



THE CIVIC 50

The Civic 50:

A Roadmap for Corporate Community
Engagement in America



The Civic 50 is a partnership between Points of Light and Bloomberg, L.P.

About Points of Light

Points of Light, the largest organization in the world dedicated to volunteer service, mobilizes millions of people to take action that is changing the world. Through affiliates in 250 cities and partnerships with thousands of nonprofits and corporations, Points of Light engages more than 4 million volunteers in 30 million hours of service each year. We put people at the center of change. For more information, go to www.pointsoflight.org

About Bloomberg, L.P.

Bloomberg connects influential decision makers to a dynamic network of information, people and ideas. Our strength - quickly and accurately delivering data, news and analytics through innovative technology - is at the core of everything we do. With over 15,500 employees in 192 locations, we deliver business and financial information, news and insight around the world.

Yvonne Siu Turner, Senior Manager, Corporate Resources and Programs, Points of Light Corporate Institute, Editor

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.

Copyright 2014, Points of Light

Table of Contents

Overview	3
History	3
Methodology	4
Ranking	4
Topline Highlights of 2014	5
Four Dimensions: A Deeper Dive	10
Investment	10
Integration	12
Institutionalization	13
Impact	16
Sector Highlights	17
Communications	18
Consumer Discretionary	20
Consumer Staples	22
Energy	24
Financials	26
Health Care	28
Industrials	30
Materials	32
Technology	34
Utilities	36
Conclusion	38
Acknowledgements	39

The Civic 50: A Roadmap for Corporate Community Engagement in America

Overview

Increasingly, people support and punish corporations through their choice of work, purchases and investments. Yet there is little information on corporate community engagement to help employees, consumers and neighbors decide which companies to support. *The Civic 50*, an initiative of [Points of Light](#), in partnership with [Bloomberg LP](#), honors the 50 most community-minded companies in the nation each year as determined by an annual survey. By sharing the best practices of community engagement and benchmarking companies against each other, *The Civic 50* presents a roadmap for how companies are using their time, skills and other resources to improve the quality of life in their communities.

This report presents the highlights from the 2014 *Civic 50*. Its objectives are, first, to recognize the most community-minded companies in the nation and, second, to highlight a path forward for business managers and corporate social responsibility leaders who want to embrace the principles of *The Civic 50* so that their companies can also be one of the most community-minded companies in the nation.

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



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.

History

The Civic 50 was founded in partnership with the [National Conference on Citizenship](#) (NCoC) and Points of Light in 2012, and developed with a high-profile working group of lead researchers and industry thought leaders. Additionally, dozens of corporate advisors 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 honored only S&P 500 companies. In response to feedback from a panel of prominent academics and others, all U.S. companies with revenue of \$1 billion or more were invited to participate in 2014.

Methodology

The 2014 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, points are accrued in the following dimensions: Investment (1,000 points), Integration (1,000 points), Institutionalization (1,000 points) and Impact (1,000 points).

For the purposes of this report, all quantitative data refer to companies' community engagement in the United States.

Ranking

The Civic 50 are published as an alphabetical listing, however this year's survey also ranked the top three companies across ten sectors: communications, consumer discretionary, consumer staples, energy, financials, health care, industrials, materials, technology and utilities. The number one ranked company in each sector is identified with an asterisk below. Only the rankings of the top 50 companies and the top three in each sector are shared publicly with attribution. Names and rankings of companies that participated in the survey, but do not have rankings qualifying in the top 50 or top three in each sector are confidential.

In 2014, the 50 most community-minded companies in the nation are:		
AbbVie	Dr Pepper Snapple Group	Raytheon Company
Adobe Systems Incorporated	Eli Lilly and Company	SAP
Aetna	FedEx Corporation	<i>Sigma-Aldrich*</i> <i>Materials Sector Leader</i>
Alcoa	Freeport-McMoRan Copper & Gold	Southwest Airlines
Altria Group, Inc.	Gap Inc.	Sprint Corporation
Apollo Education Group	GE	State Street Corporation
AT&T	General Mills	Symantec Corporation
Bank of America	Hasbro, Inc.	The Hershey Company
Baxter International Inc.	Health Care Service Corporation	Toyota Financial Services
<i>Caesars Entertainment*</i> <i>Consumer Discretionary Sector Leader</i>	<i>Hewlett-Packard*</i> <i>Technology Sector Leader</i>	TSYS
Capital One	Intel Corporation	<i>UnitedHealth Group*</i> <i>Health Care Sector Leader</i>
<i>CenterPoint Energy*</i> <i>Utilities Sector Leader</i>	Intuit	<i>UPS*</i> <i>Industrials Sector Leader</i>
Citi	<i>KeyBank*</i> <i>Financials Sector Leader</i>	<i>Valero Energy Corporation*</i> <i>Energy Sector Leader</i>
<i>Comcast Corporation*</i> <i>Communications Sector Leader</i>	Motorola Solutions, Inc	Verizon
<i>ConAgra Foods*</i> <i>Consumer Staples Sector Leader</i>	Pacific Gas and Electric Company	Viacom
CSAA Insurance Group - a AAA Insurer	Prudential Financial, Inc.	Western Union
DIRECTV	PwC	

The Civic 50: Top-line Highlights of 2014

Civic 50 data suggest we're living in a world where companies increasingly play a positive role in meeting community needs—through the power of their people and the power of their financial contributions. Four highlights from *The Civic 50*, presented below, suggest companies are expanding and deepening their involvement in their communities by strategically integrating community engagement into their business strategies.

1. Community engagement boosts employee engagement

Civic 50 companies – including Caesars Entertainment, Comcast, Hasbro, Hewlett-Packard (HP), PwC, Toyota Financial Services and UnitedHealth Group – find that employees who participate in community engagement initiatives score higher on morale, engagement, pride and/or productivity than employees who don't. HP, for example, has data showing that employees who participate in community engagement efforts have 13% higher morale than those who don't participate. Similarly, Hasbro's employee survey revealed that the second-most referenced reason employees love working at Hasbro is the community engagement program, second only to "year-round half day Fridays."



Recognizing this link between community engagement and employee engagement, 82% of *Civic 50* companies offer employees paid time off to volunteer and 84% of companies offer grant-matching opportunities.



Half of all companies also include community engagement as a formal component of employees' performance reviews.

The positive impact that community engagement has on employee engagement is well-supported by research:

- Research by The Corporate Executive Board Company, involving millions of employees across several industries, found that, on average, every employee who participates in corporate community engagement activities adds \$2,400 of value to the company as a result of decreased turnover and increased employee engagement.¹
- An academic study published in the *Journal of Marketing* found that corporate community engagement programs often boost employee engagement and customer-service levels.²
- A Deloitte survey revealed that millennials are twice as likely to be very satisfied with their career progression when they have the opportunity to volunteer through their employer.³
- The same Deloitte survey revealed that millennials are 24% more likely to recommend their company with strong corporate community engagement to a friend.⁴

¹ Kropp, Brian. "Maximizing the Effectiveness of Corporate Volunteer Programs" (webinar). CEB. July, 2014.

² Korschun, Daniel, C.B. Bhattacharya, and Scott D. Swain. "Corporate Social Responsibility, Customer Orientation, and the Job Performance of Frontline Employees," *Journal of Marketing*, May, 2014.

³ Deloitte, Deloitte Volunteer IMPACT Survey, 2011.

⁴ Deloitte, Deloitte Volunteer IMPACT Survey, 2011.

The following are specific ways that *Civic 50* companies have formalized their community engagement.

- Western Union’s employee performance objectives – which are the basis for professional evaluations and bonuses – include a “Social Ventures” objective, which reinforces each employee’s commitment to using business assets to deliver business and social results. Such objectives can range from developing a new product that benefits a societal cause, to sourcing from socially responsible vendors, to incorporating community commitment information into an external-facing sales deck.
- As part of its CodeGreen program – the company’s environmental sustainability strategy – Caesars Entertainment collects data on a monthly basis from each business unit on how employees are implementing and integrating CodeGreen initiatives into their work. With aggressive goals set for energy, water and waste, it is important that every employee makes an impact. With this data, managers are aware of the leaders and laggards and can drive action and empower employees by prioritizing actions. The culture’s friendly competitive spirit encourages managers to challenge each other to do better – and create an environment where every employee is able to make a difference. This practice appears to work well for Caesars as HR data show that employees who participate in CodeGreen have higher engagement scores than non-participants. Furthermore, research found that customers aware of CodeGreen are more loyal than those that are unaware of the program.

