterly community involvement program metrics to the board of directors.



4. Involving Customers

Many Civic 50 companies enrich the lives of their customers using community involvement, either by providing them with opportunities to serve or by having them benefit from the company's community service. Several examples are listed below.

- Caesars Entertainment offers Meetings for Good, an initiative providing a menu of volunteering choices to meeting clients. Clients holding a meeting or convention at a Caesars property have the opportunity to include a service event in their agenda.
- Entergy holds Super Tax Day, which in 2016 helped nearly 19,000 of its low-income customers, many of whom have difficulties paying their Entergy utility bills, file for and receive \$35 million in earned income tax credits. On average, each customer receives almost \$2,000, enough to lift many above the poverty level.

On Hasbro's Global Day of Joy, 93 percent of its workforce volunteers around the world. In the United States, the company offers on-site projects to make participation easier.

- The PIMCO Foundation has collaborated with PIMCO's client-facing team to make connecting with clients via community involvement a priority. For example, PIMCO participated in a volunteer project in Ghana alongside client Dow Chemical, where Dow President and COO Jim Fitterling spoke about diversity at PIMCO.



Insights from the Benchmarking Data

This section presents key benchmarking data, insights and examples across the Civic 50's four dimensions, which Points of Light considers to be a framework for how companies can turn good intentions into sound business practices. The data and the best practice examples featured here are available for use to inform the design and management of your corporate citizenship or community engagement program.



Investment¹

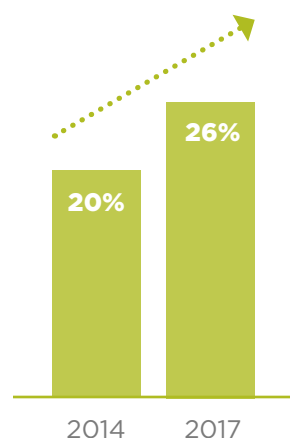
This dimension evaluates how extensively and strategically the company applies its resources to community engagement in the United States, including employee time and skills, cash, in-kind giving and leadership.

As global expectations rise for companies to take leadership positions on social issues,² the most community-minded companies are demonstrating the importance of strategic community engagement. In fact, highlights from this year's data show that being a community-minded company is about better, not necessarily more, engagement.

While the overall level of volunteering among Civic 50 companies has not increased in the last few years, higher-impact skills-based volunteering is trending upward. The average percentage of

volunteer time that is skills-based at Civic 50 companies increased from 20 percent in 2014 to 26 percent in 2017. Similarly, multi-faceted investment is also on the rise. The average percentage of grants providing additional support through volunteers, in-kind goods or multi-year pledges increased from 38 percent in 2016 to 43 percent in 2017.

Civic 50 companies are also visible leaders on community issues and champions of social causes. In fact, 62 percent of 2017 Civic 50 companies took a leadership position on four or more national public education or policy advocacy efforts. By lending their voice and resources to promote public awareness or behavior change on issues ranging from hunger to pedestrian safety, Civic 50 companies are stepping into new roles as advocates in social action, policy and community-building. Below are just a few examples of how Civic 50 companies work strategically in their communities.



Skills-based volunteering is trending upward. The average percentage of volunteer time that is skills-based at Civic 50 companies increased from **20 percent** in 2014 to **26 percent** in 2017.

INVESTING IN COMMUNITIES	2014	2016	2017
CASH GIVING			
Total cash contributions (billions \$)	1.9	1.8	1.4
Total value of cash given for employee matches and Dollars-for-Doers grants (millions \$)	197	135	146
Multi-faceted investment: Percent of grants providing additional support through volunteers, in-kind goods or multi-year pledges	43	38	43
Average cash contributions to social causes for every \$10,000,000 of revenue			\$15,300
Percent of companies making impact investments			74
Total value of impact investments (millions \$)			468
EMPLOYEE TIME AND TALENT			
Total volunteer hours (millions)	12.7	10.3	10.1
Average percentage of volunteer hours that are skills-based	20	22	26
Average percentage of employees participating in company volunteering	35	35	35
Average volunteer hours per employee	5.8	3.8	5.3
PUBLIC LEADERSHIP			
Percent taking national leadership positions on four or more public education or policy efforts	67	62	62



Tata Consultancy Services' goT program helps inspire middle and high school students in STEM careers through its hands-on exposure to computer science and mentorship by its employee volunteers.

INVESTMENT: WHAT DOES IT LOOK LIKE IN PRACTICE?

Contributing Time and Talent

Tata Consultancy Services provided pro bono services to Million Women Mentors® to support the movement's goal of engaging 2 million mentors to increase the interest of women and girls in STEM careers by 2020. TCS used its technology services to build a national infrastructure for mentoring in America that connects women, girls, minorities and

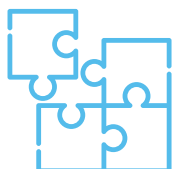
low-income groups with industry mentors to reduce the overwhelming gender and diversity gap in STEM. Today, there are more than 1 million mentoring relationships, and more than 250 organizations and 39 U.S. states are benefiting from this mentoring initiative.

Increasing Impact Through Multi-Faceted Giving

Dr Pepper Snapple Group combines giving with volunteering through Action Nation Month, a program in which employees can contribute 50 volunteer hours or more to a nonprofit to earn a \$1,000 grant toward a local United Way chapter. Including its corporate match, the company raised \$3.18 million in 2016 as part of its annual United Way campaign, contributing nearly \$17 million since 2008 to local causes.

