create and connect

Comcast and NBCUniversal bring together the technology, innovation, and consumer reach of Comcast with many of the world's most well-known and respected entertainment, news, and sports brands. Together, we hope to create a company that will inform, entertain, connect, and inspire our consumers. We operate with the highest standards of honesty, fairness, and integrity to create a great place to work for our employees and to deliver long-term value and shareholder returns.

We believe that the power of partnership and diversity, coupled with our media and distribution resources, can bring visibility to important issues, connect people together, and spur positive and substantive change in all of the communities we serve.

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a message from Brian L. Roberts

Photo by Tim Shaffer

BRIAN L. ROBERTS, CHAIRMAN & CEO
COMCAST CORPORATION

"Comcast has long believed in doing business in a socially responsible manner, and now we are poised to do so on an even greater scale."

Following last year's successful combination of Comcast and NBCUniversal into one company, Comcast is now in the vanguard of technological and media innovation. We are focused more than ever on developing new, exciting opportunities to create and deliver the entertainment and information that our national and global consumers want.

Our combined company's unique platform for entertainment, information, and communications also drives us to create additional value in the neighborhoods we serve. We are exploring new ways to enhance our investments in the communities where we do business, while minimizing our impact on the environment.

Comcast has long believed in doing business in a socially responsible manner, and now we are poised to do so on an even greater scale. This year's CSR report provides a detailed picture of our sustainability initiatives.

In 2011, Comcast and NBCUniversal contributed more than $435 million in cash and in-kind services to charitable organizations throughout the country, including United Way, Boys & Girls Clubs, and City Year. To help close the digital divide, we launched our *Internet Essentials* program, which provides affordable broadband access to low-income families. We highlighted our commitment to acting environmentally responsible through a focused purchasing program that makes us the owner of the nation's tenth-largest hybrid vehicle fleet, and by offering more than 300 hours of programming on environmental topics as part of our *Green is Universal* initiative. In addition, our more than 50 on-air, online, and mobile platforms mobilized their audiences to actively engage in critical social discussions on topics ranging from improving education to protecting the environment to celebrating diversity.

I am excited about the progress we are making, though we also recognize the many opportunities we have to do more.

These challenges motivate us to find additional ways to demonstrate our ongoing commitment to our core values as a socially responsible company.

We aspire every day to earn the respect and trust of our stakeholders — customers, employees, shareholders, and the people in the communities we serve — and view them as partners in a collaborative effort to improve our corporate responsibility programs. Our employees, who live, work, and raise their families in the same communities as our customers, play an especially integral role in helping us move forward and make a difference every day.

Thanks for your interest in Comcast.
I look forward to keeping you updated on our progress.

Brian L. Roberts, Chairman & CEO
August 1, 2012

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a message from David L. Cohen

Photo by Peter Tobia

DAVID L. COHEN, EXECUTIVE VICE PRESIDENT
COMCAST CORPORATION

"At Comcast, we believe leadership is not just about telling others what to do, but doing it yourself."

From our beginning in Tupelo, Mississippi, nearly 50 years ago, Comcast has aspired to be a catalyst of change in the communities where our employees live and work. With the acquisition of NBCUniversal, our reach is now greater than ever.

With our company's growth, though, comes the responsibility to not just strengthen and enhance our business, but also to strengthen and enhance the value we bring to the communities we serve. Drawing upon the combined assets of our new company, we strive to achieve that every day by making connections not just in a customer's home, place of business, or on their mobile apps, but also at the neighborhood Boys & Girls Club, at health expos hosted by our local NBC and Telemundo stations, and through our employees' $30 million-plus in contributions to local United Way agencies.

In 2011, we launched an unprecedented effort to battle what we view as a critical civil rights issue of the twenty-first century: closing the digital divide and getting more low-income Americans connected to the Internet. The disparity in the broadband adoption gap keeps more Americans — the poorest Americans — from embracing opportunities for advancement. Our fight to close the gap has just begun, but already Comcast's *Internet Essentials* program has connected an estimated 160,000 low-income Americans to the power of the Internet, in most cases for the very first time.

Also in 2011, we celebrated the 10th anniversary of our company's annual day of giving, Comcast Cares Day. Thanks to this 10-year signature effort, we've had more than 360,000 Comcast volunteers donate more than 2.1 million hours of service. It is with great pride that we can point to statistics like this in terms of actual direct employee service to our communities.

At Comcast, we believe leadership is not just about telling others what to do, but doing it yourself, including taking steps to have our company reflect the diversity of American society. We seek programming that reflects the rich diversity of the communities we serve, and we strive to have our employee community and our vendor community reflect the growing diversity of our customer community.

A company is much more than the products and services it sells; it has the potential to dramatically change lives and improve communities. Just as Comcast and NBCUniversal have joined forces to drive the innovation that makes America a leader in the entertainment and information industries, we will continue to work together to forge new ways to have a long-term positive impact on the many communities we serve. It is our responsibility.

David L. Cohen, Executive Vice President
August 1, 2012

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about comcast

Comcast Corporation is one of the world's leading media, entertainment, and communications companies. Comcast operates cable systems in 39 states and Washington, D.C. through Comcast Cable, and develops, produces, distributes, and markets entertainment, news, sports, and other content for global audiences through NBCUniversal.

We are the nation's largest video, high-speed Internet, and phone providers to residential and business customers. Comcast Cable products and services include:

- XFINITY® TV: Offering more than 75,000 TV shows and movies across XFINITY On Demand™, XfinityTV.com, and on mobile devices, such as the iPad®, iPhone®, and iPod touch® through the XFINITY TV app
- XFINITY® Internet: The nation's largest residential ISP with an advanced fiber-optic network
- XFINITY® Voice: An IP-enabled home phone service that delivers all of the functions of traditional phone service, plus enhanced features that are integrated with other Comcast services
- XFINITY® Home: A broadband-based security and home control and energy-management system that also integrates Comcast's products and services

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about comcast (cont.)

We are the majority owner and manager of NBCUniversal, one of the world's leading media and entertainment companies. NBCUniversal develops, produces, markets, and distributes entertainment, news, and information to a global audience. NBCUniversal owns and operates a valuable portfolio of news and entertainment television networks, a premier motion picture company, significant television production operations, a leading television stations group, and world-renowned theme parks.

The cable network segment includes a portfolio of more than 15 national cable networks, 13 regional sports and news networks, more than 60 international channels, and digital media properties such as DailyCandy, Fandango, and iVillage. Some of our major cable properties include:

The Broadcast Television segment includes the NBC broadcast network and its 10 owned local television stations and TV production studios; Telemundo and its 15 owned local television stations; and cable network mun2.

about comcast (cont.)

The Filmed Entertainment segment includes the operations of Universal Pictures and Focus Features, Universal's specialty film studio.

The Theme Parks segment consists primarily of Universal Orlando® and Universal Studios Hollywood®. In addition, the company licenses the Universal Studios brand name and other intellectual property to third parties that own and operate Universal theme parks in Japan and Singapore.

about this report

This is Comcast's fifth corporate social responsibility report, and the first to incorporate NBCUniversal. In preparing the 2011 Corporate Social Responsibility Report, we have identified what we believe are the most impactful issues to the business and our stakeholders, including the scope of our work on these issues.

Included in the 2011 Corporate Social Responsibility Report is our first annual Diversity & Inclusion Progress Report, highlighting how, together, we are providing more innovative programming and distribution opportunities; creating more opportunities for diverse suppliers and employees; and better serving the interests of many key segments of the viewing audience, including local viewers in the markets served by NBCUniversal's owned-and-operated NBC and Telemundo stations. We are providing more content that is relevant to the particular interests of Hispanics, African Americans, Asian Americans, children and families, and other key audience segments. We've also made major strides in narrowing the broadband adoption gap among low-income families.

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empowering communities

Together, Comcast and NBCUniversal create and deliver programs that connect people and inspire positive and substantive change in the communities we serve. By working with a wide range of established, pro-social community partners — including national organizations with broad reach as well as deeply rooted, local organizations that understand the needs of their surrounding neighborhoods — we can deliver maximum impact in a variety of communities, while building trust and strengthening relationships in the towns and cities we serve nationwide.

Comcast and NBCUniversal are proud to be making the communities we serve stronger by empowering changemakers through technology, innovation, community service, and workforce volunteerism. Our efforts to close the broadband opportunity gap through our digital literacy programs are setting a new standard. Additionally, we're developing tomorrow's leaders through scholarship and mentoring programs.

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the people behind our progress

closing the digital divide

Photo by Peter Tobia

CHARISSE R. LILLIE, VICE PRESIDENT, COMMUNITY INVESTMENT COMCAST CORPORATION

An attorney by training and a Philadelphian by choice, with years of community service experience in both the public and private sectors, Charisse R. Lillie, vice president of community investment for Comcast Corporation, brings a unique perspective and a strong conviction to community service to her day-to-day responsibilities. She is dedicated to closing the digital divide.

"Nearly one-third of all Americans are on the wrong side of the digital divide, many of them living near or below the poverty line," Charisse says. "They have limited computer literacy skills, if they have any at all. They don't have broadband access at home. Many don't have a home computer. Without these twenty-first century tools, getting a quality education, strengthening job skills, and accessing the health, educational, and financial information essential to improving the quality of their lives can be beyond their reach."

Comcast has been focused on bridging the digital divide since at least 2009, when the company partnered with One Economy on Comcast Digital Connectors, an intensive program for youth that develops their skills in using computers, applications, and the Internet. In 2010, Comcast joined Microsoft as a national cosponsor of the Boys & Girls Clubs of America's Club Tech program. In the summer of 2011, Comcast launched *Internet Essentials*, the largest and most comprehensive broadband adoption effort anywhere in America.

Internet Essentials is available throughout Comcast's service area, and provides low-cost broadband service for $9.95 a month; the option to purchase a full-service, Internet-ready computer for less than $150; and free digital literacy training — in print, online, and in-person. *Internet Essentials* is available to families with children eligible to receive a free or reduced price school lunch as part of the National School Lunch Program.

"Digital literacy awareness and training are a critical part of getting more Americans online," Charisse explains. "We took this information gap into account as we developed *Internet Essentials*, and included a substantial digital education component that gives *Internet Essentials* customers access to online, print, and in-person training opportunities."

In its first year of availability, Comcast has connected more than 91,000 families — an estimated 364,000 low-income Americans — to the power of the Internet in their homes. More than 11,500 computers were distributed, and more than 400 in-person training sessions were offered around the country.

"We've reviewed study after study, and this research consistently found that the barriers to broadband adoption involve limited digital literacy skills, a perceived lack of relevance of online content, and a real need for inexpensive, quality computers and Internet service," she says. "*Internet Essentials* was designed to address all of these hurdles, and all of Comcast's digital literacy programs are designed to overcome these concerns and demonstrate how using the Internet is important to everyone."

For more information on *Internet Essentials*, please visit internetessentials.com.

Comcast publicized *Internet Essentials* across more than 4,000 school districts in 2011

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the people behind our progress

partnership isn't a one-time event

Photo by: Kevin Kolczynski/Universal Orlando

DIANE O'DELL, VICE PRESIDENT, COMMUNITY & DIVERSITY RELATIONS UNIVERSAL ORLANDO

Universal Orlando's employees are committed to making a difference in the local community by volunteering their time and expertise to empower people and support local organizations.

Ten years ago, Eccleston Elementary School was one of several Florida schools determined by the state to be failing its community and the young people who lived there. Tucked in a neighborhood four miles from the Universal Orlando Resort, company leaders stepped in, including Diane O'Dell, vice president of community & diversity relations for Universal Orlando.

"Working closely with the school, the teachers, the children, and the parents, we focus on taking a holistic approach as to what is needed. For the 2011 school year, we developed an incentive program to engage parents, recognize teaching excellence, and reward students who make reading gains throughout the year," Diane explains.

Universal Orlando employees delivered assistance to help elevate the school's performance by combining funding, a tutoring program, and more than 20 volunteers who visit Eccleston's classrooms two mornings a week to help the young students learn to read.

"You can see it in their eyes when they have that breakthrough moment. You can see their confidence growing," Diane says. She speaks from experience — she saw that gleam in the eyes of a third-grade girl, Courtney, whom she tutored.

In 2012, on Comcast Cares Day, nearly 250 volunteers from Universal Orlando, the Golf Channel, and Comcast worked alongside Eccleston Elementary staff, students, and their parents to beautify the campus. The volunteers painted basketball courts and murals, landscaped the grounds, and built a butterfly garden.

"I feel very fortunate to work for a company that fosters not just a culture and spirit of giving, but also has the resources to give. So many people are willing to lend their expertise, whether in marketing, human resources, purchasing or something else," Diane says. "Our corporate involvement means leveraging everything we have to offer."

In the decade since the Eccleston partnership began, the elementary school has seen its state grading soar to an A, but also fall again, reflecting the challenges that sometimes come with a community that lacks a fixed residential base. But the relationship between Universal Orlando and Eccleston remains solid. "For us, partnership isn't a one-time event. It's about really developing that partnership over the years, and being in it for the long haul," Diane says. "What's important for our employees is to stick with the students and stick with the school."

Universal Orlando Team Member Vivian Geary reads to Eccleston Elementary School students

Woody Woodpecker joins students in celebrating their achievements

taking on big challenges

digital literacy

The Internet is a transformative technology that has the potential to provide equal access to information for everyone. Efforts to bridge the digital divide include recognition that learning digital literacy skills are as critical to success as traditional literacy and math skills. We invest substantially in digital literacy and broadband adoption programs across the country through three signature programs, as well as through Comcast Foundation funding of many more local efforts.

Comcast Digital Connectors

In 2009, Comcast partnered with One Economy to launch the Comcast Digital Connectors program. At each Comcast Digital Connectors site, youth between the ages of 14 and 21, primarily from diverse, low-income backgrounds, spend their after-school hours or summers learning how to network computer labs, connect wireless access points, design computer training modules, and create social media projects. They also volunteer their time to expand digital literacy in their communities. Youth who successfully graduate from the program earn Cisco IT Essentials certification and a complimentary netbook computer.

In 2011, the program was offered through 58 community-based partners nationwide, training 76 groups of Comcast Digital Connectors. At the end of the 2011–2012 school year, more than 2,000 youth had participated in the program and provided 100,000 hours of community service by sharing their technology skills in their communities.

Club Tech — Boys & Girls Clubs of America

In partnership with Boys & Girls Clubs of America and in collaboration with Microsoft, Comcast provided nearly $1 million in Foundation funding to support Club Tech at more than 50 Clubs serving 39,000 youth in 2011. The Club Tech curriculum teaches technical skills and integrates technology into the core program, while emphasizing the safe and ethical use of technology and exploring high-tech career options. Youth learn basic hardware, software, and networking skills, then move to more advanced skills, including graphic design, digital photography, music, film-making, and robotics.

For youth with more advanced digital literacy skills, Comcast partnered with 10 local Boys & Girls Clubs to offer the Comcast Digital Connectors program.

Internet Essentials

Internet Essentials, our comprehensive broadband adoption effort, addresses three primary barriers to technology adoption: a lack of understanding of how the Internet is relevant and useful, the cost of a home computer, and the cost of Internet service. *Internet Essentials* is available to families served by more than 4,000 school districts in 39 states and Washington, D.C.

We have publicized the program across more than 4,000 school districts — comprising more than 30,000 schools, which serve approximately 3.5 million National School Lunch Program families. We partnered with more than 3,000 governors; mayors; local, state, and federal legislators; and community-based organizations to promote *Internet Essentials* and engage eligible families in their communities. We also empowered nearly 100,000 Comcast employees to directly engage eligible families.

↗ internetessentials.com

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taking on big challenges

community service

Reaching out to help our neighbors is a culture that Comcast and NBCUniversal have long shared. While funding is an important part of our community investment efforts, every day our employees work in partnership with community or local organizations to make a difference in the communities we serve.

Comcast Cares Day

As the largest single-day corporate volunteer effort in the country, Comcast Cares Day brings together our employees, their families, and friends to volunteer in their local communities on a range of betterment projects including revitalizing neglected neighborhood parks, beautifying schools, stocking community food banks, and installing computer labs at community centers.

During the 10th Comcast Cares Day, nearly 70,000 volunteers contributed more than 417,000 hours of service at 659 sites in 39 states and Washington, D.C.

2.1 million

▲ Since 2001, more than 360,000 volunteers have contributed over 2.1 million hours of service on Comcast Cares Day, and the Comcast Foundation has contributed more than $10.5 million to Comcast Cares Day partner organizations.

Hiring Our Heroes

Between March 2011 and March 2012, more than 150 *Hiring Our Heroes* job fairs were conducted via a partnership with NBCUniversal and the U.S. Chamber of Commerce. These job fairs, along with NBC News support, connected more than 125,000 veterans and military spouses with 6,000 different employers in 48 states and Washington, D.C. In this time frame, more than 9,500 veterans and military spouses found jobs as a result of this program.