2. Companies and communities find value in skills-based volunteering



On average, one out of every five (20%) employee volunteer hours at *Civic 50* companies are skills-based.

Skills-based volunteering continues to grow at *Civic 50* companies and on average, one out of every five employee volunteer hours at *Civic 50* companies is skills-based. Skills-based volunteering provides communities with valuable, specialized support that can provide five times greater value than traditional volunteering, according to True Impact and the Bureau of Labor Statistics.⁵ HP research also finds that employees who participate in skills-based volunteering are even more satisfied and experience an even greater bounce in morale from volunteering than those who only do extra-hands volunteering. Skills-based volunteering can also strengthen employee workplace skills, and 64% of *Civic 50* companies use their community engagement work in this manner.

Examples of skills-based volunteering at *Civic 50* companies include:

- Motorola Solutions is an industry sponsor for a Chicago school identified by the Mayor’s office as being high need. In addition to the company’s financial support, over 100 Motorola Solutions employees serve as mentors to students. Mentors provide curriculum concept assistance, career insight and general support to their mentees. Additionally, employees from the HR department provide guidance on the soft and hard skills

⁵ U.S. Bureau of Labor Statistics and 2012 Volunteerism ROI Tracker Analysis, True Impact, 2012.

necessary for current and future positions at Motorola Solutions and the industry at large.

- PwC employees helped the Silicon Valley Education Foundation create a more efficient process to capture in-depth and relevant stakeholder information for their Step Up to Algebra (now called Elevate) program. And because communicating with parents during the program is critical to its success, PwC also advised on communication enhancements to increase the likelihood that participating students succeed.
- Raytheon has touched the lives of more than four million students through partner and mentoring programs. Two-thirds of Raytheon's employees are engineers who use their skills to support communities through mentoring programs including Stand & Deliver, Math Nights and LASER – part of a nationwide effort to connect students with some of the world's foremost engineers and business leaders. Raytheon also uses skills-based volunteering to support student veterans. Through its partnership with organizations like Student Veterans of America, leaders from Raytheon volunteer to provide student veterans with leadership mentoring and practical workplace insights. In total, Raytheon employees have volunteered more than 575,000 hours over the past three years.

3. Companies raise their voice to advance social change

Not long ago, societal issues like health and road safety were the responsibility of nonprofits and governments. In the 21st century, however, business has expanded its societal role. Many business experts, including Harvard Business School corporate strategy guru Michael Porter, now advocate for community engagement as a strategic means of generating financial returns.

In fact, 82% of *Civic 50* companies have taken a national leadership position on a social issue like ending hunger, texting and driving and strengthening STEM education. Many companies invest in issues related to their own operations and are, therefore, often in a unique position to contribute lasting solutions.

***Civic 50* companies taking a lead on social issues include Aetna, AT&T and FedEx:**

- Through the provision of healthcare solutions to the large and richly diverse U.S. population, Aetna has significant experience with the effects of inequality in health care. Aetna has taken a leadership role in addressing these inequalities. In 2002, for example, Aetna developed policy on genetic testing and nondiscrimination that became the model for the industry. In 2008, it worked with legislators to help pass a more meaningful mental-health parity law that allows for better coordination of coverage for physical and mental health care services. Aetna was an active voice throughout the health care reform debate of 2009 and 2010. Indeed, the efforts of Mark T. Bertolini, Chairman, Chief Executive Officer and President of Aetna, have earned him recognition as one of the 10 most influential leaders in the industry by ModernHealthcare.com.
- AT&T has taken a leadership position against texting and driving with its awareness-building and behavioral-changing It Can Wait campaign. More than 2,500 organizations and 65,000 individuals have joined the movement, more than 5 million pledges have been made never to text and drive, and the campaign has resulted in more than 1.8 million downloads of the AT&T DriveMode® app that silences incoming text messages

when you're driving and automatically sends a customizable auto-reply message to let friends know you're behind the wheel and will reply when it's safe. It appears to be working, as research on crash data from departments of transportation in Texas, Kentucky and other states suggests a correlation between It Can Wait campaign activities and a reduction in crashes.

- FedEx has also played a leadership role in advancing a social issue into which it has keen insight – pedestrian safety. In honor of 15-year-old Christina Morris-Ward who was killed on Halloween morning in 2012 after crossing an intersection while distracted with headphones and her cell phone, FedEx launched its Moment of Silence Campaign in 2013. The public service campaign honors Christina and teens who are injured and killed each year while crossing the street by bringing nationwide attention to the issue of pedestrian safety. It encourages teens and parents to pledge a “Moment of Silence” to put down their devices while crossing the street. This message has reached 241 cities, 907 schools and 580,000 students around the world, and has engaged 12,000 parents, teachers and FedEx volunteers.

4. Purpose is Aligned with Profit

Data from *Civic 50* honorees suggest that many businesses are moving away from check-writing or banquets as means of contributing to the community. Instead, they design sophisticated community engagement programs that involve the business itself in doing good while also supporting its own success. The specific business functions that companies most often integrate with their community engagement are marketing, skill development, and diversity and inclusion. More than 80% of *Civic 50* companies integrate their community engagement into each of these business functions.



More than 80% of *Civic 50* companies connect their community engagement work to key business functions, including marketing/PR, sales, skill-development, recruiting or diversity and inclusion.

Examples:

- General Mills’ Box Tops program empowers consumers to help their local schools purchase computers, books, playground equipment and other items of need. Parents and students earn cash for their schools by clipping box tops from their Cheerios, Betty Crocker or other General Mills products. Two-hundred forty General Mills brands have helped 90,000 schools earn more than \$600 million since the program started in 1996.
- ConAgra Food’s Child Hunger Ends Here campaign increases consumer awareness of child hunger and provides an easy way for them to help. Nineteen ConAgra Foods brands, including Blue Bonnet and Hunt’s, featured the Child Hunger Ends Here pushpin on packaging. Shoppers could enter the provided code at ChildHungerEndsHere.com to trigger one meal donation to Feeding America.
- The Toyota Financial Services (TFS) community relations team partnered with their marketing department to create their Go Green campaign. For every customer who committed to paperless billing, TFS donated \$5 to Boys & Girls Clubs of America

(BGCA). The campaign dramatically reduced TFS's paper and printing costs, as well as its environmental impact. It also strengthened BGCA with a \$200,000 donation and a public relations campaign that the organization would not likely have been able to afford otherwise.

- Motorola Solutions Foundation works with the Motorola Solutions Human Resources (HR) department to design community engagement programs that develop employees' hard and soft skills. For example, in 2013 the company completed 175 jointly planned teambuilding volunteer events. They were so successful that CEO Greg Brown set a goal of 200 events for 2014. Furthermore, the company's formal leadership development program for rising leaders includes skills-based volunteer opportunities.
- The Hershey Company considers an inclusive workplace and a diverse workforce as drivers for business results. As such, it uses community engagement as a way to promote these drivers. Business Resource Groups (BRGs) – including the Abilities First BRG, the African American BRG and the Veterans BRG – facilitate the company's partnerships with diverse community groups. These partnerships strengthen the diverse voices within the company and provide key insights on a wide swath of consumers. As a result, the company develops new products and marketing messages that are effective and resonate with diverse consumers, which helps business to grow.

There is additional evidence supporting that purpose and profit are aligned:

- Harvard Business School research found that companies with more community engagement practices significantly outperform their counterparts over the long-term, both in terms of stock market and accounting performance.⁶
- Academic research has shown that, for firms in industries that are highly sensitive to consumer perception, community engagement is associated with subsequent sales growth.⁷
- Market research has found that 59% of Americans are more likely to buy a product associated with a corporate-nonprofit partnership.⁸
- Market research also reveals that 56% of Americans will travel an extra ten minutes out of their way to purchase a product that supports a cause they care about and that 71% are willing to pay more.⁹

⁶ Eccles, Robert G., Ioannis Ioannou and George Serafeim. "The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance." Harvard Business School Working Paper, 2011.