Lending Their Voice for Change

In 2016, Comcast NBCUniversal donated \$300 million worth of airtime to help nonprofits drive action around important social issues. In fact, NBCUniversal's Telemundo led a nationwide initiative to support civic engagement within the Hispanic community called #YoDecido (I Decide). Through public service announcements on Telemundo, NBC News and MSNBC, in conjunction with voter registration drives and a social media campaign, the company helped register nearly 280,000 voters.



Integration³

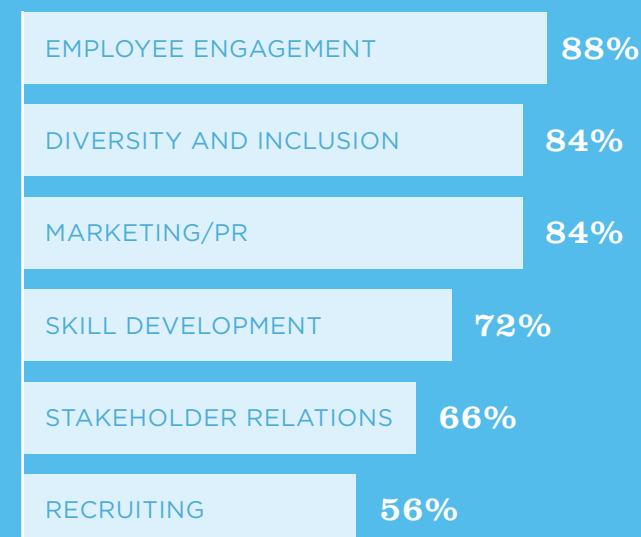
The Integration dimension measures how a company's U.S. community engagement program supports business interests and integrates into business functions, or how the company "does well by doing good."

The top business functions that Civic 50 community engagement programs support are: employee engagement (88 percent), diversity and inclusion (84 percent), marketing/PR (84 percent), and skill development (72 percent).

Civic 50 companies are taking to heart the adage of "doing well by doing good" and are putting that at the center of business. Instead of treating community relations as a "nice to have" practice or an employee benefit, they are strategically using it to drive business functions. The top-four business functions that Civic 50 companies' community engagement programs support are employee engagement, diversity and inclusion, marketing/PR, and skill development. The connection to employee engagement is a growing and emerging trend, with 74 percent of Civic 50 companies having a formal, broadly implemented strategy to support employee engagement through community involvement, up from 48 percent in 2016. Using community relations to support corporate diversity and inclusion goals also stands out as a trend to watch, as nearly 85 percent of Civic 50 companies support this practice.

Percentage of Civic 50 companies supporting key business functions with community engagement

2017





A young artist prepares to sign Food Lion Feeds reusable bags that feature his winning design.

INTEGRATION: WHAT DOES IT LOOK LIKE IN PRACTICE?

Supporting Diversity, Inclusion and Recruiting

At Health Care Service Corporation, employee groups play an important role in achieving business goals. HCSC's Business Resource Groups were developed to help employees feel connected, respected and valued. They assist in driving business objectives and recruiting, retaining and developing talent. HCSC's volunteer program Blue CorpsSM taps leaders from the company's BRGs to serve as volunteer ambassadors, and provides them with training to coordinate meaningful and impactful volunteer activities to support the company's strategic business.

Supporting Marketing and PR

In 2016, Food Lion led a Summers Without Hunger campaign in partnership with Feeding America to raise awareness about hunger relief. Through a design-a-bag contest, Food Lion's youngest customers submitted designs, and the winning artwork was featured on reusable bags that were sold for \$1 each at Food Lion. For every bag sold, Food Lion donated six meals to Feeding America. They sold enough bags to provide nearly 1 million meals.

Supporting Employee Engagement

MGM Resorts International believes that engaging employees through its foundation results in higher morale and a more committed workforce. As such, the MGM Resorts Foundation helps employees positively impact communities by distributing donations to local causes on their behalf through individual donations or a competitive grants process. The employee Community Grant Councils' competitive grantmaking process, which provides funding to nonprofits, also helps to promote teamwork, leadership development and business acumen in rational decision making among employees.

Supporting Skill Development

Motorola Solutions Foundation and the Motorola Solutions HR department collaborate to define important skills to be developed, especially for rising leaders. In fact, the talent team regularly checks in with rising leaders to assess how community engagement experiences can help improve existing or new skill sets. In this way, the company's HR team regularly assesses how community engagement helps improve job-related skills.



Institutionalization⁴

This dimension evaluates how a company supports community engagement in the United States through its institutional policies, programs, systems and incentives.

PERCENTAGE OF CIVIC 50 COMPANIES APPLYING THIS PRACTICE IN THE UNITED STATES	2014	2016	2017
POLICIES AND PROGRAMS			
Include community engagement on performance reviews	50	50	62
Volunteer time off	82	78	64
Volunteer recognition	100	96	94
Matching grants	84	82	86
Volunteer grants	76	66	62
Department goals for community engagement	70	78	78
LEADERSHIP SUPPORT			
Leadership encourages employee participation in community activities at least once a month	66	72	78
Leadership participates in U.S. company community activities at least once a month	72	68	68



62 percent of Civic 50 companies **included community engagement on performance reviews** in 2017, compared with 50 percent in 2016.

At its core, The Civic 50 measures how companies turn good intentions into sound business practices—from including community engagement on performance reviews and offering volunteer time off to engaging company leadership in civic engagement. These are the concrete practices companies are taking to build community values into their businesses. At the same time, these practices also play an important role in empowering corporate changemakers to be a force for good.