As part of the company's commitment to *Hiring Our Heroes*, we have committed to hire 1,000 veterans by the end of 2014 across Comcast and NBCUniversal businesses.

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taking on big challenges
community service (cont.)

TODAY Toy Drive

TODAY held its 18th Annual Holiday Toy and Gift Drive in 2011 for needy families in the United States. By mobilizing partner contributions, we collected and distributed more than $35 million in toy donations. The items are often given directly to families who cannot afford to buy presents, so that children can open a gift given to them by a loved one, not by a charity. Donated items reach millions of children in all 50 states, through local non-profit organizations.

the *today* toy drive and its partners have distributed $285 million in toys since 1994

Health Expos

In local communities across the country, NBCUniversal and Telemundo stations provide important health information and services throughout the year. In 2011, NBC 4 in Washington, D.C. presented its 18th annual NBC 4 Health and Fitness Expo in partnership with more than 160 local health and non-profit organizations. More than 85,000 people received nearly $1 million in medical care at no cost, including tests and screenings for blood pressure, cholesterol, diabetes, glaucoma, glucose, HIV/AIDS, hearing, as well as dental exams. Local businesses also offered attendees financial counseling and educational materials.

In other markets, health information and services were also offered in local communities. NBC Connecticut provided free health services at the 6th annual NBC Connecticut Health & Wellness Festival for 22,000 people. In Miami, NBC 6 and Telemundo 51 hosted their 7th Annual Health & Fitness Expo, providing almost 30,000 attendees with free and reduced-cost health tests.

Japan Earthquake & Tsunami Assistance

Comcast and NBCUniversal offered immediate assistance to those seeking information in the aftermath of the devastating events of March 11, 2011. Comcast provided free international calling to Japan for a month, both for its XFINITY Voice and Business Class Voice customers. More than 90,000 free calls were made during this time frame.

International Media Distribution (IMD), an NBCUniversal company that provides multicultural in-language programming in the United States, worked with affiliates to open the TV JAPAN signal so that families in the United States could connect to news and information from Japan.

In addition, members of NBCUniversal's Asian Pacific Americans employee affinity group, through the "Dine Out for Japan Relief" effort, raised nearly $125,000 to support the tsunami recovery and relief efforts of UNICEF and the Red Cross.

United Way

Comcast joined United Way's National Corporate Leadership program in 2003. Comcast is ranked nationally as a United Way Top 50 Corporate Campaign.

Comcast raised $6.7 million for local United Way chapters in 2011 — including almost $5.1 million from employee pledges, combined with Comcast Foundation matching grants of $1.6 million. Comcast has raised $43.5 million for local United Way chapters since 2001.

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taking on big challenges

tomorrow's leaders

Since today's teenagers will become tomorrow's teachers, doctors, journalists, business leaders, technologists, community leaders, and parents, we want to help them learn the skills they'll need to achieve their career and personal goals.

City Year

In 2001, Comcast began working with City Year, an education-focused non-profit organization that brings together young volunteers for one year of full-time service dedicated to keeping public school students in school and on track to graduation. Ten years later, Comcast and NBCUniversal support individual City Year teams in eight markets: Boston, Chicago, Detroit, Denver, Los Angeles, Miami, Philadelphia, and Washington, D.C.

Each team of City Year corps members supports students by focusing on attendance, behavior, and course performance through in-class tutoring, mentoring, and after-school programs. In 2011, 85% of all students in the third, fourth, and fifth grades tutored by City Year improved their literacy scores.

To date, Comcast and NBCUniversal have invested more than $75 million in financial and in-kind support to City Year.

beyond school walls has expanded to comcast offices in 12 cities nationwide, with 275 employees volunteering as "bigs"

Big Brothers Big Sisters *Beyond School Walls* Program

In 2008, Comcast partnered with Big Brothers Big Sisters of Southeastern Pennsylvania to introduce the mentoring program *Beyond School Walls*, bringing fourth-grade "Littles" from Fairhill Elementary School to Comcast headquarters in Philadelphia to spend time with their "Bigs" at work. Based on the incredible impact of the *Beyond School Walls* program in Philadelphia — on both the "Littles" and "Bigs" — Comcast expanded the program to additional cities. Since the partnership's founding, Comcast has invested more than $30 million in cash and in-kind support.

Leaders & Achievers Scholarships

Now in its 12th year, the Comcast Leaders & Achievers Scholarship Program recognizes high school seniors for their community service, academic achievement, and leadership skills. Students, nominated by their high school principals, are awarded one-time scholarships of $1,000. Since 2001, we've awarded more than $15 million in scholarships.

$1.9 million

▲ For the 2011–12 program, Comcast awarded almost $1.9 million to nearly 1,900 students — more than 43% from diverse backgrounds.

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taking on big challenges

charitable giving

In 2011, Comcast and NBCUniversal, along with our foundations, provided more than $435 million in cash and in-kind contributions to local, regional, and national organizations.

The Comcast Foundation

The Comcast Foundation has three community investment priorities — promoting community service, expanding digital literacy, and building tomorrow's leaders. Since its inception in 1999, the Comcast Foundation has donated more than $108 million to organizations in the communities Comcast serves nationwide.

In 2011, the Comcast Foundation provided $15.5 million in grants to more than 920 non-profit organizations and other charitable partners across the country.

The NBCUniversal Foundations

In 2011, across NBCUniversal, the foundations provided close to $2.5 million to nearly 160 non-profit organizations and other charitable partners nationwide.

For a complete list of all organizations that received funding from our foundations in 2011, see Appendix A.

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making media matter

Comcast and NBCUniversal have many assets, but none more powerful than our ability to connect to hundreds of millions of people through our media outlets. The company has a powerful portfolio to educate and empower communities and people, and to contribute to both the local and national dialogue on important social issues. Our strength lies in our ability to mobilize film, documentary, TV, news, and social media, among others, to engage the public, encourage new forms of civic participation, and promote future-forward activation around social causes.

Comcast and NBCUniversal focused on a wide range of important political, social, and economic issues in 2011, creating content for all platforms and connecting a diverse spectrum of people, empowering them to take action.

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the people behind our progress

el poder de saber (power of knowing)

Photo by Gort Productions

ALFREDO RICHARD, SENIOR VICE PRESIDENT, COMMUNICATIONS AND TALENT STRATEGY TELEMUNDO MEDIA

"Empowering audiences is central to our mission and community. Community is at the heart of who we are," says Alfredo Richard, senior vice president of communications and talent strategy for Telemundo Media, the leading producer of Spanish-language primetime content for U.S. Hispanics. A native of Chile who immigrated to the United States, Alfredo is especially attuned to the challenges facing U.S. Hispanics today. Through actively participating in creating awareness of the U.S. Census, voter registration, and education, Alfredo is leading Telemundo Media's cross-platform service efforts to empower and mobilize viewers to take control of their futures.

"Working hard to make it in this country helped me understand what people need to do in order to succeed," he says. "And success starts in school. We need to help more of our youth finish high school to lay the foundation for future achievement."

According to the U.S. Census Bureau, 21% of U.S. Hispanics between the ages of 18 and 24 have not completed high school or are not enrolled in school, a significantly higher percentage than the rest of the population. To help address this critical issue head-on, Telemundo launched its multiplatform campaign *El Poder de Saber* to promote the educational advancement of young Latinos, with an emphasis on secondary education and preventing high school dropouts. This effort incorporates the unique challenges Hispanic youth face as identified in 2009 research from the Pew Hispanic Center, the National Women's Law Center, and the Mexican American Legal Defense and Educational Fund, and is supported by partner organizations such as the National Council of La Raza and the Congressional Hispanic Caucus Institute.

"Hispanic youth face many of the same challenges as other kids, but they also face additional, culturally specific pressures that can drive them to drop out of school — lack of parental engagement in their education, language barriers, and family economics. Telemundo has created public service announcements and online resources on each of these key topics, speaking to our audience in a direct and culturally relevant way, to motivate youth to stay in school," says Alfredo.

Many U.S. Hispanic families don't have a good understanding of today's school environment, and some parents are disengaged due to the language barrier they face with teachers and counselors. Telemundo stresses the importance of parents taking

Telemundo PSAs encourage Hispanic youth to finish school.

Rashel Diaz: "You're all grown up and you probably want to buy your own things."

Omar Germenos: "Or maybe you need to help your family cover household expenses. But you should remember to make studying your number one priority."

Rashel: "Chances of finding a job are doubled with a high school diploma and tripled if you graduate from college."

Omar: "Don't risk your future for a few dollars today."

Rashel: "Together, with education, we'll have the power…

Rashel and Omar together: "the power of knowing."

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the people behind our progress
el poder de saber (power of knowing) (cont.)

an active role in their children's education by participating in school activities and talking directly with their teachers.

While many new immigrants face a strong language barrier, even some second- and third-generation U.S. Hispanic youth find that class work requires a more demanding level of English than they possess. Telemundo PSAs remind youth that they need to develop strong English skills to be successful, and they are encouraged to ask teachers for help.

Economics can drive students to drop out of high school, as they seek employment to help their families pay the bills. Telemundo helps youth and their families understand the benefits that earning a high school diploma has for long-term employment and earnings potential.

"In the tradition of Comcast and NBCUniversal, Telemundo recognizes the importance of community service, in particular the education of our youth, and we know our audience cares about education as well. They don't always have the information they need to make decisions for the long term, so we help by mobilizing our airwaves to offer solutions and create conversations about these issues," says Alfredo. "We need to have a way to create positive action in our communities."

For more information, please visit telemundo.com/elpoderdesaber

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the people behind our progress

entertaining, educating, inspiring

Photo by Peter Tobia

MAGGIE MCLEAN SUNIEWICK, VICE PRESIDENT, VIDEO SERVICES COMCAST CABLE

Comcast is known first and foremost as a cable company, but video programming at Comcast's XFINITY TV goes well beyond the regularly scheduled programming on your cable guide. Vice President of Video Services for Comcast Cable Maggie McLean Suniewick is on the front lines of content management across the company's viewing platforms.

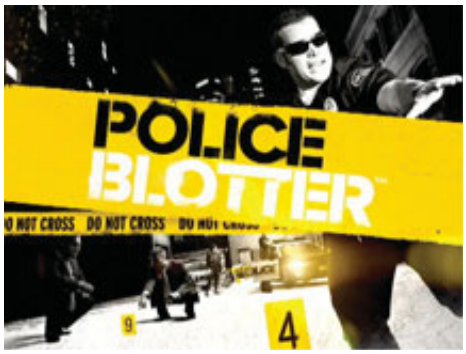
While much of this content is designed to entertain, Maggie and her team also work with a variety of programming partners and nationally renowned subject-matter experts to bring XFINITY TV customers original offerings aimed at informing and inspiring viewers.

"Throughout the year, we spend a great deal of time creating compelling special features that are both educational and entertaining. We focus on topics in line with historical and current events, as well as annual commemorations," Maggie explains. In 2011, more than 2,000 video assets were featured in cross-platform service special features.

Themed programming led the cross-platform, special features programming inventory. Each February, Comcast celebrates African American culture with programming on XFINITY TV, including award-winning biographies, documentaries, sports, music, movies, and TV shows. After seeing viewership dramatically grow for this type of content, XFINITY TV worked to create a year-round collection for African American content — called Black Cinema on XFINITY On Demand.

To mark the 50th anniversary of John F. Kennedy's presidency, Comcast partnered with the John F. Kennedy Presidential Library and Museum to give customers across the country the opportunity to experience the JFK Library virtually, providing one of the largest public offerings of JFK content outside of the library in Boston. The month-long content exhibition included famous speeches — including President Kennedy's 1961 inaugural address — presidential debates, newsreels, campaign commercials, documentaries, and films.

Comcast also partnered with the USC Shoah Foundation Institute, established by Steven Spielberg, to feature 10 documentary films as well as short clips of Holocaust survivor testimonies and background information on the Shoah Foundation Institute and its work. The *Days of Remembrance* series was available across XFINITY On Demand, XfinityTV.com, and the XFINITY TV app.



XFINITY viewers have helped police find 227 fugitives by watching *Police Blotter*.

Special programming featured in 2011

John F. Kennedy Presidential Library and Museum, January 14–February 25

Black History Month, February 1–29

USC Shoah Foundation Institute *Days of Remembrance* series, April 8–May 25

Asian American Pacific Heritage Month, May 5–31

Memorial Day, May 19–June 2

LGBT Pride, June 1–30

9/11 in Memoriam, September 1–15

Hispanic Heritage Month, September 15–October 15

Breast Cancer Awareness Month, October 1–31

Salute to Veterans, November 3–17

Police Blotter, year-round

Missing Kids, year-round

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the people behind our progress
entertaining, educating, inspiring (cont.)

In October, XFINITY TV brought viewers its fifth "Pink Ribbon Campaign" in support of Breast Cancer Awareness Month. This annual programming is in partnership with Breastcancer.org and, in 2011, included more than 65 educational videos on early detection, self-exams, diagnosis, and research.

Locally, XFINITY TV also works with police to publicize profiles of fugitives and drive community action. To date, 227 fugitives have been arrested based on tips from XFINITY TV viewers who recognized them in the *Police Blotter* profiles.

"We bring our customers the best video experience across platforms," says Maggie. "Whether it's local, cultural, educational, or the most current TV shows and movies, we're working hard to harvest the power of our technologies, services, and platforms to make things happen."

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taking on big challenges

film

Africa First

Focus Features created the *Africa First* initiative in 2008 to develop emerging filmmakers of African nationality and residence through financial support, mentoring, and workshops on international film distribution and studio financing. Short films created by the *Africa First* program winners have since been showcased at leading film festivals around the world, including Sundance and the Berlin Film Festival.

In 2011, for a fourth consecutive year, five filmmakers were awarded $10,000 each to be used for preproduction, production, and/or postproduction on their narrative short films. These filmmakers were mentored by members of the *Africa First* Advisory Board (an international panel of experts on African film), who aim to help them grow as filmmakers and reach an international audience.

This year's emerging African filmmakers represented Burkina Faso, Ethiopia, Ghana, Namibia, and South Africa.

To learn more, visit focusfeatures.com/africafirst

As part of our film division, NBCUniversal's Focus Features is dedicated to making original and daring films from emerging and established filmmakers — films that challenge mainstream moviegoers to embrace and enjoy voices and visions from around the world. Focus has a long history of films that shine a light on important social issues, including *Milk*, *Brokeback Mountain*, *The Constant Gardener*, *The Pianist*, and *Sin Nombre*.

For more information on Focus Features, please visit focusfeatures.com

Pariah

Focus Features' contemporary drama *Pariah*, which premiered at the 2011 Sundance Film Festival, tells the moving story of a 17-year-old African American girl named Alike facing cultural pressures while quietly but firmly embracing her identity as a lesbian.

In March 2012, *Pariah* was honored at the 23rd Annual GLAAD (Gay & Lesbian Alliance Against Defamation) Media Awards, winning for Outstanding Film — Limited Release.

For more information about this film, please visit PariahMovie.com

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taking on big challenges

TV – programming

Education Nation

NBC News launched *Education Nation* in September 2010 to create a thoughtful, well-informed dialogue with policymakers, thought-leaders, educators, and the public in pursuit of the shared goal of providing every American with an opportunity to achieve the best education in the world. In September 2011, NBC News hosted its second annual *Education Nation* summit, addressing the developments, challenges, and progress of the past year, and identifying and exploring new opportunities in education. NBC News remains committed to engaging policymakers and the public through persistent coverage on the state of education, and hopes to help Americans make decisions about how best to improve our education system in both the near and long terms.

Common Sense Media

Comcast and Common Sense Media partner to help kids thrive in a complex world of media and technology. Comcast's multiple platforms give parents, teachers and kids meaningful information and tools to handle the digital world's opportunities and challenges. Together, we provide detailed, age-based information about TV shows, movies, websites, video games, and books to millions of customers nationwide. Additionally, Comcast and NBCUniversal use public service announcements, On Demand videos, and Web-based content to help kids successfully handle Internet safety and security challenges such as privacy, bullying, sexting, and time management.

USA Network's *Characters Unite*

USA Network created *Characters Unite* to increase awareness of social injustices and cultural divides; encourage positive dialogue; and inspire and support individual and community action to promote civil and human rights. Through original on-air programming and PSAs, digital content, community outreach, and special events, the campaign reflects the simple premise of USA's brand tagline, "Characters Welcome," and is supported by dozens of leading non-profit organizations.

As part of the initiative, USA partnered with the non-profit The Moth and our multichannel video programming distributors (MVPDs) to create the *Characters Unite* National Storytelling Tour to use the power of storytelling to help foster greater understanding, respect, and acceptance. The tour — entitled *A More Perfect Union: Stories of Prejudice and Power* — includes a "mainstage" show featuring a combination of prominent celebrities, cultural figures, and community leaders each sharing a true, 10-minute story of overcoming bigotry or discrimination, and how the experience empowered them and inspired change. In addition, at each tour stop, USA Network, The Moth, and a local MVPD host a high school program in which 10 students, following a week of after-school workshops, tell their own stories of facing bullying, hate, and discrimination, at an all-school assembly. In 2011, the tour made stops in Atlanta, Chicago, Denver, Seattle, St. Louis, and Washington, D.C.