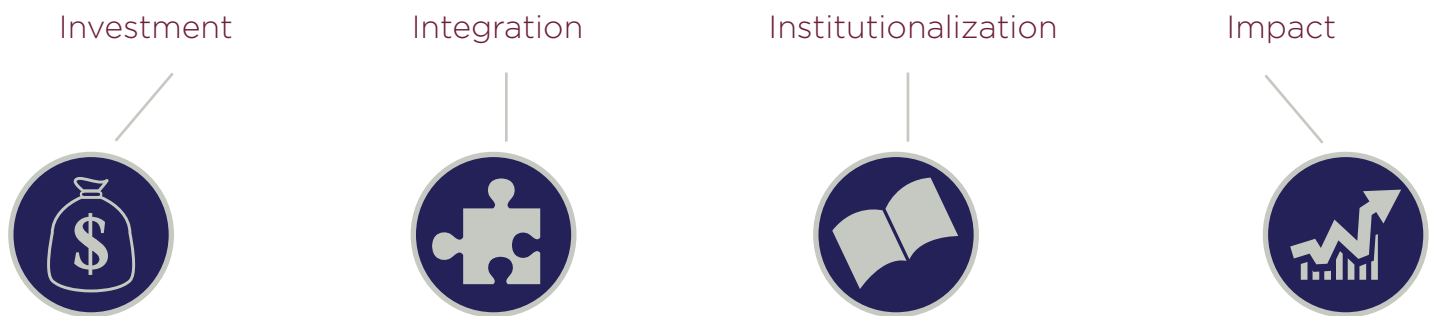
⁷ Baruch, Lev, Christine Petrovitis and Suresh Radhakrishnan. "Is doing good good for you? How corporate charitable contributions enhance revenue growth" in Strategic Management Journal, Sept., 2009.

⁸ Cone, Inc. "More than three-quarters of Americans say a nonprofit-corporate partnership makes a cause stand out" in Trend Tracker, March, 2010.

⁹ Do Well Do Good. The Do Well Do Good Second Annual Public Opinion Survey Report on Cause Marketing, 2012.

The Civic 50's Four Dimensions: A Deeper Dive

In *The Civic 50*, community engagement programs were evaluated against four dimensions: investment, integration, institutionalization and impact. Highlights from each of these dimensions are discussed below.



Investment

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

By the Numbers: ¹⁰

Employee Time and Talent

<i>The Civic 50</i> mobilized	Average percentage of U.S. employees at <i>Civic 50</i> companies that participated in some type of company-sponsored volunteerism: 35%
12,670,912 volunteer	On average, U.S. employees at <i>Civic 50</i> companies volunteered a total of: 5.73 hours annually
hours	The average percentage of U.S. volunteer time at <i>Civic 50</i> companies categorized as skills-based volunteering per company: 20%

On average, 35% of U.S. employees at Civic 50 companies participated in some type of company-sponsored volunteerism. The average participation rate for other companies is 30%. (2014 Giving in Numbers, Committee Encouraging Corporate Philanthropy)

¹⁰ For definitions, please see *The Civic 50* Participant Packet online at http://www.civic50.org/The_Civic_50_2014_Participant_Packet.pdf

Cash

<i>The Civic 50</i> contributed a total of \$1,996,802,539 in cash to communities	Average <i>Civic 50</i> company cash contributions, including matching funds for company-sponsored giving of U.S. employees, (as a percentage of revenue) provided to U.S. social causes: 0.37%
	Average percentage of <i>Civic 50</i> company cash contributions that are matches to U.S. employee giving: 13%
	Total value of <i>Civic 50</i> company cash donations given for U.S. employee matches and Dollars-for-Doer grants annually was: \$196,653,282
	Average number of individual U.S. grants per <i>Civic 50</i> company, excluding matching-gift and volunteerism matching: 977
	On average, percentage of <i>Civic 50</i> company U.S. grants providing additional support such as company volunteers, in-kind goods or services, and/or a multi-year pledge: 43%

On average, *Civic 50* companies contributed 0.37% of revenue to social causes.

In-Kind Contributions

On average, 43% of <i>Civic 50</i> grantees received additional support in the form of volunteerism or in-kind donations	Average cost of U.S. in-kind contributions (as a percentage of U.S. revenue) provided by <i>Civic 50</i> companies to social causes annually: 0.17%
---	--

Public Leadership

Civic 50 companies that took a leadership position on a specific social cause by promoting public awareness or behavior change, or by advocating for policy change at either the national or local level:

64% said they took a leadership position on four or more national public education or policy advocacy efforts

18% said they took a leadership position on one to three national efforts

16% said they took a leadership position on four or more local efforts

0% said they took a leadership position on one to three local efforts

To view the specific questions for the investment dimension, refer to pages 10 to 11 of The *Civic 50* Participant Packet at: www.civic50.org/The_Civic_50_2014_Participant_Packet.pdf

Integration

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



More than 80% of *Civic 50* companies connect their community engagement work to key business functions, including marketing/PR, sales, skill-development, recruiting or diversity and inclusion.

By the Numbers: Percentage of *Civic 50* companies applying the practice in the U.S.

Business Functions (Top 5 per Company Max)	Formal written strategy - broadly and consistently implemented	Formal written strategy - implemented on limited basis	Informal strategy broadly and consistently implemented	Informal strategy implemented on limited basis
Marketing/PR	64%	14%	6%	0%
Sales	28%	8%	6%	2%
Skills Development	46%	18%	14%	4%
Recruiting	36%	8%	18%	4%
Stakeholder Relations	54%	10%	8%	0%
Diversity and Inclusion	62%	8%	6%	0%
Health and Wellness	30%	0%	0%	2%
R&D/Innovation	12%	8%	2%	2%
Other	10%	0%	2%	0%

To view the specific questions for this dimension, refer to pages 12 to 15 of The *Civic 50* Participant Packet at: www.civic50.org/The_Civic_50_2014_Participant_Packet.pdf

Institutionalization

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

By the Numbers:

Community Input

78% of *Civic 50* companies have a formal structure to seek input from U.S. community leaders, such as a survey, focus group or community meeting

14% have a formal, structured effort that passively collects feedback

8% have informal, ad hoc conversations

Performance Reviews

Half (**50%**) of *Civic 50* companies include community work in performance reviews for at least some employees

50% of *Civic 50* companies include community engagement as a formal written component of employees' performance reviews

20% apply this policy to 75-100% of U.S. employees

4% apply this policy to 50-74% of U.S. employees

2% apply this policy to 25-49% of U.S. employees

20% apply this policy to 1-24% of U.S. employees

4% do not track or cannot disclose the percentage of employees to which this practice applies

Department Goals

70%
of *Civic 50*
companies
include
community
engagement
on department
scorecards

70% of *Civic 50* companies have community engagement listed on division/department/business unit scorecards or evaluations

30% apply this policy to 75-100% of U.S. employees

8% apply this policy to 50-74% of U.S. employees

10% apply this policy to 25-49% of U.S. employees

18% apply this policy to 1-24% of U.S. employees

4% do not track or cannot disclose the percentage of U.S. employees to which this practice applies

Employee Incentives

82%
of *Civic 50*
companies
allow employees
paid time off to
volunteer

100% of *Civic 50* companies offer awards and recognition opportunities (both internal and external)

84% offer U.S. grant-matching

82% offer U.S. paid time off to volunteer

76% of companies offer U.S. volunteer "Dollars for Doers" grants

Resources

100%
of *Civic 50*
companies
have online
portals to
support U.S.
community
engagement

98% offer toolkits to support community engagement efforts

98% offer training

94% send regular newsletters

92% have affinity groups

92% have social media platforms

Leadership

Leadership participation in community engagement:

72% of *Civic 50* companies say that leadership participates in U.S. company community engagement events or activities at least 12 times per year

14% of companies say that leadership participates six to 11 times per year

6% of companies say that leadership participates three to five times per year

8% of companies say that leadership participates one to two times per year

0% of companies say that they do not track or can't disclose leadership participation