In 2017, 62 percent of Civic 50 companies included community engagement in performance reviews, compared with 50 percent in 2016. The practice of considering someone's civic engagement in performance reviews is a powerful way a company can communicate the importance it places on community values. Additionally, 64 percent of Civic 50 companies offer volunteer time off, sending the message that social causes employees care about are important to the company. Recognizing that choice is key when it comes to how employees interact with causes,⁵ 86 percent of Civic 50 companies go one step further in empowering their employees as social changemakers by offering matching grants to nonprofit partners employees donate to.

Executive leaders at 68 percent of Civic 50 companies support community engagement by

participating in community activities at least once a month, and at 78 percent of Civic 50 companies leadership encourages employees to participate in community activities at least once a month. This echoes findings in other global research revealing that 80 percent of people think that CEOs should be personally visible in discussing their views on societal issues.⁶

INSTITUTIONALIZATION: WHAT DOES IT LOOK LIKE IN PRACTICE?

Empowering Changemakers

KeyBank has created 15 new corporate responsibility officer positions that will serve in regions across the company's footprint to oversee community engagement strategies and execute KeyBank's \$16.5 billion National Community Benefits Plan. Commenting on how the new positions will help KeyBank institutionalize its commitment to communities, Bruce Murphy, executive vice president and head of corporate responsibility, said, "The position of corporate responsibility officer expands the role of our former CRA officers at KeyBank. But our approach to serving low- to moderate-income populations is not new. We are proud when we can make a transformative, long-term difference in our communities and for low-income populations."

Leadership Support, Volunteer Recognition and Volunteer Time Off

With community and integrity representing two of Hasbro Inc.'s four company values, the company has built community values into the business to support its purpose “to make the world a better place for children and families.” Leadership at the company also supports this value. In fact, 100 percent of Hasbro's senior management team volunteered, and CEO Brian Goldner presented about the company's [Be Fearless Be Kind](#) initiative—which empowers kids to have the empathy and courage to stand up for others throughout their lives—at multiple global company meetings. Hasbro celebrates volunteers who serve more than 200 hours a year through its Community Chest recognition program and provides employees four hours of volunteer time off each month. Every year at a global company meeting,

Throughout the year Hasbro offers regular projects such as “Game days with the experts” at local nonprofit organizations.

one employee is awarded the Hasbro Hero for going above and beyond through volunteer service. Its Everyday Hero program also regularly spotlights employees and their service, employing storytelling to support a culture of community engagement.





Impact⁷

This dimension evaluates how a company measures the social and business value of its community engagement program, studying outcome and output measures specifically.



76 percent of Civic 50 companies **measure the social outcomes of their volunteer programs**, going beyond measuring outputs, and 76 percent also measure the outcomes of their social advocacy work.

COMPANY USE OF SOCIAL VALUE MEASUREMENTS

Percentage of Civic 50 companies that use quantitative outcome measures as part of regularly implemented data collection process

COMMUNITY ENGAGEMENT FUNCTION	2014	2016	2017
Grants	64	64	60
Volunteerism	36	40	40
Social cause leadership/advocacy	40	38	38
In-kind contributions	22	18	22

COMPANY USE OF BUSINESS VALUE MEASUREMENTS

Percentage of Civic 50 companies that use quantitative outcome measures as part of regularly implemented data collection process

BUSINESS FUNCTIONS THAT THE COMMUNITY ENGAGEMENT PROGRAM SUPPORTS	2014	2016	2017
Employee engagement	N/A	42	46
Diversity and inclusion	46	50	34
Marketing/PR	38	36	42
Skill development	30	22	24
Stakeholder relations	30	32	28
Recruitment	16	12	14

Civic 50 companies continue to measure the social and business outcomes of their community engagement programs, enabling them to demonstrate the powerful impact of their work. In fact, 76 percent of Civic 50 companies measure the social outcomes of their volunteer programs, going beyond simply measuring outputs, and 76 percent

measure the outcomes of their social advocacy work. Looking at a higher bar, 40 percent track quantitative outcome measures of their volunteer programs as part of a regularly implemented data collection process, and 60 percent do the same for community grants.



68 percent of Civic 50 companies measure the outcomes of their community engagement programs on marketing/PR, 66 percent measure business outcomes related to employee engagement, and 64 percent measure outcomes related to diversity inclusion.

Recognizing that community involvement has bottom-line benefits, 68 percent of Civic 50 companies measure the outcomes of their community engagement programs on marketing/PR, 66 percent measure business outcomes related to employee engagement, and 64 percent measure outcomes related to diversity inclusion. Also, tracking business outcome measures as part of a regularly implemented process is on the rise, up from 36 percent of Civic 50 companies in 2016 to 42 percent in 2017.

IMPACT: WHAT DOES IT LOOK LIKE IN PRACTICE?

Measuring Social Outcomes

Aetna's commitment to data-driven efforts has led to impressive results. Its Cultivating Healthy Communities initiative, for example, has planted 5,538 garden beds, harvested 1.3 million pounds of fresh fruits and vegetables, and delivered them to vulnerable populations. As a result, the initiative has increased fruit and vegetable consumption for 78 percent of served individuals.

Measuring Business Outcomes

Through a longitudinal analysis, the Hewlett Packard Enterprise Company determined that employees who participated in company-sponsored hands-on volunteering experienced a 5 percent lift in engagement levels, compared with employees who did not volunteer in the previous year. Additionally, employees who participated in the company's skills-based volunteering activities experienced a 10 percent increase in engagement when compared with those who didn't volunteer the previous year. The company also measured the impact on recruiting. Sixty-four percent of employees stated that company-organized opportunities to volunteer or support the community played an important or very important role in their decision to join HPE.