For more information on *Characters Unite*, please visit charactersunite.com

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taking on big challenges
TV – programming (cont.)

Green is Universal

NBCUniversal's *Green is Universal* initiative is focused on bringing an environmental perspective to everything we do — informing and entertaining our audiences while driving more sustainable practices into our own operations.

In 2011, NBCUniversal delivered more than 300 hours of programming across all its brands to inform and educate audiences about environmental topics. During April's Earth Week and November's Green Week, this environmentally focused content reached millions of consumers through our more than 50 on-air, online, and mobile platforms, including iconic programs, like *TODAY*, *NBC Nightly News with Brian Williams*, NBC Sports, and through newer brands like Oxygen and iVillage.

- *NBC Nightly News with Brian Williams* covered the Gulf Coast oil spill disaster to examine its lingering impact on the region and its residents
- CNBC provided programming that included a slate of documentaries — *Beyond the Barrel*, *Liquid Assets*, and *Trash Inc.* — as well as the ongoing series *The Carbon Challenge*
- Bravo's *Top Chef* offered vignettes featuring ecotips on going green in the kitchen
- Sprout produced a special, week-long green edition of *The Sunny Side Up Show* to help children learn about ways to reduce, reuse, and recycle

▲ In 2011, to extend our environmental programming, *Green is Universal* engaged consumers via a digital event-based campaign and drove 15,000 posts and tweets on topics including the Art of ReUse and Mugs Save Trees. We also hosted Earth Week community projects in more than 15 locations, and 70,000 consumers viewed our Experience Store window about the "Journey of a Paper Cup."

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taking on big challenges

TV – PSAs

Thirty seconds of television airtime can be impactful and defining. That time is also expensive and out of reach for many non-profit organizations. In 2011, we donated more than $240 million of Public Service Announcement airtime, highlighting health, promoting diversity, encouraging volunteerism, and mobilizing communities.

Fight with Style

The Style Network aims to empower women to be actively engaged in the issues that matter most to them. Through multiple advocacy platforms, *Fight with Style* helps to support underprivileged women, gives Style viewers and online users tools and knowledge to help prevent skin cancer, and supports families in the fight against childhood obesity.

As the exclusive media partner of Dress for Success Worldwide, an organization dedicated to helping underprivileged women reenter the workforce, Style supports this national organization through the production of videos and public service announcements, fundraising, and promotions with clothiers and jewelers.

The More You Know

For more than two decades, NBCUniversal's Emmy Award–winning, multiplatform campaign *The More You Know* has been raising awareness about important social issues, and motivating viewers to take action. Through its on-air public service announcements, digital content, programming, and community outreach efforts, *The More You Know* focuses on four pillars: diversity, education, environment, and health.

Featuring NBCUniversal's brightest stars, including Brian Williams, Alec Baldwin, Giuliana Rancic, Padma Lakshmi, and Jencarlos Canela, *The More You Know* relies on the guidance of a national advisory board consisting of government, community, and education leaders.

To learn more about this long-standing campaign, please visit themoreyouknow.com

City Year

In support of our national partnership, Comcast assisted City Year's recruitment efforts by airing more than $3 million worth of public service announcements to build awareness of the organization among young adults. Comcast's commitment of these resources helped generate more than 10,000 applications for the 2,000 positions City Year needed to fill; as a result, 100,000 students at 187 high-need schools in 23 cities across the country were helped.

"Foodie. Trendsetter. Icon. These are labels we use every day on TV. But now let's talk about food labels. Read them for things like serving size, sugar, and fat. You'll label yourself healthy…"

PADMA LAKSHMI OF BRAVO'S *TOP CHEF*

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taking on big challenges

multimedia

Comcast Newsmakers

Comcast Newsmakers is a unique local news platform where local, state, and federal officials, as well as community leaders share their perspectives on current events and issues of significance with the local community. Available on-air, online, and on demand, *Comcast Newsmakers* is produced in 23 states and in Washington, D.C. While primarily a news platform of local interest, national and international leaders, including Secretary of Labor Hilda Solis, Archbishop Desmond Tutu, and Congressional Black Caucus Chairman Emanuel Cleaver, II were featured in segments in 2011.

Faces of the Future Campaign

In 2011, Boys & Girls Clubs of America launched its *Faces of the Future* campaign to raise awareness about the importance of digital literacy. Comcast featured the campaign as the lead story on Comcast.net and social media sites, driving almost 80% of the campaign traffic. Due to Comcast's support of this campaign, Boys & Girls Clubs of America's Facebook fans nearly doubled in the first 10 days of the two-week campaign, adding more fans in this 10-day period than the organization had engaged in the prior three years.

Text for Trees

Each December, NBCUniversal gives a gift to the environment through the Text for Trees program. Through the simple action of texting or tweeting, millions of consumers helped *Green is Universal* plant more than 2 million trees across the United States. Launched in December of 2009 at the Rockefeller Center holiday tree lighting ceremony, nearly 250,000 texts were sent by consumers, each resulting in one tree being planted. The program has broadened to online, email, and social media outreach tactics on Facebook and Twitter, resulting in more than 1 million trees having been planted in each of the last two years.

This program helps rebuild our nation's depleted forests — forests that might have been damaged by extreme weather or fires. Trees are planted around the country by the Arbor Day Foundation, Text for Trees' nonprofit partner.

Sprout's *Kindness Counts*

In August 2011, preschool television channel Sprout created a multiplatform, pro-social initiative called *Kindness Counts*, designed to support the development of empathy, sharing, and helping in preschoolers by promoting small acts of kindness that make big differences.

The long-term campaign, created in consultation with Dr. Nancy Eisenberg, Ph.D., a leading theorist in the field of empathy and altruism, includes a series of PSAs aimed at families watching Sprout together, as well as digital and social media components focused on parents and caregivers of preschoolers. Children are encouraged to face situations with kindness and then tell their parents or caregivers about what they did so their efforts can be shared on sproutonline.com.

The ultimate goal is to log one million acts of kindness from families all across the country on sproutonline.com/KindnessCounts. Any small act of kindness performed by a child can be submitted, from throwing away a piece of litter to making a new friend.

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creating opportunities

Diversity & Inclusion Progress Report

In 2011, Comcast and NBCUniversal established a goal to develop the most successful model of diversity and inclusion in the communications and entertainment industries. We practice and believe in diversity as both a social value and a business philosophy. We define diversity broadly — not just as embracing differences in race, gender, culture, color, religion, sexual orientation, veteran status, age, or ability — but also embracing a business culture that respects and includes different thoughts, choices, philosophies, and experiences.

"We will respect and reflect the customers, communities, and cultures we serve."
- FROM THE COMCAST CREDO

"We believe that the talent, creativity, and diversity of our people are our greatest resources. We emphasize teamwork because we are smarter, more dynamic, and better together."
- FROM THE NBCUNIVERSAL CREDO

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the people behind our progress

we need multiple points of view

Photo by Chris Haston/NBCUniversal

CRAIG ROBINSON, EXECUTIVE VICE PRESIDENT, CHIEF DIVERSITY OFFICER NBCUNIVERSAL

The only child of a Chinese American mother and an African American father, Craig grew up with a strong perspective about diversity in America. His 30 years in television management have also played a vital role in developing his philosophy about diversity and inclusion in our everyday business practices. His knowledge and passion on the topics have earned him the respect of his colleagues in the industry, and his appointment as Chief Diversity Officer at NBCUniversal was a natural progression in his career.

In this role, Craig is poised to help drive significant and tangible changes that will position NBCUniversal as a leader in diversity and inclusion practices in the entertainment industry.

Raised in Los Angeles in the early 1960s, Craig grew up on a block dense with biracial couples, gay couples, and single-parent households — an unusual mix for the era. His family encountered discrimination firsthand in their search for housing, which led them to the accepting neighborhood of Echo Park.

Craig was also strongly aware of the struggles for equality and fairness from his father's experience with the state office of Fair Employment Practices, where he investigated charges of discrimination in housing and employment, and from his mother, who spent much of her career working with the Aid to Families with Dependent Children program.

"I grew up discussing race and social justice every night at the dinner table," Craig says, "so I've given much thought to these issues both personally and professionally my entire life."

After earning a degree in political science, Craig went to work for a local Los Angeles TV station in an administrative support role. Over 14 years, "with hard work, mentors, and some luck, I worked my way up to sales management," he says.

In the late 1980s, a minority advancement program helped propel him to his first executive position. Sixteen years ago, he moved to NBC where he eventually rose to President and General Manager of KNBC in Los Angeles.

"I'm a beneficiary of diversity programs, and I embrace these initiatives," he says, "but now I want to emphasize the inclusion aspect, because that's what really generates cultural change. Recently, I heard someone describe *diversity* as being invited to the party; *inclusion* means being asked to dance."

With his firm belief that diversity and inclusion must continue to be priorities, Craig works with NBCUniversal businesses to identify barriers to inclusion and to help remove them. He also emphasizes both the necessity and opportunity in aligning diversity and inclusion with the company's business goals.

"I'm one of only a handful of Asian Americans, African Americans, and gay Americans to have had the privilege to run a broadcast operation, and I know the business challenges we face. We're an entertainment and information business, and we need multiple points of view," he says.

"It's clear — if we're not diverse, our content won't be compelling and right for the broad and changing audiences we serve. I can't think of a more exciting time or company to serve in this role."

"Recently, I heard someone describe *diversity* as being invited to the party; *inclusion* means being asked to dance."

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the people behind our progress

being authentic

Photo by Peter Tobia

MARIA G. ARIAS, EXECUTIVE DIRECTOR, DIVERSITY & INCLUSION
COMCAST CORPORATION

One of six children, Maria immigrated to the United States from Mexico at the age of four, and she and her family spoke mostly Spanish in her Chicago neighborhood home. Throughout her formal education, Maria faced challenges related to her ethnicity and gender.

"I felt different and out of place. I was penalized with detention for speaking Spanish with my Hispanic friends," Maria recalls. "As I progressed through school, I was lucky because many of my professors saw a spark in me. I was driven and they saw that. They looked beyond my gender and race, and challenged me to continue to pursue my goals and to be my authentic self. What I learned then, and know now, is that hard work, results, and relationships trump life's challenges."

As Maria joined the workforce and became a member of organizations such as Women in Cable Telecommunications and the Hispanic Chamber of Commerce, she sharpened her interests in mentoring, financial planning, literacy, voting rights, and immigrant rights.

"I've always found it important to value the diverse perspectives and the different schools of thought that happen in the workplace and within the communities where we live and work," says Maria. "These differences happen naturally because of diverse backgrounds, experiences, preferences, and beliefs. And, it's not just valuing, but sincerely embracing these differences that determines our company's level of competitiveness within a fast-paced, global marketplace."

This empowered perspective, combined with an impressive career in law, government affairs, cable operations, and community service positioned Maria well when Comcast began looking for someone to lead Diversity & Inclusion for the company.

Maria joined the Diversity & Inclusion team in April of 2011, moving from Colorado Springs to Philadelphia. Since relocating, she's researched and defined extensive benchmarks for the company's national footprint. She works daily with leaders across the company to develop and implement strategies to more directly infuse diversity and inclusion into everyday business. She also helped spearhead the development of affinity groups for a wide range of diverse employees, creating an opportunity for mentorship and authentic leadership development.

"I'm proud Comcast has a more unified plan for diversity and inclusion today, and I'm eager to further develop this capability for the future," she says. "I want our team and our company to help inspire opportunities and ideas. With an aggregation of perspectives, skills, and capabilities, we can be more innovative, capture new multicultural markets, and offer amazing products, services, and programming to our customers."

"What I learned then, and know now, is that hard work, results, and relationships trump life's challenges."

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taking on big challenges

governance

In 2011, Comcast and NBCUniversal announced a comprehensive governance structure that focuses on accountability, responsibility, expectations, and effective management of diversity and inclusion programs at the highest levels. Executive Vice President of Comcast Corporation David L. Cohen also serves as Chief Diversity Officer for Comcast. In that role, he is directly responsible for all cross-company diversity and inclusion efforts and reports directly to Chairman and CEO Brian L. Roberts.

Joint Diversity Advisory Council

In 2011, Comcast and NBCUniversal established an external Joint Diversity Advisory Council (JDC), which provides advice to senior executive teams regarding the company's development and implementation of initiatives to enhance diversity and inclusion in five focus areas: Governance, Workforce, Procurement, Programming, and Community Investment. With David L. Cohen serving as the chair, the JDC is comprised of diverse leaders in business, politics, and civil rights. It includes four, nine-member Diversity Advisory Councils representing the interests of African Americans, Asian Americans, Hispanics, and Women, respectively. The JDC also has representatives from other diverse groups, including Native Americans, Veterans, People with Disabilities, and members of the Lesbian, Gay, Bisexual, and Transgender (LGBT) community.

For more information, please visit comcast.com/corporate/About/Diversity/Executive/JointDiversityCouncil.html

Internal Diversity Councils

Representatives of the Comcast and NBCUniversal Internal Diversity Councils meet regularly to discuss progress on our diversity initiatives and ways to strengthen our commitments to diversity. Members of each Internal Diversity Council attend formal meetings of the Joint Diversity Advisory Council and interact with its members. For the third consecutive year, in 2011 Comcast's Internal Diversity Council was listed among the Top 25 Diversity Councils by the Association of Diversity Councils, coming in at #8.

1/3

▲ Comcast Corporation's Board of Directors is more than 1/3 diverse.

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taking on big challenges

recruitment/career

Comcast and NBCUniversal have developed comprehensive programs to recruit, develop, and retain a diverse and talented workforce. This effort includes: strategically hiring and promoting diverse talent, retaining search firms with track records of recruiting diverse candidates, linking leadership bonuses to achievements in diversity and inclusion, offering leadership and development programs targeting diverse talent, and launching affinity groups that represent the diverse world in which we live.

in 2011, nearly 40% of all full-time u.s. employees at comcast and nbcuniversal were people of color, and 35% were women

NBCUniversal Affinity Groups

Affinity Groups serve as an additional resource for promoting and retaining diverse employees and they also support recruiting efforts. They are open to all employees and focus on personal and professional development, as well as provide volunteer support for NBCUniversal's local communities. These groups also serve as providing feedback on products, policies, and practices. Members are focused on contributing their best — both personally and professionally — to the organization and the community at large. Key priorities are to attract and retain the best talent at all levels from their respective communities, to increase the company's brand image and awareness within their communities, and to provide professional and leadership-development opportunities for their members.

NBCUniversal's Affinity Groups have an aggregate membership of over 6,000, with some employees belonging to multiple groups. Each Affinity Group is governed by an executive champion or advisory group, chapter leaders, and committee leads.

- APA@NBCUniversal (Asian Pacific Islanders)
- BPA@NBCUniversal (Black Professional Alliance)
- NBCUniversal's Veterans Network
- OUT@NBCUniversal (Lesbian, Gay, Bisexual, and Transgender)
- Unidos@NBCUniversal (Hispanic/Latino)
- Women's Network@NBCUniversal
- NBCUniversal PWD Network (People with Disabilities) — launching in 2012

Comcast Affinity Groups

Influenced by feedback from our employees, as well as the success of NBCUniversal's long-standing Affinity Groups, Comcast launched eight pilot groups at corporate headquarters in 2011.

- Abilities Network@Comcast (People with Disabilities)
- Asian Pacific Americans@Comcast
- Black Professional Alliance@Comcast
- OUT@Comcast (Lesbian, Gay, Bisexual, and Transgender)
- Somos Comcástico (Hispanic/Latino)
- Veterans Network@Comcast
- Women's Network@Comcast
- Young Professionals Network@Comcast

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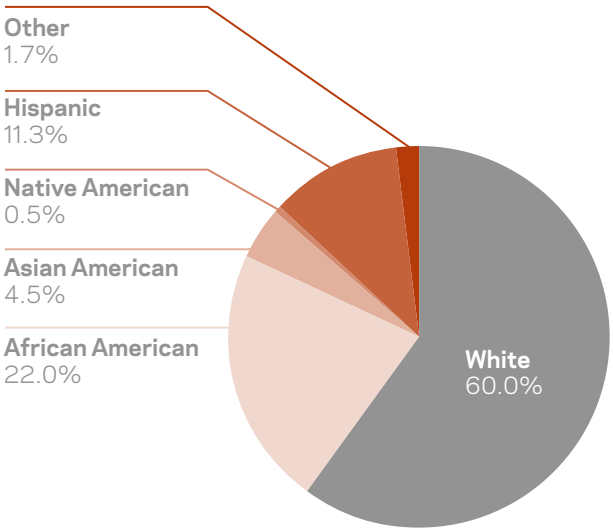
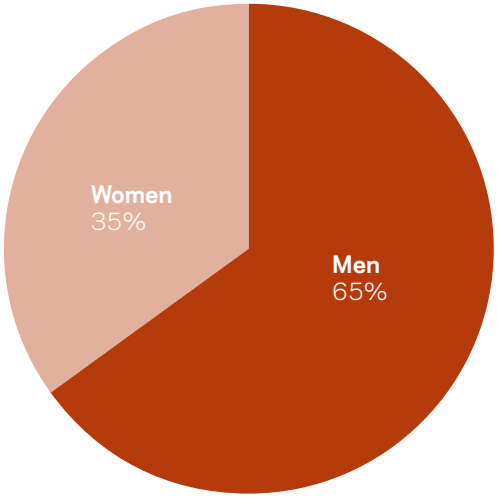
taking on big challenges
recruitment/career (cont.)