Leadership encourages employee participation in community engagement:

4% of *Civic 50* companies say leadership encourages U.S. employee participation in community engagement events/activities at least 12 times per year

6% say leadership encourages employee participation in community engagement events/activities at least six to 11 times per year

46% say leadership encourages employee participation in community engagement events/activities at least three to five times per year

36% say leadership encourages employee participation in community engagement events/activities at least one to two times per year

4% do not track or can't disclose this

Leadership presents on community engagement:

66% of *Civic 50* companies say their leadership present on community engagement to the company's board at least 12 times per year

16% say their leadership present on community engagement to the company's board at least six to 11 times per year

12% say their leadership present on community engagement to the company's board three to five times per year

6% say their leadership present on community engagement to the company's board one to two times per year

0% do not track or can't disclose this

Impact

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



Increasingly, companies are measuring what matters as a result of their corporate philanthropy and civic engagement, focusing their efforts on measuring outcome goals over activity or outputs. For example, 64% of *Civic 50* companies track outcome measures for their community grants, and 36% track outcome measures for volunteering

Company use of social value measurements					
By the Numbers: Percentage of <i>Civic 50</i> companies applying the practice in the U.S.					
Community Engagement Function	Predefined, quantitative outcome measures – part of regularly implemented data collection process	Open ended, qualitative outcomes and/or predefined satisfaction metrics – part of regularly implemented data collection process	Drivers of outcomes, using standardized output metrics – part of regularly implemented data collection process	Anecdotal, non-qualitative information – informally or periodically collected	Not currently measured
Volunteerism	36%	34%	30%	0%	0%
Grants	64%	18%	12%	6%	0%
In-Kind	22%	30%	22%	18%	8%
Social Cause Leadership / Advocacy	40%	34%	20%	6%	0%

Company use of business value measurements					
By the Numbers: Percentage of <i>Civic 50</i> companies applying the practice in the U.S.					
Business Functions Community Engagement Integrates Into (Top 5 per Company Max)	Predefined, quantitative outcome measures – part of regularly implemented data collection process	Open ended, qualitative outcomes and/or predefined satisfaction metrics – part of regularly implemented data collection process	Drivers of outcomes, using standardized output metrics – part of regularly implemented data collection process	Anecdotal, non-qualitative information – informally or periodically collected	Not currently measured
Marketing/PR	38%	16%	26%	2%	0%
Sales	22%	10%	8%	4%	2%
Skills Development	30%	32%	10%	10%	4%
Recruiting	16%	18%	18%	14%	4%
Stakeholder Relations	30%	20%	12%	8%	0%
Diversity and Inclusion	46%	10%	12%	4%	0%
Health and Wellness	18%	4%	8%	0%	2%
R&D/Innovation	10%	6%	2%	6%	2%
Other	10%	0%	2%	0%	0%

To view the specific questions for this dimension, refer to pages 19 to 27 of *The Civic 50* Participant Packet at: www.civic50.org/The_Civic_50_2014_Participant_Packet.pdf

Civic 50 **Sector Highlights**¹¹

The following pages share snapshots illustrating the unique ways different sectors bring their skills, time and assets to bear to improve their communities. The ten *Civic 50* sectors are: communications, consumer discretionary, consumer staples, energy, financials, health care, industrials, materials, technology and utilities.

¹¹ Summaries are based on case studies and data for the top three ranked companies in each sector.

COMMUNICATIONS

Average Volunteer Hours per U.S. Employee: 4.0

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.04%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.47%

Average % of U.S. Volunteerism that is Skills-Based: 0.33%

Top Three Companies in the Sector:

Comcast

Verizon

Viacom

THE
CIVIC
50

**Most Community-Minded
Communications Company:
Comcast Corporation**

Total U.S. Volunteer Hours: 204,076

Total U.S. Cash Contributions: Not available

Total U.S. In-Kind Contributions: Not available

% of U.S. Volunteerism that is Skills-Based: Not available

Comcast believes that closing the digital divide is the civil rights issue of the 21st century. As such, it has created Internet Essentials, the nation's largest Internet adoption program, which provides low-income families affordable high-speed Internet service for less than \$10 per month, Internet-ready computers for \$150 and free digital literacy training. In just three years, it has connected more than 1.4 million Americans, or over 350,000 low-income families, to the Internet, provided 30,000 low-cost computers, and supported free training for 1.6 million people. Similarly, the company's Internet Essentials Ambassadors who dedicate after-work and weekend hours to attend community events, visit schools and otherwise spread the word about Internet Essentials are Comcast employees - over 1,300 of them. Comcast believes the Internet has the potential to level the playing field by equalizing access to education, employment, health care, news, information and entertainment.

Investing in STEM (Science, Technology, Education and Math) education is a key community, workforce and economic issue for companies that rely on a skilled talent pipeline. STEM education is a priority for companies in the Communications sector, who provide educational opportunities to raise awareness for STEM careers — especially in robotics and programming — and to support digital literacy among youth in low-income areas.

Like Comcast, Verizon is a strong supporter of STEM education, and through its Verizon Innovative Learning Schools (VILS) program, the company engaged 24 schools last year in intensive teacher training in mobile technology to teach STEM subjects. By taking a rigorous, metrics-based approach, the program has shown remarkable results, including a 4.13% increase in standardized math test scores among participating schools (while control schools showed a 4.65% decrease), increased student interest in technology careers and college applications, and reduced rates of suspension and truancy. As a result of the success of the VILS program, the White House reached out to Verizon to be part of its ConnectEd initiative, a nationwide effort designed to enrich K-12 education for every student in America. Verizon has pledged a further \$100 million to ConnectEd over the next three years.

Top companies in the Communications sector have strong institutional support for corporate volunteerism, as demonstrated by their emphasis on employee recognition and satisfaction as incentives for volunteering. Those in leadership positions at the company are also actively involved in community engagement and take active roles on local boards. Both Comcast and Verizon have teams led by senior management that coordinate volunteer events as a means of fostering engagement and a sense of community within the company. Each of these teams has a member dedicated to evaluation and feedback, supporting continuous improvement of service experiences.

Taking advantage of its presence as a global media and entertainment company, Viacom has taken a stance on pressing social issues by partnering with the Joyful Heart Foundation, which was founded by Law & Order SVU's Mariska Hargitay, and the NO MORE campaign to end domestic violence and sexual assault. The company produced a series of NO MORE PSAs featuring talents from across its brands, including MTV News correspondent Sway Calloway, Spike Ink Master host Dave Navarro and VH1 Big Morning Buzz Live host Nick Lachey. In order to bring the messages and goals of the NO MORE campaign home, Viacom also organized educational programs designed to increase employees' awareness of domestic violence.

CONSUMER DISCRETIONARY

Average Volunteer Hours per U.S. Employee: 5.0

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.24%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.10%

Average % of U.S. Volunteerism that is Skills-Based: 25%

Top Three Companies in the Sector:



Most Community-Minded Consumer Discretionary Company: Caesars Entertainment

Total U.S. Volunteer Hours: 162,095

Total U.S. Cash Contributions: Not available

Total U.S. In-Kind Contributions: \$1,230,400

% of U.S. Volunteerism that is Skills-Based: Not available

The Caesars Code of Commitment is a pledge to employees, guests and communities that the company will try to ensure that everyone who gambles at Caesars' casinos is there for the right reason—to simply have fun. Caesars pioneered the casino entertainment industry's first responsible gaming efforts over 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. Caesars continues to be a chief advocate for responsible gaming by working with the National Council on Problem Gambling, Inc. and providing funding to establish the National Council's twenty-four hour toll free helpline.

Consumer Discretionary companies are clear community engagement leaders, positioning themselves as the “best of the best” in *The Civic 50*. Although they represent only 10% of *Civic 50* applicants, they constitute 60% of the top five *Civic 50* companies, in the overall (unpublished) rank.

Consumer Discretionary companies excel in integrating their community engagement work into their business functions. Caesars and Hasbro, for example, rank very highly in *The Civic 50*’s “Integration” dimension. All three companies at the top of the Consumer Discretionary ranking use their volunteer programs to help improve employee engagement and satisfaction. For example, at Hasbro community engagement is the second-most referenced reason for employee satisfaction, confirming that doing good is an important piece of why the company says their employees and their organization does so well. Hasbro inspired thousands of volunteer hours across 35 countries for its Global Day of Joy, and has successfully engaged 75% of its employees as volunteers – representing more than 14,000 annual volunteer hours in the U.S. alone.