A young boy with short brown hair, smiling, is holding a dark grey laptop. The laptop has the 'INTERNET ESSENTIALS' logo and 'from Comcast' text on the lid. He is wearing a dark grey t-shirt with the word 'AWE' in large, white, outlined letters. The background is a blurred indoor setting, possibly a school or community center, with other people and a red fire truck visible.

Leaderboard: Best Practices from Sector Leaders

The following pages highlight best practices from the single most community-minded company in each industry sector: consumer discretionary, consumer staples, energy, financials, healthcare, industrials, information technology, materials, telecommunications, and utilities.

A student shows off his new laptop received through Comcast's Internet Essentials program. Internet Essentials is the company's signature effort to close the digital divide, providing low-cost high-speed internet service, a discounted computer and free digital literacy training to low-income families to help them unleash the transformative power of technology to help them improve their lives.

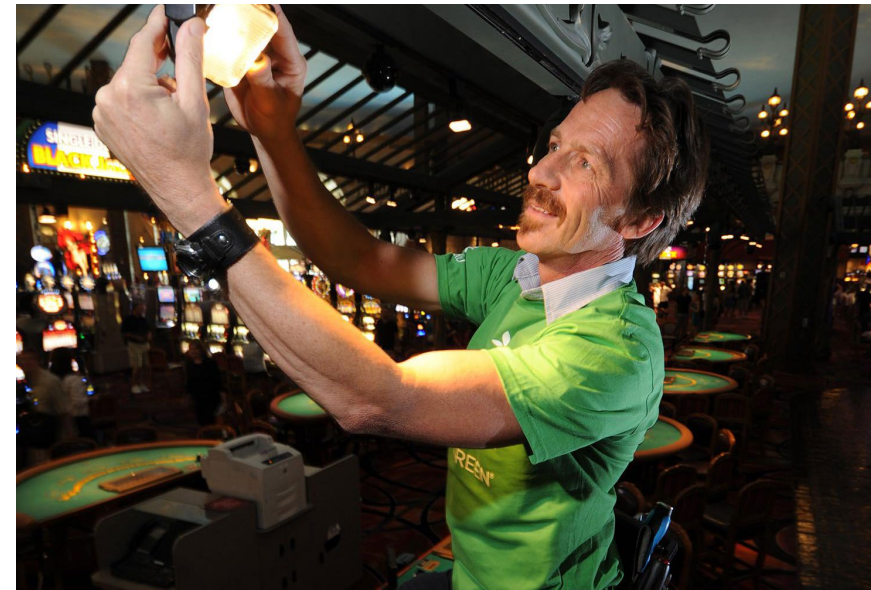


Through its Code of Commitment, Caesars has reimagined the way it does business to add value to communities.

Most Community-Minded Consumer Discretionary Company

Caesars Entertainment

Demonstrating its strong commitment to corporate responsibility, Caesars Entertainment is guided by its Code of Commitment—a public pledge to employees, guests and the communities it serves that it will honor the trust placed in them and conduct operations responsibly. Since 2000, the company has embodied this value through its two signature initiatives: Responsible Gaming and CodeGreen. Via Responsible Gaming, Caesars has pioneered the casino entertainment industry's first responsible gaming effort. It began more than a decade ago when a group of employees formed a task force to help employees, guests and the public understand the importance of responsible gaming and the prevention of underage gambling. Today, Caesars works with the National Council on Problem Gambling Inc., and has provided the initial funding to establish the council's 24-hour toll-free helpline. All Caesars properties also have Responsible Gaming ambassadors who promote responsible gaming to guests and offer assistance to those who may not be gambling responsibly. "A large part of our role as a Responsible Gaming ambassador is to listen and show empathy. If there is one case where we have helped one guest, then all our



Through Caesars Entertainment's CodeGreen program, the company is on a mission to replace every light source in its properties with high-efficiency LED bulbs.

Caesars resorts have donated more than 2 million bars of soap to help disadvantaged people in the United States and around the world through a partnership with Clean the World.

conversations have been worthwhile,” said David Wolfgang, a casino manager at Caesars Palace in Las Vegas. David has been a Responsible Gaming Ambassador for 12 years and a Responsible Gaming chair for seven years.

Through its CodeGreen program, Caesars has revolutionized the way it operates to reduce its impact on the environment in a way that supports the business. Through this organization-wide strategy, Caesars has been able to achieve industry-leading statistics such as a 26 percent reduction in

energy and a 34 percent reduction in greenhouse gas emissions per 1,000 square feet since 2007. Further exemplifying how a company can create a culture of community engagement, Caesars launched Meetings for Good in 2016, an initiative that provides meeting clients a menu of options for volunteering in its Las Vegas, New Orleans and Atlantic City venues. Through partnerships with local nonprofits, Meetings for Good makes it easy to add volunteering to any meeting or event, which makes them more meaningful and provides a new, engaging experience for its customers.

Through its Code of Commitment, Caesars has reimagined the way it does business to add value to communities. In fact, third-party analysis shows that Caesars generates \$5.6 million in value to the communities it serves for every \$10 million in revenue, which is almost three times the average of U.S. corporations.

READ MORE about Caesars’ community engagement work at caesarscorporate.com/about-caesars/reports.