Diversity in Our Workforce

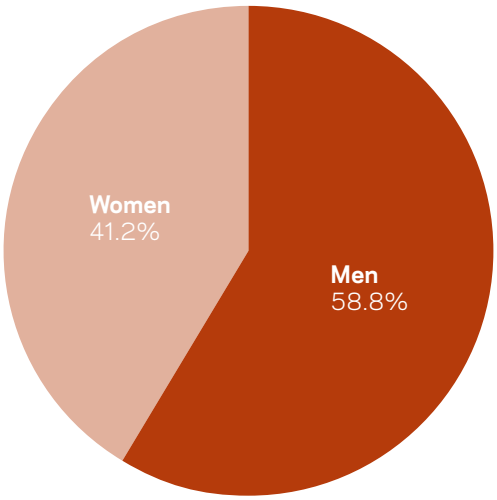
Total workforce by ethnicity



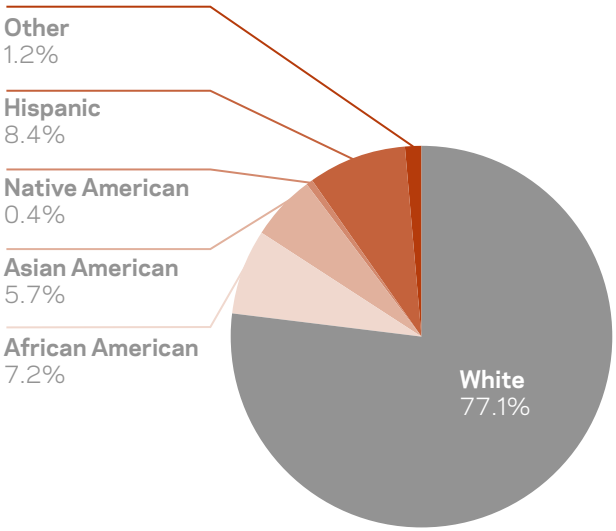
Total workforce by gender



Management employees by gender



Management employees by ethnicity



Workforce refers to full-time, U.S. employees as of 12/31/11.
Note: Combined percentage totals may exceed or fall under 100% due to rounding.

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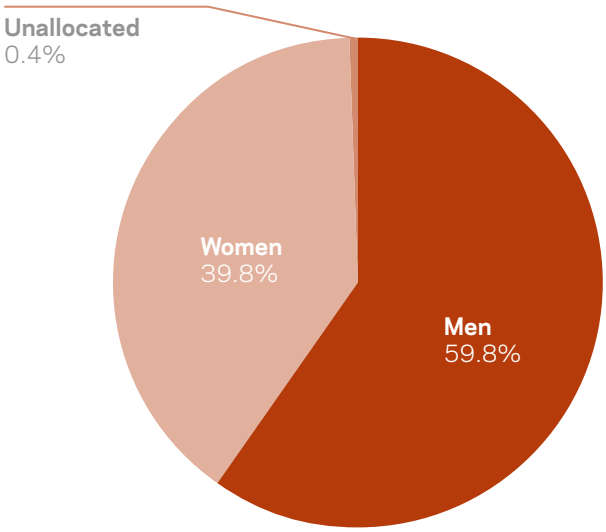
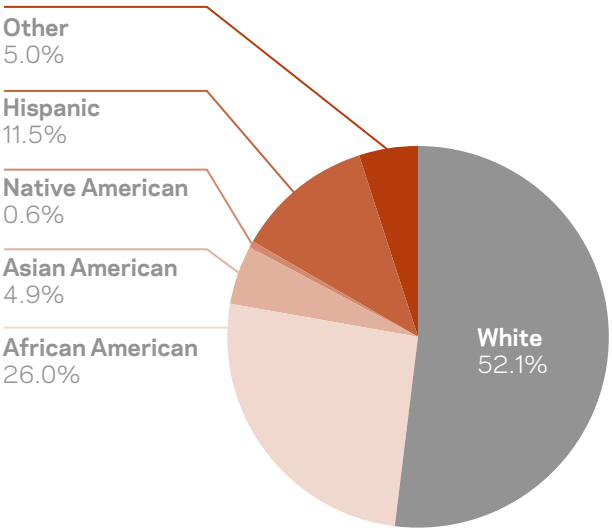
taking on big challenges
recruitment/career (cont.)

Diversity in Our Workforce

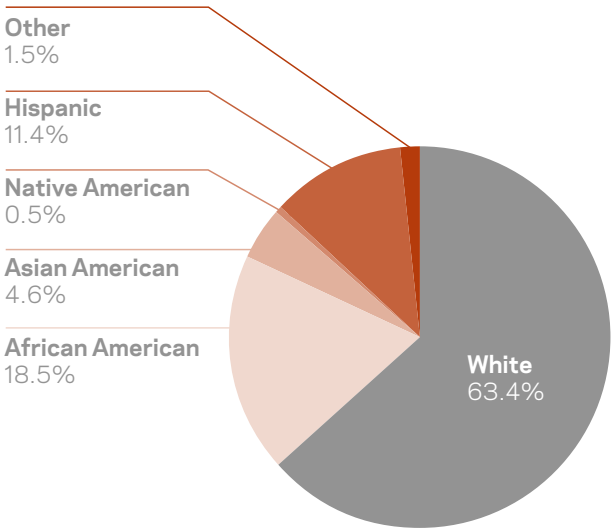
New hires by gender



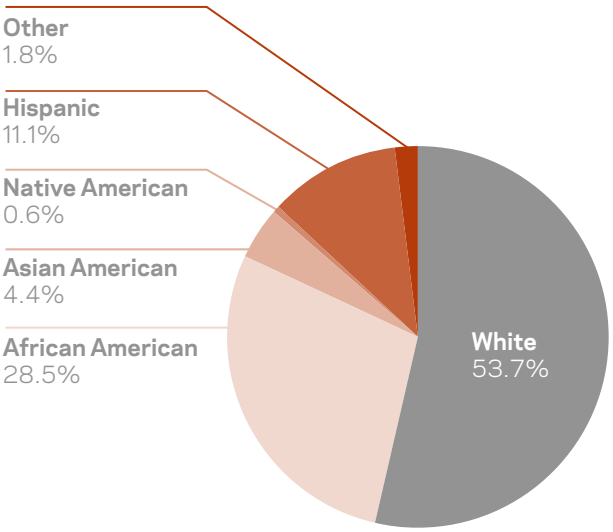
Total new hires by ethnicity



Male workforce by ethnicity



Female workforce by ethnicity



Workforce refers to full-time, U.S. employees as of 12/31/11.
Note: Combined percentage totals may exceed or fall under 100% due to rounding.

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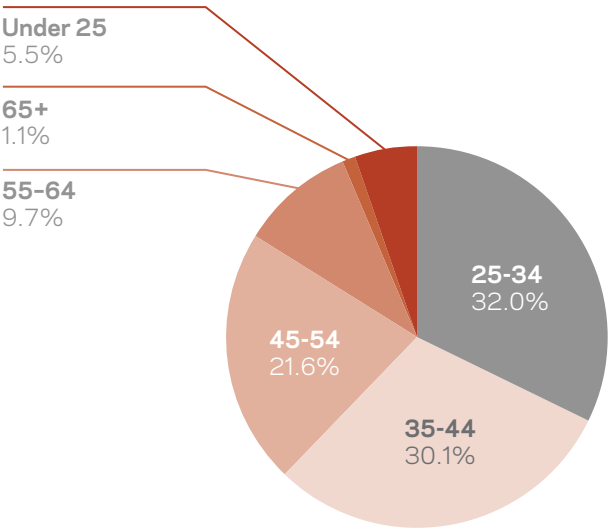
taking on big challenges
recruitment/career (cont.)

Diversity in Our Workforce

Workforce by age

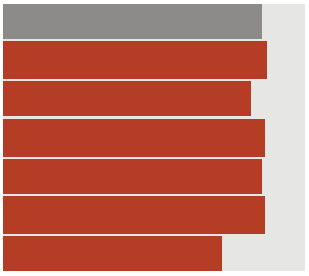


Annual retention rate*

By Gender

Total Retention 85.6%
Men 87.5%
Women 82.3%

By Ethnicity



Total Retention 85.6%
White 87.3%
African American 81.6%
Asian American 86.5%
Native American 84.8%
Hispanic 86.1%
Other 71.7%

* Note: "Retention Rate" is defined as the reverse of turnover rate. These percentages include only full-time employees who were with the Company on December 31, 2010, and were still with the Company on December 31, 2011. Retention rates are individual for each racial/ethnic group.

Workforce refers to full-time, U.S. employees as of 12/31/11.
Note: Combined percentage totals may exceed or fall under 100% due to rounding.

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taking on big challenges
recruitment/career (cont.)

Building Our Pipeline and Our Future

The recruitment, development, promotion, and retention of diverse talent are top priorities for Comcast and NBCUniversal. The company's strategy to increase diversity in management is rooted in leadership development and pipeline programs.

The company uses proven methods — including formal mentoring and executive leadership programs — to identify, hire, promote, and retain high-potential diverse candidates. Partnerships with external organizations that share our mission, such as Women in Cable Telecommunications (WICT) and the National Association for Multi-Ethnicity in Communications (NAMIC), augment our internal leadership development and pipeline programs. Comcast and NBCUniversal offer more than 80 leadership development, pipeline, and internship programs (both internal and external).

Some examples of diversity leadership programs are:

Executive Leadership Career Advancement Program (ELCAP)

ELCAP is an internal program intended to accelerate career growth for and increase retention of a diverse pipeline of leadership talent at Comcast. ELCAP's goals are to increase diversity in senior leadership ranks by accelerating promotional readiness for participants; to provide targeted exposure to key decision-makers; and to reduce turnover by providing challenging assignments and career growth for high-potential employees. The program was introduced in 2011.

NBC News Leadership Program

The NBC News Leadership Program targets diverse, mid-career news journalists and producers with executive producer potential. This 16-month mentoring and development program includes a curriculum tailored to prepare participants for executive producer roles, as well as mentorship by a news executive.

Casting Apprentice Program

The Casting Apprentice Program is an 18-to-24-month rotational program offered by NBC Entertainment, Film, and Cable Entertainment that provides opportunities for diverse individuals to join a casting office to gain valuable experience. Apprentices assist casting executives or directors with day-to-day management of casting activities for television or film production; get exposure to top-level programming executives; and attend showcases, comedy clubs, and other venues where talent is featured.

For a complete list of our development programs, see Appendix B.

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taking on big challenges

supplier diversity

Supplier Diversity Program

Comcast and NBCUniversal's Supplier Diversity Program is designed to promote, increase, and improve the participation of small- and diverse-owned businesses in our supply chain. It provides Comcast purchasers with reliable resources, creates jobs, strengthens our purchasing power, and builds value for our shareholders.

To qualify as a Comcast or NBCUniversal Diverse Supplier/Vendor, a company must be one of the following:

- Minority Business Enterprise (MBE)
- Women Business Enterprise (WBE)
- Veteran Business Enterprise (VBE)
- Service Disabled Veteran Business Enterprise (SDVBE)
- Small Disadvantaged Business Enterprise
- Historically Underutilized Business Enterprise (HUB Zone)

Comcast and NBCUniversal partnered with minority-led chambers of commerce and other diverse business organizations throughout the country at the national, regional, and local levels. Our supplier diversity partners include:

- National Minority Supplier Development Council, Inc. (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National Veteran-Owned Business Association (NaVOBA)
- United States Hispanic Chamber of Commerce (USHCC)
- U.S. Pan Asian American Chamber of Commerce (USPAACC)
- The National Center for American Indian Enterprise Development (NCAIED)
- National Black Chamber of Commerce (NBCC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- The Walter Kaitz Foundation

In addition, Comcast and NBCUniversal are active with each of these organizations and many of their local affiliates across the country.

Outreach to and partnership with diverse organizations was a key success factor for Comcast and NBCUniversal's Supplier Diversity program in 2011. Throughout the year, we actively targeted outreach events and built partnerships with various advocacy organizations across our geographic footprint, participating in numerous conferences, awards ceremonies, capacity-building events, and business opportunity fairs at the local, regional, and national levels.

Our 2011 outreach efforts included:

- Comcast and NBCUniversal participated in WBENC's 2011 Summit & Salute to Women's Business Enterprises held in National Harbor, Maryland
- NBCUniversal participated in NCAIED's Reservation Economic Summit (RES) in Las Vegas. RES is the premiere American Indian economic and business development conference in the nation
- Comcast participated in the DiversityBusiness.com Annual Multicultural Business Conference in Washington, D.C. The conference focused on building business relationships for multicultural-owned businesses and major corporations
- Comcast and NBCUniversal sponsored and attended the NMSDC's Leadership Awards Dinner-Dance in New York City
- Comcast and NBCUniversal attended WBENC's National Conference & Business Fair in Las Vegas
- Comcast and NBCUniversal sponsored and attended USPAACC's CelebrAsian 2011 in Los Angeles, the oldest and largest Pan Asian American business opportunity conference in the United States
- Comcast executives met with NBCC leadership to foster a better understanding about the organization and its member companies, as well as Comcast and NBCUniversal's sourcing processes. Later that month, Comcast and NBCUniversal participated in the NBCC's 19th Annual Convention in Miami, including a featured panel presentation by company executives called "Doing Business with Comcast-NBCUniversal." NBCC recognized Comcast as its Corporate Partner of the Year in 2011, an award given to corporations that exemplify NBCC's mission and go the "extra mile" to work with NBCC
- Comcast and NBCUniversal sponsored and attended USHCC's 32nd Annual National Convention and Business Expo in Miami. The convention included a matchmaking event that served as a forum for the company to meet and engage Hispanic contractors, giving them an opportunity to create partnerships and develop leads
- Comcast attended the National Association of Minority & Women Owned Law Firms' (NAMWOLF) Annual Meeting & Law Firm Expo in Las Vegas

in 2011, 13.6%* of comcast and nbcuniversal's combined applicable procurement spend was with diverse suppliers.

* Comcast Cable, Comcast Spectacor, and NBCUniversal applicable spend

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taking on big challenges
supplier diversity (cont.)

- Comcast and NBCUniversal were Presenting Sponsors of the 28th Annual Walter Kaitz Foundation Fundraising Dinner in New York City. Walter Kaitz is a not-for-profit foundation whose mission is to advance the contributions of multi-ethnic and women professionals in the cable telecommunications industry by advocating for diversity and providing resources for the organization's members and the industry at large

- Comcast and other major cable operators in "California Cable" participated in a forum for diverse suppliers and large corporations to better understand the needs of the other, creating a valuable opportunity to foster business relationships. Comcast participated in one-on-one matchmaking sessions with prospective vendors in such procurement areas as network construction, fiber-optic splice equipment, customer-premises equipment recovery, collection services, and electrical services

- Comcast and NBCUniversal participated in the NMSDC's 2011 Business Opportunity Fair in Atlanta

- NBCUniversal hosted a Film and TV Production Fair, which was attended by NBCUniversal's Sourcing and Film teams, as well as TV executives from NBCUniversal, Disney, and CBS. The Fair gave the NBCUniversal Sourcing team the opportunity to introduce minority suppliers that could provide services in categories as diverse as tax-incentive management, set design, and construction

- Throughout 2011, Comcast and NBCUniversal sought advice and recommendations from its external Joint Diversity Advisory Council regarding potential outreach opportunities to enhance the company's utilization of diverse suppliers

- In addition, NBCUniversal considered the advice and recommendations of its Supplier Diversity Councils regarding spending with diverse suppliers and increasing the number and qualification of diverse suppliers. For instance, the Supplier Diversity Council identified suppliers to participate in the Film and TV Production Fair discussed above. Members also were key in identifying and introducing NBCUniversal to local trade fairs and supplier matchmaking events

▲ In 2011, Comcast and NBCUniversal spent over $1 billion with diverse suppliers, including minority-, woman-, and veteran-owned business enterprises.

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taking on big challenges
supplier diversity (cont.)