Caesars’ HEROs Program, the company’s employee volunteer initiative, is another prime example. In 2013, employees volunteered over 164,000 hours in more than 600 events. Caesars uses volunteering to boost employee engagement and connect with local communities while cultivating relationships with key external stakeholders. For example, in Las Vegas and San Diego, Caesars is actively engaged with Ya Es Hora, a national campaign to naturalize legal permanent residents. From offering pro-bono legal services to sponsoring workshops, this program allows Caesars to strengthen relationships with the Hispanic populations in its communities, which comprise roughly 30% of the populations of both San Diego County and Las Vegas’s Clark County.¹² By integrating their community engagement work into their business goals, it is no surprise that Caesars and Hasbro earned high scores on the “Integration” dimension of *The Civic 50*.

Leading companies in this sector also excel in their performance in the “Social Impact” dimension, which evaluates how companies measure the social value of their community engagement work. The Hershey Company’s CocoaLink platform is a shining example. CocoaLink is a free mobile technology program created to educate rural cocoa farmers about agricultural practices and to provide them with vital social information, such as child safety and welfare. CocoaLink messages currently reach 45,000 cocoa farmers from 1,800 communities, and reinforce agricultural messages delivered by The Ghana Cocoa Board’s agricultural agents. The messages allow farmers to immediately apply the insights in their planting, cultivating or harvesting practices. So far, these farmers have seen a 46% increase in yields and a 70% increase in incomes. Additionally, 68% have received successful literacy training, and 90% have received basic business and conservation training. In addition to benefiting the company and its farmers, this data-driven programming helped the company earn a high score in the “Social Impact” dimension.

¹² Source: U.S. Census Bureau statistics for San Diego County, CA and Clark County, NV, “Annual Estimates of the Resident Population by Sex, Race, and Hispanic Origin for the United States, States, and Counties: April 1, 2010 to July 1, 2013.”

CONSUMER STAPLES

Average Volunteer Hours per U.S. Employee: 2.8

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.34%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.11%

Average % of U.S. Volunteerism that is Skills-Based: 5%

Top Three Companies in the Sector:

**ConAgra
Foods**

**Dr. Pepper
Snapple Group**

**Altria
Group, Inc**

**THE
CIVIC
50**

**Most Community-Minded Consumer
Staples Company:
ConAgra Foods**

Total U.S. Volunteer Hours: 16,400

Total U.S. Cash Contributions: \$19,236,757

Total U.S. In-Kind Contributions: \$22,047,366

% of U.S. Volunteerism that is Skills-Based: 2%

Through its community engagement program — Good for You, Good for the Community and Good for the Planet — ConAgra Foods finds ways to enhance sustainable business practices and develop innovative programs that deliver on its promise of being a leading corporate citizen. The company tries to make everyday food in extraordinary ways. For example, 70% of its new branded consumer foods fit within the company's three focus areas of health and nutrition: portion and calorie control, dietary variety and heart health. Furthermore, ConAgra Foods looks for ways to use packaging more efficiently and effectively without compromising consumer value. The company is a founding member of the American Institute for Packaging and the Environment (AMERIPEN), a packaging trade organization created to advocate for environmentally and economically sound packaging policy improvements.

The top companies ranked in the Consumer Staples sector are pursuing creative strategies to differentiate their brands and boost sales through community engagement. ConAgra Foods, a packaged foods company, helped address a social imperative that is intimately close to its business – hunger and food insecurity. Through its Child Hunger Ends Here campaign, the company encouraged consumers to buy specially-marked ConAgra Foods brands (like Swiss Miss, Peter Pan or Orville Redenbacher’s) featuring a Child Hunger Ends Here push pin, find a code, enter it on a website, and trigger a meal donation to Feeding America, the nation’s largest domestic hunger relief organization. At the campaign’s end, the program exceeded its three million meal goal—an unprecedented increase of 94% over the previous year. Sales of participating brands soared and drove ROI up 39%, and awareness for Child Hunger Ends Here rose by 40%. At the end of the campaign, Child Hunger Ends Here empowered busy consumers with a lot on their plates to fill more empty plates than ever before.

Likewise 7UP (a ConAgra Foods brand), in partnership with Project 7, a social enterprise that makes it easy for people to “do good on the go” through everyday purchases, has started an “under the cap” campaign that empowers consumers to choose how a portion of their drink purchase will help one of seven community needs: Feed the Hungry, Heal the Sick, Hope for Peace, House the Homeless, Quench the Thirsty, Teach them Well and Save the Earth.

In addition to differentiating themselves as socially conscious brands, companies in this sector bring the full assets of their enterprises to bear — from financial and in-kind contributions to the time and talents of volunteers — to move the needle on community issues. Dr Pepper Snapple Group committed \$15 million over three years to KaBOOM!, and 2,300 employees volunteered nearly 19,000 hours to build more than 40 playgrounds to support physical fitness and sustainable communities. Using the power of pro bono, ConAgra Foods held a Value Stream Mapping event at the Foodbank for the Heartland, the largest food bank in Nebraska and Iowa, to help improve its operational efficiencies. A volunteer team mapped the meat distribution process and communication flow, which generated 30 ideas to revamp distribution, reducing distribution time from 22 days to seven.

ENERGY

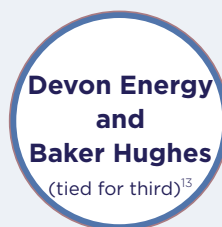
Average Volunteer Hours per U.S. Employee: 6.7

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.08%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.02%

Average % of U.S. Volunteerism that is Skills-Based: 7%

Top Three Companies in the Sector:



**Most Community-Minded Energy Company:
Valero Energy Corporation**

Total U.S. Volunteer Hours: 131,000

Total U.S. Cash Contributions: \$23,500,000

Total U.S. In-Kind Contributions: \$150,000

% of U.S. Volunteerism that is Skills-Based: 20%

At Valero, partnering with communities is a matter of policy. For example, the company has an Environmental Justice policy that initiates outreach to adjacent communities through regular meetings with community advisory panels. Similarly, the company-wide Valero Volunteer Council and its local affiliates have built a strong bond with many local charities, organizations and agencies where Valero has a presence. A Valero employee also serves as a representative on the National Environmental Justice Advisory Council (NEJAC), a federal advisory committee to the Environmental Protection Agency (EPA). As a result of its community-minded approach, Valero employees have helped restore wetlands, establish community gardens, hosted students studying biodiversity, reduced the number of juveniles entering the county juvenile justice system and have lowered absenteeism in local schools.

A salient feature of the top ranked companies in the Energy sector is their strategic focus on promoting greater community access to renewable energy resources, including wind, solar and other energy alternatives, and educating the next generation of scientists and engineers. Their focus on integrating community engagement into business functions allows these companies to “do well by doing good.”

At a time when many working families are living paycheck to paycheck, NRG Energy and its retail brands have taken the lead in helping nonprofits and low-income families with energy costs. Through Reliant’s CARE (Community Assistance from Reliant Energy) Program, it has contributed nearly \$8 million over the past 10 years to individuals and families in need of renewable and low-cost energy solutions. Through the Green Mountain Energy Sun Club, a program of Green Mountain Energy, the company donates solar power raised from customer, employee and company contributions to nonprofit organizations. As of 2013, it had donated \$2.3 million and installed more than 600 kW of solar power through more than 50 projects, expected to prevent annual emissions of more than 1.1 million pounds of carbon dioxide each year. With the money saved on energy costs every month, those nonprofits can reinvest in their social missions. This renewable energy focus has also delivered clear business benefits – in addition to helping communities reduce their energy costs and their environmental footprints, emphasizing renewable energy markets helps companies attract and retain loyal customers.