Most Community-Minded Consumer Staples Company

Dr Pepper Snapple Group

Dr Pepper Snapple Group takes action every day to be the best beverage business in the Americas. An important part of that work is how they invest and partner with communities. In fact, the mission of Action Nation, the company's corporate philanthropy program, is to foster physically active, engaged, and sustainable communities. Since 2010, DPS has contributed more than 129,000 volunteer hours and nearly \$40 million to projects and nonprofits that align with this mission. For example, its Let's Play initiative is committed to providing kids and families with the tools, places and inspiration to make active play a daily priority. At the end of 2016, in partnership with nonprofits KaBOOM! and Good Sports, the initiative reached a major milestone of equipping nearly 10 million children across North America with new opportunities to play and be active. The company accomplished that by building or renovating more than 2,500 playgrounds and providing new sports equipment to hundreds of organizations. DPS employees also contributed more than 35,000 volunteer hours. One DPS employee said, "I've been in the beverage business for 24 years and this was one of the best community projects I have ever been a part of. I'm glad to see Dr Pepper

Kids at the Los Angeles Boys & Girls Club show excitement for their brand-new playground during a ribbon-cutting ceremony at a Dr Pepper Snapple Group Let's Play event.

Dr Pepper Snapple Group achieved a major milestone, having provided nearly 10 million children across North America with new opportunities to play and be active.



“One of the greatest things we’ve learned with Let’s Play is how important it is to invite everyone to be a part of the solution. Our playground builds involve our employees, our customers, community volunteers, and local legislators, bringing people together to make a lasting difference in these neighborhoods.”

VICKI DRAUGHN,
VICE PRESIDENT OF
CORPORATE AFFAIRS,
DR PEPPER SNAPPLE GROUP



Snapple Group using this platform to educate on the importance of balancing calories and lifestyles.”

Another way DPS “walks the talk” of being one of the most community-minded companies in the country is by combining giving with volunteering through Action Nation Month, a program in which employees can contribute 50 volunteer hours or more to a nonprofit to earn a \$1,000 grant toward a local United Way chapter. Including its corporate match, the company raised \$3.18 million in 2016 as part of its annual United Way campaign, contributing nearly \$17 million since 2008 to local causes.

READ MORE about DPS’s community engagement work at www.drpeppersnapplegroup.com/company/2015-corporate-social-responsibility-report.

Dr Pepper Snapple employees volunteer at a playground build. The company built or renovated more than 2,500 playgrounds and provided new sports equipment to hundreds of organizations in 2016. DPS employees also contributed more than 35,000 volunteer hours.



Most Community-Minded Energy Company

Valero

Valero shares its success with the communities where its employees live and work through volunteerism, charitable giving and the economic support of being a good employer. Overall, in 2016, Valero, its employees and its charitable foundation generated more than \$41 million for worthy charities or causes through direct donations or fundraising.

Of course, Valero's community engagement also allows the company to "do well by doing good." A prime example of such win-win community engagement is Valero's support of education. In 2016, the company and the Valero Energy

Foundation provided more than \$6 million to support education-related programs throughout the United States. In turn, this support could help provide Valero's workforce of the future, particularly in the field of engineering.

Valero's support for education included \$1.5 million to support construction of the Zachry Engineering Education Complex at Texas A&M University. A lab at the complex will be known as the Valero High Bay Lab. Valero has also helped children in schools everywhere it operates since 1980. Employee volunteers support various events and programs including school-supply and uniform drives, career days at area schools and tours of corporate facilities.

READ MORE about Valero's community engagement at www.valero.com/en-us/Documents/SRR/2016_Valero_SRR_Booklet_Web.pdf.

In 2016, the company and the Valero Energy Foundation provided more than \$6 million to support education-related programs throughout the United States. In turn, this support could help provide Valero's workforce of the future, particularly in the field of engineering.



Mallori Pherson, a Valero Port Arthur refinery associate process engineer, builds a marshmallow tower with high school students to spark interest in engineering at a Junior Achievement job shadowing event.



Most Community-Minded Financial Company

KeyBank

“Our purpose is to help our clients and communities thrive. KeyBank’s approach is defined by consistency and a commitment to responsible banking, responsible citizenship and responsible operations. This consistency and commitment underscores our work as we participate in the economic expansion, revitalization, and resurgence of the communities we so proudly serve.”

BETH MOONEY,
CHAIRMAN AND CEO, KEYCORP

KeyBank’s more than 18,000 employees are committed to helping clients and communities thrive, both on the job and as volunteers.

Every workday, for example, KeyBank’s Community Development Lending and Investment group tackles the national affordable housing crisis by helping to increase the number of affordable housing options and to redevelop neighborhoods in need. The CDLI team offers a comprehensive set of financial solutions, including construction, acquisition, and preservation loans, as well as lines of credit and equity investments for low-income housing projects.

KeyBank employees also help their clients and communities thrive through volunteering. Employees across nine metro areas, for example, participated in Super Refund Saturday, which offers free individual tax preparation services to local residents and helps low- and moderate-income earners discover their eligibility for the Earned Income Tax Credit. Their efforts helped residents complete more than 1,000 filings and secure more than \$2 million in refunds.

Community engagement also supports KeyBank’s culture. Craig Buffie, KeyCorp chief human resources

Through sponsorship and employee volunteers, KeyBank supports the annual VeloSano cycling event in Cleveland, which raises funds for cancer research.



officer, said, “Employees at KeyBank know they can make a difference, own their career, be respected and feel a sense of pride. Our continued success rests with our greatest asset—our people—who feel empowered to bring their authentic selves to KeyBank and build enduring relationships with our clients, our communities, and each other.”

READ MORE about KeyBank’s community engagement work at www.key.com/about/community/crreport.jsp.