Encouraging Subcontractor Diversity (Tier II)

Comcast and NBCUniversal's Supplier Diversity Program offers every business — regardless of its ownership — an opportunity to compete for business within our company. We believe that encouraging prime (Tier I) vendors to subcontract with diverse second-tier (Tier II) vendors can expand our business with diverse vendors while reducing barriers to entry for those businesses. To that end, we have taken steps to further our goal of increasing the number of prime (or Tier I) suppliers who provide second-tier (Tier II) data by encouraging Tier I vendors to work with the company to help expand the Supplier Diversity Program through the successful creation of Tier II opportunities for diverse businesses.

Comcast's standard Request for Proposal (RFP) language encourages Tier II diversity, and Comcast considers Tier II diversity among its criteria for purchasing decisions. NBCUniversal has added Tier II reporting to all new contracts and requests for proposals. This reporting requirement will also be added to older contracts after they expire and are renegotiated.

Comcast entered into an agreement with a third-party vendor for a centralized vendor management system. These expanded resources enable a new and more robust Web-based database and registration site for diverse suppliers interested in doing business with Comcast; a consolidated list of diversity-owned suppliers across multiple industries and geographic locations; and additional software, tools, and outsourced professional service resources to assist in supplier diversity efforts for both Tier I and Tier II spending. The expanded operational resources will include an online portal through which prime contractors can upload information regarding Tier II vendors on a voluntary basis.

17,000
diverse businesses registered

▲ With diverse suppliers in key business areas — including installation contractors, fleet, marketing, furniture, office supplies, and information technology — Comcast and NBCUniversal currently have nearly 17,000 diverse businesses registered across our vendor-intake websites.

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taking on big challenges
supplier diversity (cont.)

Building Capacity

Comcast and NBCUniversal participate on boards and in programs that assist with growth of diverse business enterprises.

Our board and advisory council participation includes:

- Comcast is a member of the Organization of Chinese Americans' Business Advisory Council

- Ajamu Johnson, Comcast Cable's senior director of supplier diversity, serves on NaVOBA's Corporate Advisory Council, and the Advisory Council for the Urban League of Philadelphia's Center for Entrepreneurship. Another member of Comcast's procurement team serves on the New Jersey BPU Supplier Diversity Development Council

- Thomas Nathan, Comcast Cable's senior vice president and senior deputy general counsel, is a member of NAMWOLF's Advisory Council. Douglas Gaston, senior vice president and general counsel of Comcast Cable, serves on the Board of the Philadelphia Diversity Law Group, an organization committed to increasing the number of attorneys of diverse backgrounds working at law firms and in corporate law departments in the Greater Philadelphia region

- Christine Simmons, NBCUniversal's director of supplier diversity, sits on the Board of Directors of the Greater Los Angeles African American Chamber of Commerce and the American Indian Chamber of Commerce of California's Advisory Council

- Chuong Bui, NBCUniversal's manager of supplier diversity, sits on the American Indian Chamber of Commerce of California's Corporate Advisory Council and the American Indian Chamber of Commerce Advisory Council

Our 2011 capacity-building activities included:

- Comcast and NBCUniversal participated in the 40th Annual Conference of the Rainbow PUSH Coalition and Citizenship Education Fund in Chicago, including a panel discussion by company executives to educate diverse suppliers on how to do business with the company

- Comcast participated in Restart Philadelphia's "Procurement Professionals" panel featuring procurement officers from various sectors to educate attendees on what is required to become a source of procurement for businesses and organizations

- Comcast and supplier diversity professionals from various industries participated in a panel highlighting the use of small-business partners as part of the Urban League's Small Business Empowerment Showcase at the Federal Reserve Bank of Philadelphia

- Douglas Gaston, Comcast Cable's senior vice president and general counsel, has attended National Bar Association Commercial Law Section conferences, most recently in 2011, to identify and meet with representatives from minority- and women-owned law firms

- Comcast participated in a panel presentation to the NBCC focused on sourcing opportunities with Comcast and NBCUniversal

- During the California Cable Supplier Diversity Fair, Comcast and other major cable operators held a panel on "Connecting Communities We Serve with Business Opportunities"

Banking Partnerships

Comcast's history of involvement with the minority-owned banking community spans more than 20 years and continued throughout 2011. NBCUniversal participates in Comcast's minority-owned banking initiatives as well. We value our relationships with minority-owned banks and investment firms that offer differentiated and tailored solutions designed to address the company's needs, including lending through credit facilities, brokerage services for stock repurchases, bond underwriting, and commercial paper issuance, as well as traditional banking and deposit arrangements.

Legal Resources

In 2010, Comcast became a founding member of the Inclusion Initiative, a collaborative effort of several companies designed to increase the utilization of diverse law firms. Comcast and NBCUniversal have increased spending with diverse law firms, and in 2011 the combined company spent more than $1.6 million with them. In addition, Comcast and NBCUniversal's legal teams are focused on expanding the amount of business done with minority and female lawyers at majority-owned firms.

Advertising Spend

Together, Comcast and NBCUniversal increased spending on advertising with minority-owned media in 2011 by $7 million, primarily with African American–owned media. Grupo Gallegos is Comcast's primary advertising agency for Hispanic-targeted creative, and Burrell Communications is our primary advertising agency for African American targeted creative.

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taking on big challenges

independent networks

Comcast is committed to delivering programming that reflects the diverse interests of our customers across all of our platforms.

Minority-Owned/Operated Independent Networks

After a thorough evaluation of more than 100 proposals, Comcast unveiled plans to distribute four new minority-owned and/or operated independent networks on Comcast Cable systems, launching between May 2012 and January 2014. These new networks — Aspire, BabyFirst Americas, El Rey, and REVOLT — are the first of 10 new, independent channels that Comcast will launch over the next eight years to significantly expand our ethnic and independent programming.

Aspire

Spearheaded by entrepreneur and NBA Hall of Famer Earvin "Magic" Johnson, in partnership with GMC TV, Aspire is dedicated to delivering enlightening, entertaining, and positive programming to African American families, including movies, documentaries, short films, music, comedy, visual and performing arts, and faith and inspirational programs. Aspire will celebrate the successes, achievements, and accomplishments of the African American community and create new opportunities for the next generation of African American visionaries.

REVOLT

Proposed by superstar and entrepreneur Sean "Diddy" Combs and MTV veteran Andy Schuon, this network is designed to present programming inspired by music and pop culture, including music videos, live performances, music news, and interviews, and will incorporate social media interaction for music artists and fans.

BabyFirst Americas

Proposed by Spanish language television veteran Constantino "Said" Schwarz, this network is designed for infants, very young children, and their parents, and emphasizes the importance of early development of verbal, math, and motor skills.

El Rey

Proposed by legendary Hollywood director Robert Rodriguez and FactoryMade Ventures executives John Fogelman and Cristina Patwa, this network is designed to be an action-packed, general entertainment network in English for Latino and general audiences that includes a mix of reality, scripted, and animated series, movies, documentaries, news, music, comedy, and sports programming. The El Rey network will include programming that features Hispanic producers, celebrities, and public figures.

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taking on big challenges

diverse content

The Africa Channel

Comcast expanded distribution of The Africa Channel to over 2 million additional subscribers in Detroit, Chicago, and the Washington, D.C. area; in addition, The Africa Channel launched in the Comcast markets of Northern Santa Barbara County, Savannah, Charleston, and South Florida. The Africa Channel is the first mainstream television network in the United States fully dedicated to showcasing the richness, diversity, and beauty of modern Africa and its people.

TV One

Comcast expanded carriage of TV One to more than 600,000 additional customers in the Chicago and Miami markets. TV One is a real-life and entertainment cable network for African American adults.

MYX TV

In 2011, Comcast launched MYX TV in Seattle and western Washington State to over 500,000 additional subscribers. MYX is a 24-hour music lifestyle channel that entertains with an eclectic mix of fusion mainstream hits, popular music from Asia, and a healthy dose of independent music. MYX is a channel made by and for Asian Americans.

Mnet

In 2011, Comcast announced a significant new carriage agreement with Mnet, the only 24/7 English-language national network in the United States targeting Asian Americans and fans of Asian pop culture. By the end of 2011, carriage of Mnet was extended to more than 2 million Comcast subscribers in Boston, Chicago, Sacramento, and San Francisco.

On Demand and Online African American Programming

In 2011, Comcast featured more than 60 hours of On Demand programming that delivered more than 260 choices of television entertainment and music from various African American-oriented content providers. This On Demand lineup included BET, Hip Hop On Demand, TV One, and Black Cinema On Demand. In addition, Comcast offered 54 hours and more than 500 online choices geared toward African American audiences.

On Demand and Online Asian American Programming

In 2011, Comcast offered approximately 189 hours and nearly 60 choices through multiple VOD services geared toward Asian American audiences, including Filipino On Demand, Bollywood On Demand, Cinema Asian America, Kpop, and the Funimation Channel. In addition, Comcast offered 114 hours and nearly 200 choices from Bollywood Hits On Demand available online.

Hispanic Programming

As the nation's largest cable or satellite provider of Spanish-language network packages, we deliver more than 60 Hispanic cable networks across many Comcast Cable systems. The company launched a package of 40 to 60 Spanish-language channels in all of the company's major Hispanic markets, including Atlanta, Boston, Chicago, Denver, Houston, Northern California, Philadelphia, Salt Lake City, South Florida, and Washington, D.C. In 2011, we expanded our Hispanic programming through the additional carriage of nine Hispanic programming networks by more than 17 million subscribers. Networks include Azteca America, Galavisión, HITV, LATV, mun2, nuvoTV, Telefutura, Telemundo, and Univision.

On Demand and Online Hispanic Programming

In 2011, Comcast launched XFINITY TV in Spanish and more than tripled its Hispanic VOD offering with new content from Telemundo, Galavisión, TeleFutura, and mun2. Comcast also made more movies available the same release day as DVD in Spanish than ever before and offered all new-release movies in Spanish. On its Hispanic tier, Comcast offered more than 500 hours of content and more than 400 choices in 2011, including more than 100 choices from Telemundo and mun2, as well as content from Univision, Tr3s, Music Choice Latino, Nick En Español, Sprout en Español, and many other providers. In 2011, Comcast offered approximately 800 hours and more than 650 online choices of both long-form and short-form Hispanic-themed TV series and movies.

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taking on big challenges

other highlights

The Movement

In November 2011, special screenings of *The Movement* were held in New York and Los Angeles. *The Movement* tells the story of five individuals who overcame extraordinary obstacles and provide inspiration as real, everyday heroes. Vice Chairman and Chief Operating Officer of Universal Pictures Rick Finkelstein, who was paralyzed from the waist down following a 2004 skiing accident, is prominently featured in this film. He learned to ski again with the help of the Make A Hero Foundation (MakeAHero.org).

Hispanic Business Today: American Success Stories

In 2011, NBCUniversal assisted in the launch of a weekly English-language business-news program, *Hispanic Business Today: American Success Stories*, independently produced by the United States Hispanic Chamber of Commerce (USHCC). Available in 45 markets, the program showcased how Hispanic entrepreneurs and local Hispanic chambers of commerce boosted economic development by facilitating business contacts and creating jobs. At the USHCC's request, NBCUniversal also provided a financial contribution to underwrite the production of new episodes. The company also provided relationship assistance to the USHCC to enhance distribution opportunities for the program in key markets and will continue to provide additional distribution support based upon its experience and contacts in the industry.

Telemundo Expands O&O News

In 2011, the Telemundo Station Group announced a multi-million dollar investment in upgrading local technical infrastructure at its top Hispanic market stations to provide local high-definition news production capability. NBCUniversal scheduled and began producing and airing what will amount to more than 1,200 hours of additional local news programming per year at the Telemundo Station Group stations.

ALMA Awards

In September 2011, Comcast and NBCUniversal jointly supported the National Council of La Raza's (NCLR) 2011 American Latino Media Awards (*ALMA Awards*), which celebrate the nation's most outstanding Latino performers and productions that promote accurate and positive images of Hispanics in entertainment.

With support from Comcast, NBC broadcasted a one-hour primetime special covering the *ALMA Awards*. mun2 produced a two-hour special as part of its weekly music variety show, *18 & Over*, from the *ALMA Awards* red carpet, spotlighting the fashion, star arrivals, and showcasing some of the biggest music videos of the year.

Comcast provided aggressive cross-promotional support through every marketing means available, including promotional spots on broadcast and cable, email lists and digital assets, and substantial PSA airtime. Telemundo and mun2 also ran aggressive promotional campaigns on the *ALMA Awards* and made virtually all of their *ALMA Awards* material available to Comcast for our On Demand platform, including exclusive behind-the-scenes access and interviews.

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taking on big challenges

community investment

With Comcast and NBCUniversal, diversity goes far beyond the workplace. By partnering with organizations focused on diversity as intensively as we are, we can help shape the future of our industry and society as a whole.

National Urban League

Comcast began a long-term partnership with the National Urban League in 2007. Urban League chapters support our digital literacy efforts and partner with us on Comcast Cares Day. Through both cash and in-kind support of Urban League initiatives, including its Annual Conference and the State of Black America Press Conference, both Comcast and NBCUniversal aspire to increase awareness of and further develop the National Urban League's educational programs to help address the needs of the African American community.

In 2011, Comcast provided the National Urban League with more than $12 million in airtime for the organization's "I Am Empowered" campaign.

National Council of La Raza

The company has been working in partnership with the National Council of La Raza (NCLR) since 2006, improving lives in Hispanic communities through its 300 local affiliates, which provide direct services, resources, and assistance. NCLR affiliates support our digital literacy efforts and benefit from Comcast Cares Day volunteer efforts. In 2011, Comcast and NBCUniversal provided more than $3 million in airtime to support NCLR priorities, including the *ALMA Awards*.

Diversity in Journalism

Comcast and NBCUniversal support a number of organizations committed to developing opportunities for diversity in the media industry. In 2011, NBCUniversal provided major sponsorships for the annual conventions of the Asian American Journalists Association, the National Association of Black Journalists, the National Association of Hispanic Journalists, the National Lesbian and Gay Journalists Association, the Native American Journalists Association, and the South Asian Journalists Association.

In addition to financial support, NBCUniversal collected resumes, reviewed talent reels, and informally advised more than 750 candidates.

in 2011, comcast provided support to 75 organizations offering fellowship, internship and scholarship programs — more than 30 support diverse beneficiaries

Emma L. Bowen Foundation for Minority Interests in Media Internship Program

Each year, Comcast and NBCUniversal give minority high school and college students an opportunity to pursue their interests in media and communications through our partnership with the Emma L. Bowen Foundation's multiyear work/study program. In 2011, Comcast and NBCUniversal hosted 129 interns, the most of any company and a true reflection of the company's continued commitment to diversity.

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taking on big challenges
community investment (cont.)

Asian American Justice Center

In 2010, Comcast established a partnership with the Asian American Justice Center, an organization devoted to advancing the human and civil rights of Asian Americans as well as building and promoting a fair and equitable society for all. The organization supports our digital literacy efforts and hosts several Comcast Digital Connectors programs around the country, including Atlanta, San Francisco, and St. Paul.

Additional Partners

- Gay & Lesbian Alliance Against Defamation (GLAAD)
- League of United Latin American Citizens (LULAC)
- Veterans Support Foundation
- American Indians in Film & Television
- American Association for People with Disabilities (AAPD)

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engaging employees

Together, Comcast and NBCUniversal hope to create a company that will inform, entertain, connect, and inspire our audiences. These aspirations begin with our people — 126,000 employees strong — dedicated to providing a superior experience for all of our consumers. We're creating a great place for our employees to work and offering them highly competitive compensation and benefits for their time and talents, as well as the training and leadership development they need to grow with our ever-evolving business.

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the people behind our progress

an investment in our future

Photo by Vada Michelle Photography

LEO JUAREZ, PRODUCER
NBC NEWS

Leo Juarez started out as a newspaper reporter at *The Orange County Register* before going to graduate school to gain TV experience. That's when he had the opportunity to apply to the NBC News Associates Program, which focuses on training and development to attract and retain diverse talent. "That's when my world changed forever," he says.

The year-long program involves four three-month rotations. Leo began on the network assignment desk in New York City to get a "big picture view of how the network operates." From there he did a stint at *NBC Nightly News*, then *Weekend TODAY*, and finally at NBC's Chicago bureau.

"We learned how newsgathering at a network happens," Leo says. "Working at *Nightly News* was an eye-opening experience, to see the best of the best in action, and how the program comes together during the course of each day.

"With all these rotations, you're thrown into the water and you've got to swim," he says. "At the same time, people are good about not letting you get overwhelmed and they're always available to provide guidance."

Today, Leo works as one of three bureau producers in Atlanta, providing segments for all the news shows in the Southeast region — from Texas to Florida to the Caribbean and Latin America. He's usually in the field producing live remotes, and even doing some shooting.

Looking back on his experience in the News Associates Program, he sees it as the network's investment in the future. "The majority of participants get jobs and probably move along a little faster because of the program," he says. "It gives you a lot of exposure in a short time and the opportunity to make an impression on, and to meet, a lot of talented people.