Companies in the Energy sector also invest in youth education programs, especially in the sciences and engineering through mentoring, scholarships, NGO support and sponsorships. These STEM-related programs are critical to the sector’s continued growth, as 64% of oil and gas companies reported that America’s growing skills gap was a major barrier to filling positions in 2013.¹⁴ For over ten years, Valero has encouraged employees to volunteer as mentors and educators at schools and youth development programs, including the Texas Institute for Educational Robotics. NRG Energy supports FIRST® (For Inspiration and Recognition of Science and Technology), an NGO that provides college scholarships, sponsorships and employee mentorship for science and engineering students engaged in engineering competitions.

¹³ NRG Energy, Inc., Devon Energy and Baker Hughes qualified in the top three for the Energy sector, but did not rank in the overall top 50.

¹⁴ “The Crisis Facing Oil and Gas: Finding Skilled Workers in the Face of Growing Demand,” Oil and Gas Monitor, June 2013. www.oilgasmonitor.com/the-crisis-facing-oil-and-gas-finding-skilled-workers-in-the-face-of-growing-demand/5370/

FINANCIALS

Average Volunteer Hours per U.S. Employee: 6.7

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.59%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.09%

Average % of U.S. Volunteerism that is Skills-Based: 25%

Top Three Companies in the Sector:

KeyBank

Citi and
Bank of
America

(tied for second)

Toyota
Financial
Services

THE
CIVIC
50

**Most Community-Minded
Financials Company:
KeyBank**

Total U.S. Volunteer Hours: 35,756

Total U.S. Cash Contributions: \$15,865,073

Total U.S. In-Kind Contributions: 151,866

% of U.S. Volunteerism that is Skills-Based: 22%

Why would KeyBank close two-thirds of its branches on a business day? Because it aims, not just to support, but to transform community issues. This novel move allowed employees to dedicate half a million hours to weeding, painting, teaching and otherwise helping the community thrive during KeyBank's Neighbors Make a Difference Day. This annual event resonates strongly with employees who participate year after year. "I admire the corporate willingness to set aside its human capital for a day to make a difference in our neighborhoods. It is good for our business, and I'm proud to work for a company that cares," said Sudha Venkataraman, a Consumer Credit Risk Management employee. KeyBank's commitment to community is just as evident when it's open for business. It has invested \$1.2 billion in renewable energy, enough to power more than 1.5 million homes, developed energy efficiency and renewable energy financial products and services to better support the sustainability efforts of its stakeholders. It has supported millennial employees in developing the Keys to College Success program through which employees teach soft-skills seminars on building a personal brand, etiquette, communication, mentorships and networking to help prepare underserved students for college.

Many companies in the Financials sector leverage their unique core competencies, lines of business, corporate assets and volunteers to support community development, financial literacy, access to credit and affordable housing in low-income communities. Bank of America, for example, is a leader in low-income mortgage financing, and in 2013 provided \$3.3 billion in community development lending and real estate solutions in vulnerable neighborhoods. This funding will help create more than 13,000 affordable housing units to revitalize communities. Bank employees also spent more than 190,000 hours volunteering to repair homes, build new affordable housing, serve on boards, and contribute to community development. To better serve low-income communities, the Bank launched SafeBalance, a checkless account designed to help customers avoid overdraft fees by limiting their ability to spend what they don't have, and partnered with Khan Academy to launch BetterMoneyHabits.com for simple online financial instruction videos, which received over 7 million views in 2013.

Companies in this sector also excel at measuring the impact of their community engagement. Toyota Financial Services, for example, developed a method for measuring the impact of its CSR efforts – going beyond the traditional metrics of number of volunteers, number of hours and grant dollars. The company's Community Relations and Business Intelligence units co-led the creation of a CSR Index with three key performance indicators – Community Impact, Employee Engagement and Company Reputation, and determined the relative importance of each area (50%/30%/20% respectively). While the CSR Index was created to measure impact with the ultimate goal of increasing it, the Index also served to refine the company's CSR strategy and re-organize CSR based on impact areas.

From its Pathways to Progress campaign to jumpstart the career readiness of 100,000 youth in ten U.S. cities, to its partnership with Revolution Foods to provide children with access to one million nutritious and affordable meals, Citi and the Citi Foundation support innovative projects that enable economic progress across the globe. Citi partners with governments, businesses, citizens and community groups to identify their biggest challenges and to develop a results-oriented framework that harnesses the full capabilities and global expertise of the firm to pioneer solutions. These solutions range from financing new technology that reduces carbon emissions, to providing affordable housing solutions for low-and moderate-income families, to ensuring the next generation of future leaders have the tools necessary to succeed.

HEALTH CARE

Average Volunteer Hours per U.S. Employee: 2.9

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.21%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.81%

Average % of U.S. Volunteerism that is Skills-Based: 23%

Top Three Companies in the Sector:



THE
CIVIC
50

**Most Community-Minded Health
Care Company:
UnitedHealth Group**

Total U.S. Volunteer Hours: 99,510

Total U.S. Cash Contributions: \$57,000,000

Total U.S. In-Kind Contributions: \$6,000,000

% of U.S. Volunteerism that is Skills-Based: 28%

UnitedHealth Group believes in volunteering. So much so that it invested in furthering society's knowledge about the benefits of volunteering. The company published a report called "Health and Volunteering Study: Doing Good is Good for You," which showed that volunteers feel better — physically, mentally and emotionally — including when they are at work. Practicing what they preach, the company offers an impressive set of policies to support employee volunteering. Employees can volunteer on company time, departments have volunteer goals, and the company's executive orientation includes discussion of nonprofit board service. Additionally, there is a board-matching program that includes Web-based resources, a boot camp video and matching grants for employees who make personal contributions while serving on boards. As a result, 81% of employees and 96% of executives at UnitedHealth volunteered last year.

The top three health care companies in The *Civic 50* focus their civic engagement on an issue near and dear to their mission: community health and wellness. These initiatives range from volunteering with youth to encourage active and healthy lifestyles to sharing technology expertise and service delivery innovations.

For example, UnitedHealth committed \$2.8 million as a sponsor of the Campaign for Tobacco Free Kids “For Youth, By Youth” initiative, which includes Kick Butts Day (KBD), a program aimed at ending teen smoking. Every day, 3,000 U.S. kids try cigarettes, and 90 percent of smokers take their first puff before the age of 18. On Kick Butts Day, kids designed more than 1,400 anti-smoking events in 2014, including state capital rallies, educational demonstrations and health fairs. These preventative programs help reduce the health impact of tobacco use, the number one cause of preventable death in the U.S. Currently, tobacco use costs the country \$96 billion in annual health care bills. By reducing smoking through prevention campaigns like Kick Butts Day, health care companies can save costs on future tobacco-related health conditions – a goal with a social as well as business imperative.

In fact, companies in this sector excel in using their community engagement work not only to drive social goals, but business goals as well. UnitedHealth and Aetna tied for the #1 spot in the “Integration” dimension, which evaluates how a company uses community engagement work to support business goals. For example, UHG’s “Do Good. Live Well.” initiative engaged 1,800 employee volunteers across 15 states in activities to prevent hunger and diabetes in 2013. These preventative programs could save billions in health care costs, a social impact that will also benefit health care providers for years to come.

UnitedHealth and Aetna are also leaders in measuring the social outcomes of their community engagement programs. For example, UHG’s support of Kick Butts Day and smoking prevention seems to be working, based on recently released CDC findings that show that the smoking rate among high school students dropped to 15.7%, the lowest level since this survey began.

Through Aetna’s Racial and Ethnic Equality Initiative, the company has worked for more than a decade to reduce racial and ethnic disparities in health care. For example, after noticing a striking difference in asthma ER utilization by race and ethnicity, Aetna sought to address and reduce this disparity by developing a culturally appropriate, evidence-based program targeting high-risk populations. Results from a pilot program showed a 24% reduction in ER visits and a 37% reduction in inpatient utilization during year one, and persistent, significant reductions in year two. Due to these positive results, Aetna incorporated the program into its disease management approach for fully insured customers in 2014.