Most Community-Minded Healthcare Company

WellCare Health Plans Inc.

Because of its transformative impact, volunteering attracts an amazing amount of interest at WellCare. Events themselves are coordinated by more than 200 department team captains, and over 51 percent of associates volunteered through this program in 2016.

WellCare Health Plans demonstrates the powerful role companies can play in helping people form meaningful connections with their communities. Its WellCare Associate Volunteer Efforts Program and its Day of Service offer employees opportunities to volunteer, especially with lower income, underserved, disabled and senior populations. With WAVE, employees can volunteer on personal time at company-sponsored events that are open to associates' friends and family members. Day of Service activities offer employees a paid day to volunteer in their communities, giving them a deeper appreciation of the critical issues community members face. Crystal Alderman, a WellCare volunteer, shared, "I have participated in other Feeding Tampa Bay events through WAVE. This Day of Service event exposed me to the

warehouse aspect of the organization and included other community partners and exposure to other programs that engage people from all walks of life and their journey—it was awesome! I loved the location since it was close to me. Now I can give back more of my personal time locally."



WellCare employees volunteer at a Day of Service event at Feeding Tampa Bay Warehouse and gain a deeper appreciation of the critical issues communities face.

Our members are at the center of everything we do. As a result, we continually strive to help our members lead better and healthier lives and strengthen the communities in which they live. Through our WellCare Associate Volunteer Efforts and Day of Service program, our associates are able to provide additional support, over and above their day-to-day duties, to Medicaid and Medicare members and their communities.”

RHONDA MIMS,
SENIOR VICE PRESIDENT AND
CHIEF PUBLIC AFFAIRS OFFICER,
WELLCARE HEALTH PLANS



Because of its transformative impact, volunteering attracts an amazing amount of interest at WellCare. Events themselves are coordinated by more than 200 department team captains, and more than 51 percent of associates volunteered through this program in 2016, engaging nearly 4,000 associates and contributing more than \$250,000 of volunteer time to communities.

Recognizing that multi-faceted giving is an effective strategy for making a larger impact in communities, WellCare's foundation makes a financial donation to nonprofits to supplement donation drive supplies collected by employees, including food, school supplies, and hygiene items.

READ MORE about WellCare Health Plans' corporate citizenship work at fliphtml5.com/hhly/ubmj.

WellCare employees volunteer at a Day of Service Feeding Tampa Bay event.

Raytheon

Most Community-Minded Industrials Company

Raytheon



A student participates in STEM activities at the Raytheon STEM Center of Innovation at the Boys & Girls Club of South County Chula Vista Clubhouse.

Raytheon strives to create community engagement programs that make a difference and have a lasting impact. One of their primary initiatives is supporting military veterans and their families.

Raytheon places an enormous value on the strategic and tactical talents that veterans offer. By nurturing veterans as they transition from military service to civilian life, Raytheon provides them opportunities to bring their battlefield skills to the private sector. Supporting veterans and their families is especially meaningful to Raytheon as approximately 17 percent of its workforce is comprised of veterans.

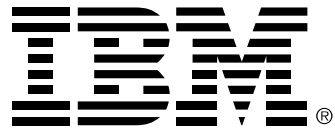
Raytheon supports service members' re-acclimation to civilian life through programs like their \$5 million, multi-year commitment to Student Veterans of America, which provides access to education, training, scholarships and mentoring. Furthermore, the Raytheon Veterans Network employee resource group mentors transitioning veterans on topics like job interview skills and tips for networking with professionals in their desired field. These efforts create a bridge to Raytheon's veterans hiring program, which is critical to the company's business

success as a leading supplier of technologies to the U.S. military and its allies.

Raytheon has also entered a multi-year partnership with the Boys & Girls Clubs of America to provide military youth with after-school science, technology, engineering and math programming at clubs on or near military installations. These Centers of Innovation feature a dedicated STEM educator to guide experiential learning, with 22 planned to open in military-connected communities over a five-year period. In 2016, Raytheon employee volunteers engaged more than 2,000 students in hands-on STEM learning at Centers of Innovation.

Through these and other veteran efforts, Raytheon is able to strengthen its future workforce, forge a longstanding bond with those who have committed to serving their country, and strengthen the communities in which it operates.

READ MORE about Raytheon's community engagement at www.raytheon.com/responsibility.



Most Community-Minded Information Technology Company

IBM

IBM Impact Grants deliver strategically designed pro bono consulting and software solutions to nonprofit organizations. Over seven years, 5,000 IBM consultants have delivered 2,200 Impact Grants, worth \$65 million, to 1,500 nonprofit organizations in 60 countries.

IBM believes that addressing the world's most vexing problems at their roots requires more than writing checks. Through an integrated portfolio of innovative programs, IBM and IBMers contribute technology, skills and global expertise to create solutions that can scale, in collaboration with a range of partners worldwide.

For example, IBM partnered with the New York City Public Schools and The City University of New York to launch the first P-TECH grades 9-14 school in Brooklyn in 2011. By 2016, the P-TECH network of schools that combine high school with college and workplace learning to prepare graduates for college and career had spread to more than 60 campuses—with many more in the pipeline.