"I'm extremely grateful. I don't know if I'd be this far along if I hadn't been in the program. And it's great to stay in touch with my fellow News Associates colleagues who are in great producing jobs around the news department," he says. "We help each other, and we're all very motivated to do great things."

Leo also learned about ethics and journalistic integrity at NBC. "I saw that the people in news really care about this network, and they want to be as fair and accurate as humanly possible," he says. "It gave me a new appreciation for the news business. Every minute decision, day in and day out — the stuff that people don't see — is essentially an ethical decision, about being fair and accurate. It makes me proud to be a part of this organization."

"We help each other, and we're all very motivated to do great things."

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the people behind our progress

the fundamentals of leadership

Photo by Chris McGuire Photography

WENDY LIU, DIRECTOR, CUSTOMER SERVICE OPERATIONS AND STRATEGY COMCAST CABLE CENTRAL DIVISION

As Director of Customer Service Operations and Strategy for the Central Division of Comcast Cable, Wendy Liu supports more than 5,000 customer care employees across 26 call centers serving a base of 9.8 million customers.

"My team and I enable our frontline employees to own the customer experience on every call and resolve the issue on the first call. We identify ways to help our agents to serve our customers better and to make the customer interaction a great experience for both the agent and the customer. We're behind the scenes, but our work impacts the customers on every interaction."

One reason why Wendy earned her current role was her successful participation in Fundamentals of Leadership (FOL), Comcast's leadership development program that focuses on developing high-potential employees at the middle-management level. The curriculum prepares participants for leadership roles by challenging them to redefine themselves as leaders, to reinvent business processes, and to leverage partnerships at work and in the community. The program also broadens their understanding of business operations through executive leader-facilitated discussions on management, company finances and measurements, and problem solving.

Since its introduction in 2002, more than 400 employees have completed the FOL program.

"FOL had long-term impact on me personally and professionally, which led to my promotion to Customer Care Director," says Wendy. "It changed the way I work and how I accomplish my goals. I learned how to leverage relationships, become a strong leader, and work across organizations to build lasting partnerships."

The lessons she learned can work in any setting. "In any organization, it really helps to be able to identify problems and issues and determine how to reach the outcome you want," she says.

"In the end, the program gave me confidence to advance as a leader, to put myself out there and express my ideas and my career goals," Wendy explains. "I can apply the lessons I've learned from the FOL program in my everyday work and home life.

"FOL is an incredibly well-organized, thoughtful and creative program," Wendy says. "It really helped me get the wheels in motion and I couldn't be more grateful for having the opportunity." Having been promoted to a director role for the Chicago market during her participation in the program, she has since been promoted to an expanded role supporting the Central Division.

"In the end, the program gave me confidence to advance as a leader, to put myself out there and express my ideas and my career goals."

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taking on big challenges

workplace

Building Our Pipeline and Our Future

The recruitment, development, and promotion of all talent are top priorities for Comcast and NBCUniversal. The company's long-term success depends on our commitment to leadership development and training programs. The company uses proven methods — formal mentoring, executive leadership, boot camp programs, and incentives — to identify, hire, and promote high-potential candidates, diverse and non-diverse, across the board. Partnerships with external organizations that share our mission to provide greater career advancement opportunities for candidates augment our leadership development and pipeline programs.

We offer more than 80 advancement programs, both in-house and with external partners, for Comcast and NBCUniversal employees. For a complete list of our development programs, see Appendix B.

Executive Leadership Forum

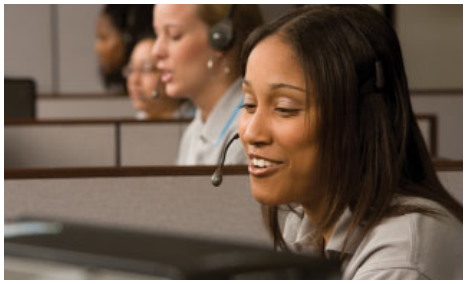
Comcast and NBCUniversal share this flagship leadership program, focused on the development of leaders for the executive level. Targeting high-potential leaders from across the business, this intense program consists of three phases: executive leadership, operational knowledge, and personal leadership insight. The program deepens participants' understanding of our business, broadens their appreciation of various leadership styles, and enables them to use new leadership skills. Through in-class learning, group projects, and required community involvement, participants develop cross-functional knowledge, process improvement strategies, leadership skills, and team effectiveness. Since its introduction in 1999, more than 400 employees have completed the program.

$10 million

▲ Executive Leadership Forum (ELF) participants pilot projects for the company to consider implementing. An energy-billing and power-supply-audit pilot presented by an ELF team in January 2011 was immediately implemented, saving the company in excess of $10 million annually.

The Financial Management Leadership Program

High-potential, early-career finance and accounting professionals obtain broad financial, operational, and leadership skills and experience through this three-year program. Executive mentoring, unique rotational assignments, and customized financial and leadership curriculum support our growing need for financial leaders with a depth of experience in the company's broad operations. Participants in the 2011 program included both Comcast and NBCUniversal employees.



Skills-Based Training for Frontline Employees

Our nationwide training and development organization, Comcast University, offers three training programs designed to provide career paths within the company. The CommTech program for field technicians teaches customer-interaction skills, installation and repair of advanced services, and safety. The XOC program for our eXcellence in Operations employees develops skills in powering systems, leakage detection, outage detection and prevention, and emergency restoration of fiber optics. Training for our customer care employees is designed to expand skills in customer interaction, problem solving and resolution, troubleshooting, and advanced knowledge of products and services. As employees progress through this training and demonstrate advanced skills, knowledge, and performance, they are promoted and receive increased compensation.

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taking on big challenges

benefits

Comcast and NBCUniversal provide a rich, competitive benefits package for both full-time and part-time employees. We're continually evaluating existing and future benefits with the well-being of every employee in mind. Here is a sampling of the benefits our employees receive:

Healthcare Coverage

Comprehensive medical, prescription, dental, and vision coverage.

Employee Assistance Program (EAP)

The EAP provides assistance with a wide range of personal issues and concerns on a confidential basis.

Tuition Reimbursement

Comcast and NBCUniversal believe that ongoing education and training helps both our employees and the company. To assist with lifelong learning, we funded more than $15 million in tuition reimbursement for approved undergraduate and graduate degree completion programs in 2011.

Life Insurance

Basic Life Insurance provides a benefit of 1-1/2 times annual base earnings. Additional optional, spousal, and child life insurance are also made available for purchase at competitive group rates.

Short-Term Disability

Regular full-time employees are eligible to receive up to 26 weeks of short-term disability coverage for a qualified disability.

Stock Purchase Plan

We enable employees to share in our success by allowing them to purchase shares of Comcast stock at a 15% discount through our Stock Purchase Plan.

$200 million

▲ Employees received more than $200 million in courtesy services in 2011.

Long-Term Disability

Regular full-time employees have the option to purchase long-term disability coverage.

401(k)

In 2011, we contributed $200 million toward our employees' retirement security through our 401(k) matching contributions.

Additional Voluntary Benefits

Comcast and NBCUniversal offer voluntary benefits, including group legal services, homeowners and auto insurances, pet insurance, identity theft insurance, and commuter benefits.

Courtesy Services

Employees who live in areas where we provide service receive free digital television and high-speed Internet service, as well as deeply discounted telephone service and other features. In 2011, we provided more than $200 million in courtesy services to our employees.

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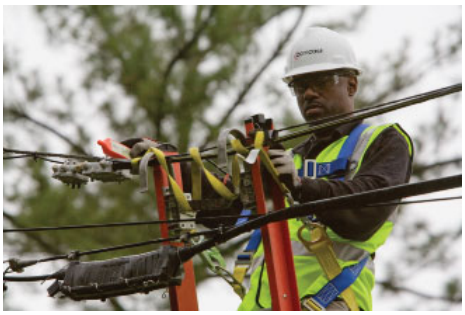
safety

We are committed to providing employees with a safe, healthy, and productive work environment, free of recognized hazards. Each employee is expected to consider safety a personal responsibility, and we provide safety policies and procedures to support our employees every day. Employees are required to promptly report any potentially unsafe conditions, and they are required to work safely — including wearing safety equipment when required by the job.



Occupational Safety and Health Administration (OSHA) Compliance

Our safety program also focuses on compliance with all applicable Occupational Safety and Health Administration (OSHA) regulations across all Comcast and NBCUniversal businesses. We work on a wide range of issues covered by state and federal OSHA agencies, including fall protection, work zone safety, employee personal protection, and indoor air quality. In 2011, Comcast Cable logged a year-over-year reduction in OSHA recordable incidents of 5.8%. In addition, Comcast and NBCUniversal recorded zero work-related fatalities in 2011.

Motor Vehicle Incident Rate

Comcast employees drove more than 360 million miles in 2011 on company business, while logging a year-over-year motor vehicle incident reduction of 6.8%.

44%
improvement

▲ 2011 was NBCUniversal's best performance year, with an OSHA recordable incident rate of 2.3, a 44% improvement since 2004.

Workplace Environment

We are committed to taking all reasonable steps to ensure our business does not have an adverse impact on our environment. In the normal course of business, we undergo Environmental Protection Agency (EPA) inspections from local, state, and federal enforcement agencies.

Department of Transportation Compliance

Comcast and NBCUniversal have implemented programs to ensure compliance with all the applicable Federal Department of Transportation (DOT) and state agency rules and regulations.

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improving our environment

Comcast and NBCUniversal, like many companies, are seeking ways to reduce our environmental footprint and our energy consumption. Through internal development and strategic partnerships, each area of our business is creating processes, capitalizing on innovative technology, and delivering our services in new ways that lessen our impact on the environment.

At Comcast, we are focused on reducing energy usage, both by our customers in the home and by our business operations. We are also reducing energy consumption and waste by operating the tenth-largest commercial fleet of hybrid vehicles in the United States. At NBCUniversal, we focus on sustainable best practices across our business including facilities, production, and theme parks. To improve our performance, we designed comprehensive guidelines to reduce energy consumption and waste.

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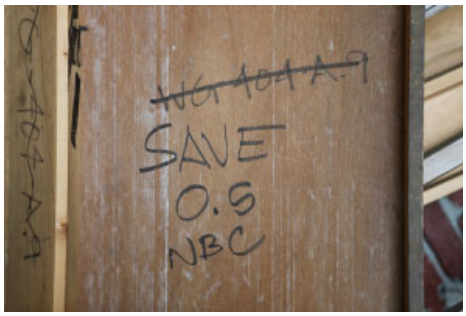
the people behind our progress

reuse, recycle & repurpose

Photo by Chris Haston/NBCUniversal

KURT FORD, SENIOR VICE PRESIDENT, PRODUCTION SERVICES & BECKY CASEY, DIRECTOR, PRODUCTION SERVICES, NBCUNIVERSAL



The Television Asset Center is a company institution that evolved organically to solve an important business problem: What could be done with all the sets, scenery, equipment, and furniture once a TV show goes off the air? Since NBCUniversal produces anywhere from 32 to 48 shows at one time, there are tens of thousands of items that can be reused.

"We started in the late 1980s, when we realized there was value in keeping and reusing sets for children's shows on Saturday morning — way before many of us understood what 'green' meant," says Kurt Ford, senior vice president of production services at NBCUniversal.

With a focused intent to reuse and recycle sets, the next step was to address *all* the assets from a production when a show wraps — assets such as props, wardrobe, set decoration, construction materials, office supplies, and furniture. A comprehensive reuse program was created that considered systems for returning all assets to one central location, completing an inventory of assets, methods of reuse, as well as shipping and storing viability. The Television Asset Center was formed to house this undertaking. At the end of 2011, the Asset Center housed well over 100,000 items.

"Now when a show wraps, there's a highly efficient and organized process in place to collect and store the assets, which we turn around very quickly," says Becky Casey, director of production services. "It's comprehensive — we bring all the assets under one umbrella — and environmentally impactful."

When a new show gets the green light and office space is secured, the Asset Center turns into a shopping mall. "Set decorators, costumers, propmasters, grips, and production assistants come in and grab a double-decker cart, shop for what they need, sign everything out, and take it away that day for free," Becky explains.

In Los Angeles, productions like *Parenthood* and *The Office* utilize the Asset Center to supplement their new sets and needs, continuing reuse well into the season. Out-of-town productions such as *Grimm* also use the Asset Center to stock their sets. In addition to visiting the Asset Center in person, production teams in other

A shopping mall of saved sets, ready to be repurposed

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the people behind our progress
reuse, recycle & repurpose (cont.)

locations can search the Asset Center's online database, request what they want, and have it delivered. A new and improved website, soon to be launched, will allow shows to view their own inventory in storage, as well as review all sets, floor plans, wall photos, and open stock pieces available for use.

Not all the assets inventoried find their way onto another show, but with an eye on minimizing environmental impact, the TV Asset Center looks for ways to recycle. "We keep and reuse most of our items, but some assets are auctioned off, some are donated to charities or student films, and some are loaned to museums.

"Repurposing all of these assets cuts down on waste and construction, and generates significant savings, since a great deal of these materials would have to be acquired — about $750,000 in savings in production costs annually," Kurt explains.

With such efficiency and cost savings — as well as the company's commitment to recycling — the TV Asset Center warehouse recently doubled in size to a 160,000- square-foot reuse facility. "We're even looking into duplicating the model in Toronto or New York, where many shows are produced," says Becky.

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the people behind our progress

open, install & activate

Photo by Peter Tobia

RONNI CAROMANO, SENIOR MANAGER, SELF-INSTALL OPERATIONS COMCAST CABLE

Self-installation is a growing consumer trend. For more and more consumers, the act of "unboxing" — removing a product from its packaging — is part of what makes that product so attractive to them and makes them feel good about their purchase. In 2011, Comcast merged this consumer trend and our interest in sustainability by redesigning our existing single- and double-product Self-Install Kits and introducing a new Triple-Play Self-Install Kit. Self-installation now comprises more than 20% of all new connects to Comcast cable services.

"While we've made Self-Install Kits available to customers for years, consumer demand has really been turned up only over the last few years," said Ronni Caromano, senior manager of Comcast self-installation operations. "Customers want convenience, and many are comfortable enough with technology to install their service themselves, on their own schedule. We've studied industry best practices and conducted focus groups with our customers to create a self-install product and process that's easy to open, install, and activate."

Comcast's Self-Install Kits are based on four key design principles: simple instructions, clearly labeled equipment, well-organized presentation of all materials, and online activation. Working with green-minded printing and fulfillment vendors, Self-Install Kits and packing materials are 100% recyclable.

"Everything required to set up and activate Comcast TV, phone, and Internet services is included in a clean, simple presentation with instructions printed on the inside of the box lid and 'a place for everything' accessory tray," Ronni explains. "Every successful Self-Install Kit installation improves customer satisfaction, reduces business expenses as we need to roll fewer trucks to customer homes, and minimizes our impact on the environment."

Thousands of Self-Install Kits ship from six warehouses every day to customers around the country. Many customers order more than one kit, as they have multiple televisions and computers to equip. But every successful self-installation means one less Comcast Cable truck dispatched to a customer's home — approximately 1 million fewer trips in 2011 — reducing fuel usage and harmful greenhouse gas emissions.

"Ramping up our focus on Self-Install Kits is all part of our commitment to quality, to improving the customer experience, to innovation in process improvement, and to protecting the environment," Ronni says.

Every successful self-installation means one less Comcast Cable truck dispatched to a customer's home — approximately 1 million fewer trips in 2011.

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taking on big challenges

consumer

Green is Universal Programming

Each month, NBCUniversal reaches more than 100 million consumers via our 50 on-air, online, and mobile platforms. With a diverse portfolio that includes news, entertainment, sports, and lifestyle brands, environmental programming takes on many shades of green throughout the year. To celebrate Earth Week and Green Week, NBCUniversal dedicated programming across all of its brands to inform and educate audiences about the environment.

For more on *Green is Universal*, please visit greenisuniversal.com

EcoBill

Comcast offers a paperless invoice program, EcoBill, enabling our customers the option of receiving their bills electronically. At the end of 2011, 5.4 million Comcast customers had enrolled in EcoBill, representing more than 24% of our customer base. The EcoBill program conserves more than 84 million sheets of paper and 137 million envelopes on an annual basis.

Universal Studios Home Entertainment

NBCUniversal's commitment to reduce carbon emissions and lessen our environmental footprint includes making the products we provide more environmentally sustainable.

Since June of 2009, all lithographs and product inserts have been printed on paper that contains 10% post-consumer waste, FSC-certified fibers, and 15% less paper fiber. We estimate nearly 1.3 million fewer pounds of carbon dioxide have been emitted since 2009 as a result.

All point-of-purchase corrugate displays are manufactured with 75% post-consumer waste and recycled-content material; most are printed with environmentally friendly, water-soluble inks.

▲ In 2009, we switched to a DVD case with 20% less plastic than standard cases. To date, a total of 155 million of the new DVD cases have been used, representing a 1,600-ton reduction in plastic consumption.