INDUSTRIALS

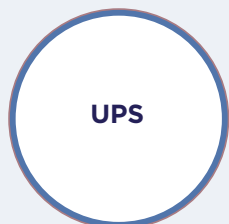
Average Volunteer Hours per U.S. Employee: 4.1

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.11%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.01%

Average % of U.S. Volunteerism that is Skills-Based: 24%

Top Three Companies in the Sector:



Most Community-Minded Industrials Company:
UPS

Total U.S. Volunteer Hours: 2,501,376

Total U.S. Cash Contributions: \$48,712,450

Total U.S. In-Kind Contributions: \$2,370,000

% of U.S. Volunteerism that is Skills-Based: 15%

Along with the packages UPS delivers each day, the company is also delivering progress and possibility for millions of people and businesses around the world. In 2013 alone, UPS's in-kind and cash support donations for humanitarian relief totaled \$7.5 million, enabling 250 humanitarian shipments across 46 countries. UPS gave the U.N. World Food Programme, UNICEF and CARE a total of \$1 million for their post-typhoon efforts in the Philippines, and flights by UPS jets carried 15,000 pounds of medical aid and 20,000 tarpaulins to help cover the roofs of homes. To aid children and families forced from their homes by unrest in Syria, UPS donated a flight by a UPS Airlines jet to carry 220,000 pounds of emergency aid.

When disaster strikes, life and death can hang on whether communities have access to critical aid and life-saving supplies, food and medical equipment. Companies in the Industrials sector, equipped with logistics and transportation capabilities, are uniquely positioned to lend their time, equipment and talents to support disaster relief and humanitarian aid efforts. For almost 20 years, FedEx has cultivated a longstanding relationship with the American Red Cross, providing over \$10 million in cash and in-kind support, and has shipped thousands of pounds of Red Cross relief supplies to destinations around the world.

Recognizing a talent development opportunity in its global work, FedEx also invites high-performing professionals to develop their management skills through its Global Leadership Corps. Volunteers spend six months in an intensive learning experience abroad where they put their management skills into practice working with government, nonprofit, and non-governmental organizations on critical projects. Through this experience, volunteers gain insight into emerging markets in areas of growth for FedEx, and develop their management and global perspectives.

GE, meanwhile, is committed to revolutionizing health through technology, people and partnerships. Through its Developing Health Program in the U.S., skills-based volunteering drives operational efficiencies at community health clinics to increase access to quality health care. Starting with just \$1 million in grants given to 4 health centers in New York, this program has grown to a multi-year, \$50 million program, spreading to 39 cities, including more than 160 health centers. In Cincinnati, GE employees contributed their expertise to streamline the billing process at a health center, which will save the center \$100,000 a year, allowing it to increase its investment in the facility by 10%. In Milwaukee, volunteer teams reduced patient wait times by 70%.

MATERIALS

Average Volunteer Hours per U.S. Employee: 11.4

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.09%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.01%

Average % of U.S. Volunteerism that is Skills-Based: 25%

Top Three Companies in the Sector:



Most Community-Minded Materials Company:
Sigma-Aldrich

Total U.S. Volunteer Hours: 8,056

Total U.S. Cash Contributions: \$2,293,577

Total U.S. In-Kind Contributions: \$1,093,577

% of U.S. Volunteerism that is Skills-Based: 27%

As a leading life science and high technology company, Sigma-Aldrich believes it has the responsibility to inspire the next generation of scientists. To achieve this goal, the company leverages one of its most impressive resources: employee scientists. Through their Science Partners Program, the company connects its scientists to schools near the company's facilities around the world, where they bring scientific experiments to life in the classroom through interactive and engaging science lessons. In select areas, students have the opportunity to travel to a Sigma-Aldrich facility for a more in-depth look into the science they do every day. Initial results of the program are promising: more than 75% of students showed increased science knowledge after just one lesson.

According to the Department of Commerce, STEM (Science, Technology, Education and Math) careers are some of the best paying and have the greatest potential for job growth this century. However, almost half the students who start with a STEM major do not graduate with one, and employers report a shortage of qualified workers to fill open STEM positions (National Math and Science Initiative). Responding to this skills gap, top companies in the Materials sector focus their community engagement work on building a strong STEM workforce pipeline.

For example, Sigma-Aldrich, a life-sciences company based in St. Louis, Missouri, spearheaded the creation of STEMpact, a collaboration between more than ten leading employers and universities in the region working to improve the quality of STEM teacher training and to raise awareness for STEM careers. Over the course of three years, STEMpact has trained more than 200 local STEM educators, and has mentored more than 8,000 students through the Science Partners mentoring program. The collaboration has already had an impact — it has boosted test scores in math and science by 8 and 10 points respectively, helping to turn the tide of student achievement in STEM subjects in the region. Similarly, Freeport-McMoRan Copper & Gold has partnered with 100Kin10, a multi-sector effort to prepare, deploy and support 100,000 excellent STEM teachers in the United States.

In addition to strengthening STEM education, top companies in this sector support community partners with specific needs that align with their core competencies and corporate assets. Alcoa, a large manufacturer of lightweight metals, provided materials, funds and volunteer hours to enhance recycling in New York City's Central Park. Alcoa also furnished over 700 receptacles, made from 30 percent recycled aluminum. Sigma-Aldrich, which manufactures medical science products, has partnered with Autism Speaks to provide resources for medical research into autism.

Civic 50 companies in this sector also have robust volunteer programs. Alcoa's ACTION, Alcoans in Motion and Bravo! programs allow employees to earn grants for nonprofits by volunteering their time and talents to make a difference for local organizations. Sigma-Aldrich's FUEL campaign encourages employees to give back to their communities as a way to "fuel" company growth. Surprisingly, in-kind giving is rare among companies in the Materials sector. This may be due to the fact that most Materials companies deal in products designed for business-to-business transactions.

TECHNOLOGY

Average Volunteer Hours per U.S. Employee: 5.4

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.69%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.33%

Average % of U.S. Volunteerism that is Skills-Based: 24%

Top Three Companies in the Sector:

**Hewlett-Packard
(HP)**

**Motorola
Solutions, Inc.,**

**Symantec
Corporation**

**THE
CIVIC
50**

**Most Community-Minded
Technology Company:
HP**

Total U.S. Volunteer Hours: 878,150

Total U.S. Cash Contributions: \$21,835,453

Total U.S. In-Kind Contributions: \$6,625,097

% of U.S. Volunteerism that is Skills-Based: 37%

In 2013, HP introduced HP Living Progress as the framework for thinking about how the company does business. As an integrated part of HP's business strategy, HP Living Progress is the way the company brings its people and technology together to solve society's toughest challenges.

In both business and community engagement, HP commits to actions and innovations that advance the health and wellbeing of people, help businesses and economies thrive and strengthen the environment.

From a community engagement perspective, you might see teams of employees in a conference room using the four hours of paid volunteer time they receive each month to e-mentor high school students on social entrepreneurship, or they might be making a \$25 microloan, paid for by the Hewlett-Packard Company Foundation, to help support an entrepreneur through HP's Matter to a Million program. This high level of employee engagement appears to be win-win. Employees who participate in community engagement initiatives not only benefit people around the world, according to HR data, they also appear to experience a boost in morale

Top *Civic 50* companies in this sector use their comparative advantage in technology to drive social and environmental progress through innovation and the power of their people. HP, for example, is at the forefront of innovation to limit the carbon footprint of information communications technology, which is currently projected to increase from 1.9% of total greenhouse gas emissions in 2011 to 2.3% in 2020. To combat its carbon footprint, HP has designed LEED-certified data centers. As of December 2013, more than 50% of all new LEED certified data centers were designed by HP, and its Moonshot servers provide increased processing power while using less energy.

HP has also applied this creativity and innovation to empowering access to health care in emerging markets. Together HP and the Council of Scientific and Industrial Research (CSIR) in India developed the eHealth Center (eHC). The eHC is a powerful, cloud-enabled, health care solution that can be housed in a standard shipping container, which can be quickly transported to remote areas of the country by air, rail or land. They serve communities that often lack doctors, functional clinics, Internet access, or even electricity, and come equipped with key medical diagnostic equipment and HP work stations, in addition to open electronic medical records (EMR) systems and HP cloud technology. On-site staff members can perform diagnostic tests and send results to doctors half a world away for a remote diagnosis, or consult off-site specialists in real time using the Center's integrated videoconferencing features.