Numerous IBM initiatives focus on delivering skills and expertise. IBM Impact Grants deliver strategically designed pro bono consulting and software solutions to nonprofit organizations. Over seven years, 5,000 IBM consultants have delivered 2,200 Impact Grants, worth \$65 million, to 1,500 nonprofit organizations in 60 countries. Inspired by the Peace Corps—and newly partnered with that organization in 2016—IBM's Corporate Service Corps has provided pro bono consulting teams to communities worldwide since 2008. In 2016, CSC deployed 357 IBMers from 46 countries to engagements in 28 cities. With a market value of nearly \$12 million, these engagements raised to more than \$80 million the value of CSC's consulting over the last nine years. For more than 10 years, IBM's On Demand Community has supported current and retired IBMers in volunteer service to help maximize the value of their efforts. Nearly 290,000 IBMers have contributed more than 20 million hours through the program worldwide.

An IBM Corporate Service Corps team on location in the Philippines in 2016.



READ MORE about IBM's community engagement at www.ibm.com/ibm/responsibility.



Most Community-Minded Materials Company

Freeport-McMoRan

“The two most critical elements of our approach to corporate citizenship are our deep engagement with stakeholders and our focus on building community capacity that enables greater sustainability. When we experience success with these two efforts, every other project we support has an exponentially greater chance of success.”

BILL COBB,
VICE PRESIDENT,
ENVIRONMENTAL SERVICES AND
SUSTAINABLE DEVELOPMENT,
FREEPORT-MCMORAN

The Freeport-McMoRan community engagement program, Transforming Tomorrow Together, develops deep partnerships with communities to cultivate sustainable programs and projects that address their unique challenges and priorities, and contributes to their enduring success.

One of the cornerstones of Transforming Tomorrow Together includes engagement with stakeholders through a model called Community Partnership Panels, which are comprised of local leaders and citizens representing a broad range of stakeholder groups across all sectors of the community. Freeport-McMoRan measures how effective their CPP efforts are in generating productive partnerships and trust with each community. A recent survey of CPP members from 11 communities across the southwest found that 77 percent believe the company truly listens and takes their concerns, interests and questions seriously, 73 percent believe the CPP forum has played a role in planning for long-term community sustainability, and 71 percent feel that CPP engagement has contributed to positive community change.



Vicki Seppala shoots a scene for a virtual tour of Morenci Mine in Arizona, one of the largest mines in North America, for Freeport-McMoRan's Dig Into Mining online student education program.

A Freeport-McMoRan employee volunteers in a 6th grade classroom at Morenci Elementary School, showing students various types of rocks and minerals prior to viewing a virtual field trip of the Morenci Mine.

Freeport-McMoRan has also partnered with Discovery Education to create and implement Dig Into Mining, an interactive online program for grades 6-8 that explores the use of metals such as copper in our everyday life, provides students with a deeper understanding of mining, inspires career interests, and facilitates STEM learning and concepts in the classroom. The initiative includes an annual, interactive virtual field trip, digital learning tools, and school-to-home connections with career exploration activities—all designed to give students a front-row seat to nature's geological wonders and inspire further exploration of the world around them, while improving STEM learning and performance.

To date, there have been more than 500,000 virtual lab views, 42,000 widget plays, 100,000 website visits, and participation of more than 80,000 students and teachers each year through virtual field trips to a mining operation. The program also engages technical and STEM-skilled employees in content development and interactive, online experiences directly with students. The program provides an opportunity for professional development aligned with leadership skills in the company's formal career development and progression program.

Jody Breck, Freeport-McMoRan's superintendent of hydromet process at Morenci Mining Operation, explained why Dig Into Mining makes so much sense: "The work that we do on a daily basis provides the world with the resources they need to create a sustainable future. Dig Into Mining provides an opportunity to share that message with students in a fun and effective way as well as show them how math and science is used in many mining careers."

READ MORE about Freeport-McMoRan's community engagement at www.fcx.com/sd/sustain/index.htm.





Most Community-Minded Telecommunications Company

AT&T

AT&T knows technology and wants to provide the best possible solutions for consumers to connect to their world. The company is also sensitive to technology-related social issues, including digital literacy and identify theft, and wants to be a part of the solution.

Working with experts, parents, teachers, and nonprofits around the country, AT&T has created a digital literacy program called Digital You that offers tools, tips, apps, guidance and community education events for people of all ages and levels of online experience.

Working with experts, parents, teachers and nonprofits around the country, AT&T has created a digital literacy program called Digital You that offers tools, tips, apps, guidance, and community education events for people of all ages and levels of online experience.



At an AT&T Digital You training in Nashville, Tenn., participants are trained to coach younger students on topics including managing your digital footprint and cyberbullying.

“I’m proud of our employees and their commitment to serving local communities.

The honor of being included on The Civic 50 once again this year is a testament to them.

At AT&T, community engagement isn’t limited to volunteerism or philanthropy. It’s integrated in the way we do business across our entire company. We recognize that we can have a greater impact when our people, technology and resources are all aligned.”

JASON LEIKER,
ASSISTANT VICE PRESIDENT,
COMMUNITY ENGAGEMENT, AT&T

The [Digital You website](#) has resources for digital beginners, parents and caregivers, seniors, job seekers and individuals with disabilities.

Last year, there were more than 170 Digital You community training sessions held in 26 states and the District of Columbia attended by 5,000 individuals, including 54 elected officials. The Digital You website has also reached 45,000 consumers. In February, AT&T partnered with DECA to hold a Digital You Symposium in College Park, Georgia. Student participants from local high

schools presented information about the use of technology and its safety to individuals of all ages. The student-led presentations covered smartphone and tablet use for older adults, identity protection, cyberbullying, managing digital footprints and parenting in the digital age.

READ MORE about AT&T’s community engagement at about.att.com/content/csr/home.html.

AT&T employees host students for a career day as part of its AT&T Aspire initiative.