Universal Orlando Resort®

Whether through conservation, recycling, education or designing theme park attractions, Universal Orlando Resort is minimizing its impact on the environment. We have more than 2,300 recycling bins, and we recycled 255 tons of plastic and glass bottles, 23 tons of aluminum cans, 1,188 tons of cardboard, 745 tons of yard waste, and 3,300 wood pallets in 2011.

We also saved approximately 491,000 kWh as a result of increased energy-conservation efforts, including more efficient lighting, such as new LED fixtures inside the E.T. Adventure® attraction at Universal Studios Florida®; and a new, more efficient air compressor to power special effects for the Cat in the Hat™ attraction at Islands of Adventure. The Simpsons Ride™ also conserves energy by incorporating an "on demand" hydraulic power system. Total energy savings across the entire resort during 2011 was enough to power approximately 40 average-size homes in the Orlando area for an entire year.

We use cleaner-burning biodiesel fuel in all our mobile diesel equipment and water taxis, and we use environmentally friendly horticultural practices, such as supplementing nutrients in potting soil with coffee grounds.

Similar sustainability efforts are underway at Universal Studios Hollywood®, where we recycled more than 400 tons of plastic bottles in 2011 and diverted 93% of our waste from local landfills.

All three Loews Hotels at Universal Orlando Resort are certified members of the Florida Green Lodging program.

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taking on big challenges

production

Both behind the scenes and in front of the camera, our TV and Film operations are integrating sustainability into our productions. While the work we do to increase awareness of the environment on-air and on-film is highly visible, audiences might not realize that we are also working hard behind the scenes to "green" our production practices.

Hop — Green Behind the Scenes

In 2011, Chris Meledandri's Illumination Entertainment created the worldwide live action-CG comedy hit *Hop*. The entire crew from this live action and animated family feature worked together to implement environmentally friendly practices throughout the production process.

In addition to comprehensive recycling on set, *Hop* caterers and crew separated food-related waste to be sent to a commercial composting facility, diverting 34 tons of on-location set waste from reaching a landfill. All crew members were issued reusable water bottles, preventing more than 15,000 individual plastic water bottles from being consumed. Energy-efficient technology was used where possible, including rechargeable batteries for the sound department and solar-powered portable restrooms for use on location. Previously used materials were acquired for set construction, and work tables and costumes were cleaned with environmentally responsible detergents and dry cleaning. The *Hop* production office used 30% recycled-content paper, ENERGY STAR appliances, and nontoxic soaps and cleaners.

Syfy
Imagine Greater

EMA Green Seal

In 2011, several NBCUniversal TV shows and films were recognized with the Environmental Media Association's (EMA) Green Seal, which honors progress in sustainable production. The TV shows include *Alphas* (Syfy), *In Plain Sight* (USA), *Parenthood* (NBC), *Royal Pains* (USA), and *Warehouse 13* (Syfy). The films include *Being Flynn* (Focus Features), *Hyde Park on Hudson* (Focus Features), *This Is 40* (Universal Pictures), and *Wanderlust* (Universal Pictures).

For more information about sustainable production, please visit

- *Green is Universal* Film Production
  greenisuniversal.com/learn/about-us/film-production
- *Green is Universal* TV Production
  greenisuniversal.com/learn/about-us/tv-production

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taking on big challenges

facilities

Data Centers

To be one of the world's leading media, entertainment, and communications companies requires the use of significant resources — but it doesn't mean we can't conserve energy. At each of Comcast's 12 national data centers, maximizing efficiency in our operations is an important priority. In 2011, even as we continued to grow as a company, we reduced both our data center space needs and energy requirements by installing "virtualization infrastructure" that enabled 34% of our existing servers to handle multiple applications.

We embrace the same energy-efficient practices when we open or expand data centers. One of our largest and newest facilities, the 10,000-square-foot North Lake Data Center opened in Illinois last year, has far less energy needs because of new technologies that allow us to draw on the outdoor air to cool the center 71% of the year.

Our use of these and other new technologies will enable Comcast to continue to realize true energy savings.

NBCUniversal's data center refurbishing project "virtualized" 60% of the center's physical servers and shut down 2,000 physical machines. The new center uses cold containment aisles and a fiber topology that replaced 300,000 feet of copper cable, as well as power-metering sensors. In total, the company retired and recycled 47 tons of hardware and cut power consumption by 11%.

As a result, NBCUniversal achieved the #5 ranking in *Computer World*'s Green IT Awards.

Newsweek Green Rankings

Comcast was recognized as a top 100 company by *Newsweek* magazine as part of its annual Green Rankings "U.S. 500" list, which assesses the environmental performance of the nation's 500 largest companies. In addition, for the first time, Comcast made *Newsweek*'s Green Rankings "Global 500" list, placing among the top 200 of the largest publicly traded companies based in developed and emerging markets worldwide. *Newsweek*'s Green Rankings are derived by looking at three components — environmental impact, environmental management, and disclosure.

Rank
100

Green Score
59.7

Environmental Impact
74.9

Environmental Management
56.8

Disclosure
4.2

Comcast Warehousing

Many Comcast warehouse facilities have installed or are in the process of installing balers and compactors, which bundle unused cardboard for recycling. As a result, our warehouses have reduced waste, in some cases by more than 50%.

LEED Certification

Comcast Corporation's headquarters in downtown Philadelphia, called Comcast Center, is one of the tallest LEED-certified buildings in the United States. The 58-story building, which earned LEED Gold status for its core and shell, stands 975 feet tall, and takes advantage of high-performance glass and sunscreens, as well as louvers in the atria, to maximize use of daylight.

The windows block 60% of the sun's heat while allowing in 70% of the daylight, helping to reduce lighting and cooling expenses. Comcast Center's water-saving fixtures save 3 million gallons of drinking water every year, using 41% less water than a typical office building. All parking is underground, eliminating exposed heat-absorbing asphalt, and the exposed plaza surface is shaded by trellises and trees, reducing the urban "heat-island" effect. Comcast Center operates a year-round recycling program, and is cleaned with Earth-friendly products.

Comcast Center was constructed with materials containing high levels of recycled content, and 80% of Comcast Center's wood products were sourced from forests with certification from the Forest Stewardship Council.

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taking on big challenges

transportation

Fleet and Hybrid Transportation

With the tenth-largest commercial fleet of hybrid vehicles in the United States, Comcast Cable continues to purchase alternative fuel vehicles while exploring new technologies with automobile manufacturers. Our new vehicle procurement is 80% alternative-fuel capable, with all vans and light-duty pickups flex-fuel-capable, and hybrid passenger vehicles.

Reduced Truck Rolls

Through our focus on innovation and self-help, many Comcast Cable customers are able to install or upgrade our products independently and solve problems online without requiring a visit from a Comcast technician. In addition, through focus and additional training, Comcast technicians were able to successfully install more customers, and repair more service challenges the first time. As a result, we reduced the number of truck rolls to customer homes by 4 million from 2010 to 2011, saving about 2 million gallons of gasoline.

we operate more than 6,300 hybrid and flex-fuel vehicles, resulting in a reduction of 60,000 gallons of unleaded gas and more than a 25% decrease in greenhouse gas emissions in 2011

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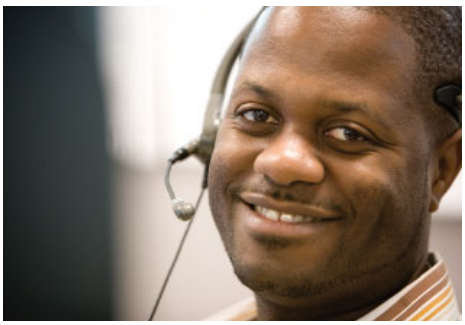
taking on big challenges

employees



Virtual Customer Care Representatives

We have implemented a successful virtual customer care representative program, enabling almost 1,400 customer care agents — nearly 5% of our care workforce — to work from home. In addition to improving employee satisfaction, the program reduces the need to construct and expand call centers, allows employees to work part-time or in split shifts, and reduces carbon emissions related to commuting to and from work.

Eco Ovation

NBCUniversal recognizes employees from around the world who are driving innovation and smarter business practices through more sustainable operations.

In 2011, 31 Eco Awards were given to individual employees and teams for driving measurable sustainability advances in their core business. Winning initiatives included the use of LED lighting, innovative studio design, and water conservation.

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taking on big challenges

procurement

ENERGY STAR Compliant

Comcast is working with its partners, including set-top box manufacturers and silicon providers, to meet ENERGY STAR requirements. Nearly 100% of the boxes we will buy in the future will be ENERGY STAR compliant. Currently, every digital transport adapter (DTA) we have deployed — more than 20 million over the last three years, and most through our self-install process — meet ENERGY STAR requirements.

Many of the boxes in our customers' homes today are on the ENERGY STAR Set-Top Box Qualified Product List. We are also actively working with our partners to create integrated "systems on a chip" that require less power to operate, and migrating features, such as program guides and apps, from the set-top box to the cloud. This could help simplify box functionality, which in turn could help reduce the amount of energy needed to operate them.

We're engaged with our vendor partners and with CableLabs to create a mechanism to allow for Light Sleep and Deep Sleep states on the set-top boxes. These will allow boxes to operate more efficiently by switching off core functionality when not actively in use. Using this strategy on the latest set-top box models, we have been able to spin down the set-top box hard drives during periods of inactivity, providing a power savings of about 20%. In order to gain additional energy savings, Comcast, our silicon partners, vendors, and CableLabs are actively working together to define the network, box, and end-user operations requirements. These will lead to additional savings in 2013, 2014, and beyond.

Supply Chain

The Comcast Supply Chain team is committed to maintaining an environmentally sound workplace and to partnering with our vendors to implement and promote green initiatives, including recycling, repurposing, and waste reduction programs.

Original equipment manufacturers have reduced in size or eliminated the manuals normally enclosed with packaging for cable set-top boxes and modems; these manuals are now available online.

Our vendors no longer use styrofoam end-caps to secure equipment during transport to Comcast warehouses. A 100% recyclable pulp end-cap is used, or vendors "bulk" the equipment, carefully placing each device in a recyclable bag with dividers and securing it to a pallet.

Our vendors are in compliance with all relevant laws relating to environmental protection, occupational safety and health, resource conservation, hazardous waste transportation, toxic substances, water pollution, and clean air, among many others.

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working with integrity

Comcast and NBCUniversal are committed to creating and fostering a work environment that promotes integrity and ensures compliance with international, federal, and state laws and regulations in our relationships with customers and other businesses. We operate with the highest standards of honesty, fairness, and integrity to create a great place to work for our employees and to deliver long-term value and shareholder returns.

"In a big company you need certain fundamentals to believe in. Around here, everyone knows that integrity comes first."
– RALPH ROBERTS, FOUNDER AND CHAIRMAN EMERITUS

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the people behind our progress

the news business is built on trust

Photo by Peter Tobia

DAVID MCCORMICK, VICE PRESIDENT, STANDARDS AND OMBUDSMAN NBCUNIVERSAL

For nearly 20 years, David McCormick has worked tirelessly to make sure that NBC News stands for accuracy, fairness, and independence. As vice president of Standards and Ombudsman, David, and NBCUniversal's dedicated News Standards Unit, set standards for newsgathering and reporting, prepare NBC News policies and guidelines, and hold mandatory training sessions regularly to ensure an adherence to the highest levels of ethics and integrity throughout our news organizations.

David's depth of experience in journalism as an investigative producer, news director, bureau chief, producer, and executive producer position him to serve as a "super editor," previewing stories to make sure they are fair and accurate.

"I offer another set of eyes and ears to a story, bringing an independent view at the end of the reporting process. Since I have nothing personally invested in the story, I am the ultimate viewer," David says. "My role is to determine if stories are well-sourced, if documentation is in hand to substantiate the facts reported, and if all sides of an issue are represented fairly in the final story."

David spends his days reviewing stories and full-length programs before they go on air, reading scripts, reviewing raw transcripts of interviews, and discussing with journalists the reliability of sources and their independent verification of information. "Experience tells me when to peel the onion back a little bit more, to dig a little bit deeper."

David also provides training to journalists across NBC News, including MSNBC, CNBC, our owned local television stations, Telemundo, and other program areas. This training is designed to make sure NBC News journalists understand that all news content — whether delivered by broadcast, cable, the Internet, mobile, or other devices not yet invented — must maintain the highest standards of journalism.

"Social media is a growing means of distribution for us, but we must be as fair in our reporting in only 140 characters on Twitter as we would be in a full-length feature news story," David explains. "Our journalists need to reorient their thought processes to remember Facebook, blogs, and tweets require the highest standards — no matter the competitive pressure to get the news out fast — and that's one element of our training."

Today's news environment is highly competitive and constantly evolving, but it all comes down to trust. "The news business is built on trust. Trust with sources. Trust with reporters and producers," David explains. "Complex and challenging stories, stories that need to be told, require a lot of work before they are ready to be labeled 'NBC News'. That effort is expected of us, and that's how we maintain the trust the American people have in us."

"Experience tells me when to peel the onion back a little bit more, to dig a little bit deeper."

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the people behind our progress

security & privacy on the internet

Photo by Peter Tobia

JAY OPPERMAN, EXECUTIVE DIRECTOR, SECURITY AND PRIVACY COMCAST CABLE

As the nation's largest Internet provider, we have more than 18 million high-speed customers, and Comcast is taking a leadership role in developing policy, technology tools, and customer outreach to help keep each one of them safe and secure online. "We are working to be the customer's trusted adviser on Internet safety. Not only is it good for business, but it's just the right thing to do," says Jay Opperman, executive director of security and privacy at Comcast Cable.

From viruses and hackers to malicious software and phishing, online security threats are real and varied. So, too, are Comcast's responses, as Jay works every day to develop and implement new and improved customer-security strategies, products, and services to keep our Internet users safe.

Comcast partners with many organizations — including Common Sense Media, National Cyber Security Alliance, NetSmartz, and Symantec — to find solutions and raise awareness about online security issues. We also work with the Family Online Safety Institute to develop public policy and special events to promote industry best practices, and we sponsor the Internet Keep Safe Coalition (ikeepsafe.org), joining with governors, attorneys general, educators, and others to teach families to use the Internet safely.

Jay also helps lead the Comcast Customer Security Assurance group, a dedicated team responding to real-time online security and safety threats. The group reaches out to about 1,000 customers every day, alerting them to potentially compromised personal and financial information. "The goal is to try to help customers feel safe and secure, and to do that proactively, not reactively," he says.

With Jay's guidance, Comcast in 2011 unveiled the Constant Guard Protection Suite, an Internet safety solution available to XFINITY Internet customers at no additional cost. A desktop application worth $360, Constant Guard provides the tools to help prevent, detect, respond to, and manage security threats. The program also sends out automatic service notices when a customer's security — usually concerning theft of identification — appears to be at risk. "We changed the culture from warning customers to assisting them," Jay says, adding that Constant Guard adds value to Comcast business operations and helps build trust with our customers. "Of all the major Internet service providers, Comcast now offers the most comprehensive online security protection, from education and prevention to remediation and recovery."

To help develop policy and find additional innovative solutions to security threats, Jay represents Comcast on an advisory committee created by the Federal Communications Commission (FCC). Called the Communications, Security, Reliability, and Interoperability Council, this committee focuses on timely, industry-led efforts to share ideas, discuss solutions, and establish best practices.

"I see my job as ensuring that Comcast's Internet services are providing the proper safeguards for our customers," Jay says, "and that we are all doing our part so we can surf the 'net' safely and securely."

"We changed the culture from warning customers to assisting them."

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taking on big challenges

integrity

Compliance Program

Comcast takes various actions intended to ensure that we have the internal processes in place to comply with applicable international, federal, state, and local laws and regulations, as well as with company policies and contracts. Monitoring and supervising the Compliance Program of a large, highly regulated organization like Comcast is a complex endeavor, and we are committed to ensuring that our program is effective and appropriate in light of our compliance risks. Our corporate General Counsel, Arthur R. Block, who is a "high-level person" within the meaning of the United States Sentencing Guidelines, has overall responsibility for the Compliance Program and regularly reports on it to our Board. He has appointed Jennifer Heller as Chief Compliance Officer, who has day-to-day operational responsibility for the program, assessing our principal compliance risks under applicable international, federal, state, and local laws and regulations, and taking reasonable steps to ensure that we have standards and procedures designed to prevent and detect criminal conduct, among other tasks.

Code of Conduct

Our Code of Conduct represents our business philosophy and values, and it defines how we conduct business. All of our officers, directors, and employees are required to carefully read, be trained on, and adhere to the policies set forth in our Code of Conduct, and they must annually certify their compliance. Most recently updated in January 2012, our Code of Conduct covers many integrity issues, and includes such topics as Complying with Competition Laws, Anti-Corruption Laws, Environment, Health and Safety, Fair Employment Practices, and Privacy. In recognition of our global operations, the Code of Conduct is available to employees in at least eight languages. Our Code of Conduct can be found under the Corporate Governance tab of our Investor Relations website at cmcsa.com.