Motorola Solutions is focusing its community engagement efforts on an urgent national priority – the lack of trained and qualified individuals to fill STEM positions. Answering Chicago Mayor Rahm Emanuel's call to address this issue, and to combat low academic achievement and high truancy rates in Chicago Public Schools, Motorola Solutions has become the industry sponsor for Chicago Vocational Career Academy (CVCA), an early college STEM school, to help create the next generation of science and technology leaders. Over 100 Motorola Solutions employees serve as mentors to Career Academy students, providing curriculum concept assistance, career insight and general support to their mentees. Motorola Solutions also inspires high participation in its broader volunteer program, thanks to executive support. In 2013, CEO Greg Brown asked employees to complete 65,000 hours of volunteerism by the end of the year. Employees rose to the challenge, completing more than 70,000 hours of service and organizing more than 175 team-building volunteer events in 2013.

UTILITIES

Average Volunteer Hours per U.S. Employee: 7.8

Average U.S. Cash Contributions, as a Percentage of U.S. Revenue: 0.10%

Average Value of U.S. In-Kind Contributions, as a Percentage of U.S. Revenue: 0.00%

Average % of U.S. Volunteerism that is Skills-Based: 21%

Top Three Companies in the Sector:

CenterPoint
Energy

Pacific Gas
and
Electric
Company

NextEra
Energy, Inc.¹⁵

THE
CIVIC
50

**Most Community-Minded Utility:
CenterPoint Energy**

Total U.S. Volunteer Hours: 176,241

Total U.S. Cash Contributions: \$11,400,000

Total U.S. In-Kind Contributions: \$242,000

% of U.S. Volunteerism that is Skills-Based: 7%

CenterPoint Energy is about more than reliable energy delivery. It also aims to improve the quality of life for the communities it serves through educational, environmental and community outreach efforts. Last year, over 100,000 teachers and students learned about electricity safety and other energy topics on the company's gamified websites, Electric Universe and Energy Underground; 8,000 students attended employee volunteer presentations about electrical and natural gas safety; and elected officials, school district officials, regulators, community leaders and utility company executives from every continent except Antarctica learned about intelligent grid technology at the company's Energy Insight Center.

¹⁵ NextEra Energy, Inc. qualified in the top three for the Utilities sector, but did not rank in the overall top 50.

The Utilities sector is similar to the Energy sector in that top companies focus their community engagement work on educating communities on responsible and sustainable energy consumption, and on growing the next generation of energy innovators. CenterPoint Energy, for example, maintains an Energy Insight Center in Houston, where they host prominent community members and demonstrate their intelligent grid technology. Pacific Gas and Electric Company has also partnered with California Habitat for Humanity chapters to fund solar panels and advise on sustainable building practices for new housing developments.

Companies in this sector resoundingly say that customer satisfaction is one of their primary business interests for community engagement. CenterPoint Energy, for example, measures corporate citizenship through the J.D. Powers & Associates Gas Utility Residential Customer Satisfaction Study. This study measures customers' satisfaction on four corporate citizenship factors: involvement in local charities and civic organizations, variety of energy efficiencies offered, actions to take care of the environment, and efforts to maintain a safe system.

A recent study by the Union of Concerned Scientists suggests that the United States could quadruple its renewable energy production by 2030.¹⁶ In order to meet the needs of this rapidly expanding sector, another trend among top Utilities companies is investing in strengthening the pipeline of workers who will be able to fill positions in the green economy of the future. For example, NextEra Energy made a \$100,000 commitment to H.L. Watkins Middle School in Palm Beach Gardens, Florida to create a robotics academy. PG&E has created a four-week work-based summer internship in partnership with the Foundation for California Community Colleges. This internship is available to students enrolled in PG&E's Energy Academy program, and helps to prepare them for careers in the utility industry with an orientation and introduction to gas and electric operations. This internship supplements the students' classroom studies about renewable energy.

¹⁶ "America Can Nearly Quadruple Its Renewable Electricity By 2030," Clean Technica, October 19, 2014.

Conclusion and Call to Action

Whether they're in communications, technology or materials, *Civic 50* companies have increased the impact of their community engagement by deepening the involvement of their employees, business units and other aspects of their operations. Their marketing campaigns fight hunger, their products minimize greenhouse gas emissions and their teambuilding efforts clean up beaches. *Civic 50* companies are building and sustaining vibrant communities and are tackling social challenges with greater seriousness than ever before.

By linking community engagement with their business functions, *Civic 50* companies are also strengthening their competitive advantage with employees, customers and shareholders. Their cause marketing campaigns are driving up sales and attracting a new following of socially-conscious consumers, their volunteer programs are strengthening employee engagement and skill-development and their community partnerships are supporting diversity and inclusion. In fact, these linkages will fuel the sustainability and scalability of business' ability to do good in the years to come.

From including community engagement in department scorecards to giving consumers a way to direct corporate donations, the practices of *Civic 50* companies represent a leap from business management of prior generations. As we look ahead on the horizon, we might ponder what corporate community engagement will look like five years from now. Will we continue to see an increase in community engagement from manufacturing and materials companies whose rules and processes make employee engagement more difficult? Will we see more companies in the Utilities and Energy sectors use community engagement to grow a more sustainable energy workforce of the future? Will we see companies support more for-profit ventures through innovative partnerships and support of social entrepreneurs? Will consumers rely on lists like The *Civic 50* to identify socially-conscious brands?

This year's *Civic 50* companies have certainly provided inspiration, guidance and innovative practices to help business leaders smartly engage in societal issues. Our hope is that this report, the forthcoming webinars and the continued *Civic 50* conversation provides a framework for companies of all sizes looking to improve the way they engage the communities in which they live and work. Won't you join this journey with us? Learn more and follow the conversation at: www.civic50.org.





Acknowledgements

There are dozens of great people to thank for their collaborative contributions to the growth of *The Civic 50*.

Among them are our original partners, the National Conference on Citizenship, under the leadership of David Smith, Ilir Zherka, Kristen Cambell and Jackie Norris, former Executive Director of the Points of Light Corporate Institute, whose passion, along with that of their colleagues, inspired the beginning of *The Civic 50* and continue to shape its future.

Our success has been supported by our wonderful partners at Bloomberg, L.P. including Lee Ballin, Diane Brady, Lori Evans, Hedieh Fakhriyazdi, Peter Grauer, Kristin Greeley, Laurie Meisler, Andrew Park, Curtis Ravenel, Jody Shue, Nannette Smith and Elena Weinstein.

The Civic 50 is only as strong as the instrument it uses to collect its data - special thanks to Farron Levy and the True Impact team and Bea Boccalandro for their advice and counsel on the development of a cutting edge corporate community engagement framework.

In 2014, *The Civic 50* added an academic panel and we are grateful for their contributions. They include Professor Bea Bocalandro, Georgetown University Center for Public & Nonprofit Leadership; Dr. Edward Freeman, University of Virginia Darden School of Business; Dr. Ira Harkavy, The Wharton School of University of Pennsylvania; Dr. Pamela Harper, Marist College School of Business; Professor Peter Levine, Jonathan Tisch College of Citizenship and Public Service at Tufts University; Dr. Kelvyn Moore, Bentley University; Dr. Nicholas Pearce, Northwestern University Kellogg School of Management; Dr. John Peloza, Gatton College of Business and Economics at University of Kentucky; Dean Alan Solomont, Jonathan Tisch College of Citizenship and Public Service at Tufts University.

So many, from the leadership and staff of Points of Light, including Neil Bush, Michelle Nunn, Tracy Hoover and Jenny Lawson, who helped a small but mighty team including Sarah Boison, Georgia Gillette, Allison Bailey Olson, Yvonne Siu Turner and our extraordinary fellow Gregory Butchello. We were also greatly supported by Points of Light staff Madden Manion and Paul Hollahan, Stefanie Weiss, Michele Melendez, Meredith McPherson and Kevin Hart. A special thanks to Points of Light Board Members Bernie Milano, Jeff Hoffman and Marcia Bullard for their counsel.

And finally, a special thanks to all companies who have participated in *The Civic 50*. This initiative is designed with you and for you to celebrate the great work companies are doing in communities across the country and around the world.

THE CIVIC 50