Most Community-Minded Utilities Company

Exelon Corporation

“At Exelon, one of the most important ways we measure success is through our employees’ impact on the communities we serve.”

CHRIS CRANE,
PRESIDENT AND CEO, EXELON

Exelon Corporation is committed to being a leader in diversity and inclusion, and it shows. Named one of the Top 50 Companies for Diversity by DiversityInc, the company recently joined some of the world’s leading companies by signing the CEO Action for Diversity & Inclusion™. CEOs are pledging to take action to cultivate a workplace where diverse perspectives and experiences are welcomed and respected. Among its programs and partnerships, Exelon partnered with the National Organization on Disability to advance employment opportunities for people with disabilities across corporate America. In fact, the Exelon Foundation’s multi-year leadership grant catalyzed the expansion of NOD’s corporate membership program. Additionally, Exelon’s investment helped NOD develop a ratings program to assess and recognize companies with exemplary disability employment practices. The Disability Employment Tracker™ is proving to be a highly valued benchmarking tool for corporate America.

Anthony Baker, an Energy Force ambassador, talks about energy efficiency at Neighborhoods of the World, an event celebrating diverse cultures in Chicago.





The environment is just one of Exelon's key focus areas. These volunteers are installing native plants, which are an excellent source of food and shelter for local Chicago wildlife, and help with storm water management.

Furthermore, ComEd, an Exelon company, launched the pioneering Energy Force Ambassador Program, the country's first energy-efficiency education program designed for and taught by people with disabilities. Nineteen Energy Force ambassadors work through partner nonprofits to help empower individuals with developmental disabilities to reduce their electricity use and save money. Maurice Snell, an Energy Force ambassador and development coordinator with Easterseals, said, "I am a proud ambassador of ComEd's Energy Force Program and educate many people on energy efficiency. I know that by sharing my knowledge, I am helping people in this world."

As a founding sponsor of ADA25, Chicago's Leadership Institute for People with Disabilities, Exelon also supports the creation of a pipeline of local leaders with disabilities to serve in public, private and nonprofit leadership positions.

READ MORE about Exelon's community engagement at www.exeloncorp.com/sustainability/interactive-csr.



Members of Comcast's Black Employee Network Employee Resource Group lead a technology-focused Comcast Cares Day project with Boys & Girls Clubs members. Comcast Cares Day is Comcast NBCUniversal's annual celebration of the company's year-round commitment to volunteerism, and is the nation's largest single-day corporate volunteer event.

Conclusion

The Civic 50 continues to demonstrate how corporate citizens can lead and inspire during times of rapid and complex change. Whether it is by investing strategically in communities and creating cultures that empower changemakers, or by connecting their social impact work to business functions and measuring impact, this year's Civic 50 honorees are leading by example to strengthen their companies and their communities.

While Deloitte helps to build the leadership capacity of school principals, Hasbro works to develop compassion and empathy among children. While community relations at KeyBank is led by an enterprise-wide executive, Raytheon's board of directors has a committee that evaluates community programs to align them with business goals. And while Tata Consultancy Services empowers CSR champions to mobilize employees in regional markets around community events, Caesars helps its meeting clients add volunteering to their events to make them more meaningful. These are only a few of the many examples highlighted in this report that show how Civic 50 companies are putting communities at the center of business to build more sustainable organizations.

Even though The Civic 50 is intended to be a roadmap for corporate citizenship leaders and practitioners, we are also aware of how important corporate responsibility is for consumers and employees, and for an organization's ability to build trust within communities. To that extent, we hope that corporate leaders, employees and customers alike can share The Civic 50 widely as a framework for how companies can lead with their values, and how they can turn good intentions into sound business practices. Our hope is that the insights and best practices in this report help to build a more robust community of corporate citizens that view their engagement with communities as a vital strategy for leading and growing their businesses in the years to come. Won't you join us in building that community? **LEARN MORE** at www.civic50.org.

Acknowledgements

Points of Light thanks all the companies that participated in the 2017 Civic 50 survey for their commitment to demonstrating the importance of corporate participation in civic life. All honorees—especially those named to the list since its inception in 2012—also deserve recognition for their leadership and perseverance in strategic community involvement. The Civic 50's success has also been supported by our wonderful partners at True Impact and VeraWorks, including Farron Levy and Bea Boccalandro, who power the rankings and contribute their insights, counsel and expertise to help shape the program. We also thank the small but mighty team at Points of Light who made this report possible, including Jenny Lawson, Yvonne Siu Turner, Elizabeth Westbrook, Katy Elder, Amanda Knowles, Daniel Li and Meghann Gibbons.

Endnotes

1. To view the specific survey questions for each of The Civic 50's dimensions, refer to the Civic 50 Participant Packet at ww2.pointsoflight.org/civic50/resources/participant-resources.
2. 2016 Edelman Trust Barometer: The Interdependence of Purpose.
3. To view the specific survey questions for each of The Civic 50's dimensions, refer to the Civic 50 Participant Packet at ww2.pointsoflight.org/civic50/resources/participant-resources.
4. To view the specific survey questions for each of The Civic 50's dimensions, refer to the Civic 50 Participant Packet at ww2.pointsoflight.org/civic50/resources/participant-resources.
5. Snapshot 2017: Employee Opinions on Giving, Volunteering, and Corporate Philanthropy. America's Charities, 2017. www.charities.org/snapshot2017.
6. 2016 Edelman Trust Barometer.
7. To view the specific survey questions for each of The Civic 50's dimensions, refer to the Civic 50 Participant Packet at ww2.pointsoflight.org/civic50/resources/participant-resources.





civic50.org