Privacy

We hold the privacy of our customers and employees in the highest regard and meet the very strict standards of the federal privacy laws that apply specifically to our industry, as well as those standards included in other federal and state laws.

We clearly tell our customers about our privacy policies and practices by sending them annual privacy notices, and our privacy policies and practices for our video, high-speed Internet, and voice services are easily accessible on our website at comcast.com/Corporate/Customers/Policies/CustomerPrivacy.html. We also continue to employ extensive protections for our customers against pretexting, hacking, and other attempts at identity theft, or unauthorized access to account information. And we have a security team that immediately investigates and responds to privacy and security issues, as well as ensures that proper privacy and security practices are implemented in the product design and deployment process.

Anti-Piracy Initiatives

Protecting intellectual property is an important priority for Comcast and NBCUniversal. NBCUniversal works with a diverse group of organizations, including the U.S. Chamber of Commerce, Business Action to Stop Counterfeiting and Piracy (BASCAP), and Copyright Alliance, as well as with a number of industry trade groups, to raise awareness about this critically important problem and develop strategies to prevent the digital theft of our TV programs, films, and video content.

Statement on Political and Trade Association Activity

Participation in political activities, whether done directly or through our involvement with trade associations or other organizations, is important to achieving our business objectives. It is critical that all of our activities in this area rigorously comply with applicable laws, regulations, and our own standards of integrity. For this reason, our essential policy regarding political activities is set forth in our Code of Conduct. Additional details on our implementation and compliance activities in connection with the policy are contained in the Comcast Corporation Statement on Political and Trade Association Activity.

Both the Code of Conduct and the Statement on Political and Trade Association Activity can be found on our website at cmcsa.com/governance.cfm.

Comcast does not make independent expenditures; contribute to federal, state, or local political committees that only make independent expenditures (so-called "Super PACs"); nor contribute to any organization for the purpose of funding independent expenditures.

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taking on big challenges integrity (cont.)

we have made considerable progress on these commitments, meeting — and in many cases exceeding — what we set out to do

NBCUniversal Transaction

In connection with Comcast's acquisition of NBCUniversal in 2010, we announced a number of public interest benefits and commitments that will allow us to better serve the entertainment, communications, and information needs of American consumers. These benefits and commitments represent part of our business plan, expand on the existing strengths of Comcast and NBCUniversal, and highlight the new opportunities this combination makes possible.

In addition, the Department of Justice (DOJ) and the Federal Communications Commission (FCC) placed certain conditions on the NBCUniversal transaction, including competitive, public interest, and diversity conditions that track many of our voluntary commitments. In February of 2012, Comcast and NBCUniversal filed our first annual report detailing our implementation of the conditions adopted by the FCC in the NBCUniversal Transaction Order. More at **comcast.com/corporate/about/corporateinfo/fccannualreport.html**

As the report shows, our commitments and the conditions, though extensive, have been incorporated into our business activities and have become part of the company's "DNA." The substantial public interest benefits promised by the transaction and the competitive safeguards sought by the government are being realized. We are proud of the achievements of our first year — from increasing broadband adoption among low-income Americans to increasing local news coverage, expanding the carriage of diverse programming to committing to launch new independent channels with diverse ownership.

Comcast Broadband Opportunity Plan — *Internet Essentials*
In keeping with our voluntary commitment to introduce the Comcast Broadband Opportunity Program, we launched *Internet Essentials*, the largest and most comprehensive broadband adoption program in America. By the end of 2011, the program had already connected more than 41,000 homes to the Internet, most for the first time. We also announced significant enhancements to the program that will increase the number of eligible households, make it easier for them to sign up for the program, and enhance the attractiveness of the service. *More in the Community Investment section on Closing the Digital Divide*.

Carriage of Diverse Networks
We committed to increased carriage of diverse networks and made good on that promise, increasing carriage of the Africa Channel by two million homes; Mnet by four million homes; and TVOne by 600,000 homes. Comcast also expanded distribution of seven Hispanic or Spanish-language independent networks by 14 million homes, surpassing the target of three networks and 10 million homes in our commitment. *More in the Diversity & Inclusion section on Diverse Content*.

Independent Networks
We committed to launch 10 new independent channels by 2019, and moved quickly to begin to make that a reality ahead of schedule. We have announced plans to launch four independent networks — Aspire, BabyFirst Americas, El Rey, and REVOLT — well within the time frame required by the conditions. *More in the Diversity & Inclusion section on Independent Networks*.

With the launch of BBC World News, we are already half-way through our eight-year commitment after one year.

Availability of Content On Demand and Online
Comcast and NBCUniversal have committed to make more content available on video on demand (VOD) and online, and we have

Magic Johnson, Sean "Diddy" Combs, Robert Rodriguez, and Constantino "Said" Schwarz bring new, independent programming to Comcast

SMASH is one of many broadcast network programs available on XFINITY On Demand

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taking on big challenges integrity (cont.)

over-delivered. NBC.com continues to be a vibrant source of programming online, with the expansion of primetime content and growth in live streaming of sports events from NBC Sports, including Super Bowl XLVI, which was streamed online by a record 2.1 million unique viewers. We have increased the number of XFINITY On Demand choices available — at no additional charge — to about 24,000 per month, up from 15,000. In a major first, Comcast's XFINITY VOD service is the only on demand service that offers shows from all four broadcast networks as soon as the day after they air.

Enrichment of Local Programming

Comcast and NBCUniversal committed to preserve and enrich the output of local news, local public affairs, and other public interest programming on its NBC- and Telemundo-owned stations. We have delivered on that promise by investing millions of dollars to expand local news at the 10 owned NBC stations by hiring more than 130 new people, investing in new vehicles and equipment, launching new consumer and investigative units in five markets, and including new, round-the-clock, local "nonstop" channels on the stations' digital multicast channels in five additional markets. Similarly, the Telemundo Station Group is making a multimillion-dollar investment to upgrade local technical infrastructure at its top Hispanic market stations to provide local high-definition news production capability. News continues to be a hallmark of the NBC Network, which recently launched *Rock Center with Brian Williams*, the first new primetime newsmagazine since 2002.

Additionally, the NBC Owned Television Stations division and the Telemundo Station Group each committed to locally produce an additional 1,000 hours of local news and information programming, and they significantly over-delivered. The NBC Owned Television Stations division announced an increase of close to 2,000 scheduled hours of local news programming at its 10 stations, exceeding the commitment's requirement by nearly 100%. The Telemundo Station Group also increased local news and public affairs programming at its stations by more than 1,200 hours in an expansion initiative completed in January 2012, exceeding total hours of new Telemundo news programming in the commitment by more than 20%.

Partnerships with Non-Profit News Organizations

NBCUniversal committed to expand its partnerships with non-profit news organizations to mirror the arrangement already in place between NBC 7 San Diego and the VoiceofSanDiego.org, and, after running a transparent process, NBCUniversal selected four new partners to help enhance local news coverage. Pro Publica has partnered with NBC 4 New York, *The Chicago Reporter* has partnered with NBC 5 Chicago, WHYY has partnered with NBC 10 Philadelphia, and KPCC Southern California Public Radio has partnered with NBC 4 LA.

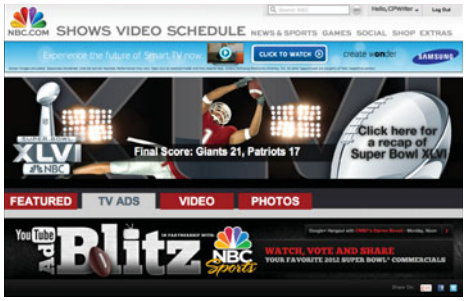
Empowering Parents

Comcast and NBCUniversal committed to add to our existing efforts to empower parents in making informed programming choices for their children, and we are proud of our achievements. After careful review and redesign, NBC improved the visibility of all ratings icons by enlarging their size by more than 50% and ensured their readability with high-contrast background-to-foreground color combinations. All ratings icons, including the post-commercial break events, are displayed on screen for 15 seconds. Additionally, all owned cable networks complied with the National Cable Telecommunication Association's 2005 Network Policy on the size, placement, and duration of TV ratings icons.

On-screen parental ratings icons were added to NBCUniversal-produced or -licensed TV programming provided to 14 NBCUniversal websites, plus Hulu.com and XfinityTV.com.

We invested more than $17 million in PSA campaigns focused on parental controls and digital literacy, plus other topics such as childhood obesity and FDA nutritional guidelines. This investment exceeded our commitment by more than $2 million.

We expanded our library of Common Sense Media content, including thousands of review videos, tip videos, ratings, and recommendations that are integrated with our VOD service. *More in the Media that Matters section on Common Sense Media*.

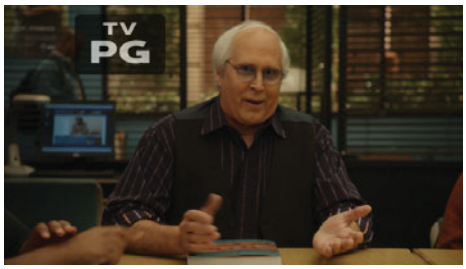


2.1 million unique viewers streamed Super Bowl XLVI on NBC.com

NBC 4 New York's Chris Cimino, Darlene Rodriguez, Michael Gargiulo and Lauren Scala

PRO PUBLICA
Journalism in the public interest

Pro Publica is partnering with NBC 4 New York to help enhance local news coverage



NBC enlarged ratings icons by 50%

taking on big challenges integrity (cont.)

Children's Programming
Comcast and NBCUniversal committed to increase children's programming choices, and we increased children's on demand programming by about 1,000 choices, exceeding our first-year commitment by 500 choices, or 100%. Total children's VOD programming choices now average 3,000 per month. The NBC Owned Television Stations division is airing an additional fourth hour of children's educational/instructional (E/I) programming every week on each of its 10 stations' multicast channels. Similarly, Telemundo also added an additional hour per week of children's programming across its owned stations.

Expansion of Comcast's Broadband Network
We committed to expanding our broadband network by 1,500 miles in 2011 and upgrading for Internet service in at least six additional rural communities, and we significantly over-delivered on that promise — expanding our network by 2,044 miles, surpassing the first-year target by 544 miles. This expansion enabled Internet service in 33 rural communities, exceeding our commitment by 27 communities. In addition, we extended our broadband plant to 199,876 additional homes, satisfying almost 50% of our three-year commitment of 400,000 homes.

Strengthening of Public, Educational, and Governmental (PEG) Programming
Comcast committed to strengthen PEG programming by developing a pilot program to host PEG content on demand and online and Comcast successfully initiated placement of community-designated PEG content on XFINITY On Demand and in online test platforms in six pilot communities: Fresno, CA; Hialeah, FL; Houston, TX; Medford, MA; Peterborough, NH; and Philadelphia, PA. Comcast has branded this initiative "Project Open Voice."

NBC Television Network Investments
We pledged to make focused investments to ensure that the NBC Television Network remains vibrant and competitive, and we have been true to our word. Comcast has invested an additional $300 million for NBCUniversal programming, $200 million of which was targeted at primetime for the NBC Network. In addition, NBC received an infusion of creative energy and organizational support to "go big" and reclaim our leadership among the broadcast networks.

NBC Sports
Comcast and NBCUniversal committed to maintain major sporting events on the NBC broadcast network, and not only did we do so, but 2011 also saw substantial investments in sports programming. We successfully extended our rights for many years to National Football League programming, National Hockey League programming, and to the Olympics. Telemundo will feature World Cup and other FIFA soccer events from 2015 through 2022.

Diversity & Inclusion
Comcast and NBCUniversal committed to enhance diversity in various areas, and we have gone above and beyond our commitments, striving to develop the premier model of diversity and inclusion in the communications and entertainment industries. *More in the Diversity & Inclusion section.*

Venture Capital
Comcast committed to establish a $20 million venture capital fund to expand opportunities for businesses with minority ownership in new media content and applications, and we delivered on that promise as well. Comcast Ventures created the fund and, as a first investment, partnered with DreamIt Ventures in Philadelphia. This program has funded training for five start-up businesses with minority ownership as each developed a business case and pilot.

Comcast expanded Internet service to 33 rural communities in 2011

Project Open Voice is being piloted in six communities

NBCUniversal will be featuring the NFL for the long term

NBCUniversal remains the home of the Olympic Games

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taking on big challenges
integrity (cont.)

Comcast Listens: Encouraging Employees to Speak Up

Comcast is committed to an environment of open communication where employees feel comfortable raising concerns and are not distracted by unresolved problems at work. If employees see or suspect illegal or unethical conduct, we want them to report it. Whether it's about a day-to-day or more significant workplace problem, a concern about suspected illegal or unethical conduct, or even an idea for a better way of serving customers, our Comcast Listens program helps employees feel comfortable speaking up. We emphasize to employees that retaliation for raising an issue is not tolerated at Comcast and, if wrongdoing is confirmed through an investigation, appropriate discipline or corrective action will be taken, regardless of the position of the individuals involved.

Our Comcast Listens program offers employees a number of avenues to address workplace or integrity issues, including a toll-free, 24/7 helpline and a Web portal, both of which are administered by an independent, third-party company, affording employees the option to report an issue anonymously.

Concerns received through the Comcast Listens helpline or Web portal are logged, acknowledged, and, when necessary, investigated by a trained investigator from the Human Resources, Security, Internal Audit or Law departments, depending on the issue reported.

In 2011, we received approximately 2,000 reports through Comcast Listens. The vast majority were routine matters related to Human Resources activities. Every report was logged, acknowledged, and reviewed or investigated by the Comcast Listens team. Almost half resulted in some corrective action being taken by the company. The other half, while investigated, were not found to need additional action or a remedy.

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awards & recognition

In 2011, Comcast's Internal Diversity Council was listed among the ***Top 25 Diversity Councils*** by the ***Association of Diversity Councils*** — moving up from #13 to #8 (The association is a practice group of the diversity and inclusion training firm PRISM International, Inc.)

For the sixth year in a row, Comcast ranked on **CableFAX: The Magazine's *Top Places to Work in Cable***

Numerous executives from across the Comcast-NBCUniversal family of businesses were featured among **CableFAX's *Most Influential Minorities in Cable***

Comcast was recognized as the **2011 National Black MBA Association, Inc.'s *Corporate Partner of the Year***

Comcast Corporation received the **Asian American Justice Center's *2011 Bridge Builder Award***

Comcast Corporation received the **Japanese American Citizens League's *Salute to Champions Award***

Comcast Corporation was among ***Asian Enterprise Magazine's 2011 Fortune 500's Best Companies***

Comcast Cable received the ***APIsCAN Corporate Vision and Leadership Award*** from the **Asian Pacific Islanders California Action Network**

For the fifth consecutive year, Comcast Corporation was selected by **LATINA Style Magazine** as one of the ***50 Best Companies for Latinas to Work***

Comcast ranked 3rd among operators and NBCUniversal ranked 1st among programmers in **Women in Cable Telecommunications PAR Initiative's *Best Companies for Women in Cable*** survey

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Comcast was listed among **G.I. Jobs' *Top 100 Military Friendly Employers***

NBCUniversal was selected as one of **Work Life Matters Magazine's *Top Companies for LGBT Equality***

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awards & recognition (cont.)

NBCUniversal won the **Disability Rights Legal Center's *Corporate Diversity Award***

Comcast was recognized as the **National Black Chamber of Commerce's *Corporate Partner of the Year***

In 2011, Comcast's "excellent supplier-diversity program" was recognized by **DiversityInc.** in its ***25 Noteworthy Companies*** listing

For six years in a row, Comcast has received recognition for being one of the ***Top 50 Organizations for Multicultural Business Opportunities*** by **DiversityBusiness.com**

For the sixth consecutive year, Comcast was named among 2011's ***10 Best U.S. Corporations for Veteran-Owned Businesses*** by the **National Veteran-Owned Business Association** (NAVOBA)

Comcast, in collaboration with GRM Marketing, won 1st place in the ***Tactics Category for Experimental Marketing*** of NAMIC's 2011 **Excellence in Multicultural Marketing Awards** (EMMAs) for La Academia de Comcast

In December 2011, NBCUniversal received ***an overall grade of B*** from the **Asian Pacific American Media Coalition**, the highest grade ever given by the group

NBCUniversal won **GLAAD's award** for ***Outstanding Individual Episode*** for the "Klaus & Greta" episode of *30 Rock*

MSNBC's *The Last Word with Lawrence O'Donnell* won the ***2011 GLAAD Media Award*** for **Outstanding TV Journalism Segment** for its "Fort Worth Speech" segment

MSNBC President Phil Griffin was honored by the **National Action Network** as a recipient of its 13th annual ***Keepers of the Dream Award***

NBC's *Parenthood* was selected to receive the **American Federation of Television and Radio Artists, AFL-CIO's (AFTRA) *2011 American Scene Award*** in the Television Dramatic Program category for its diversity of age and ethnicity, as well as groundbreaking storylines that accurately and honestly depict the intricacies of relationships. In addition, NBCUniversal's *The Voice* was selected as recipient of **AFTRA's *2011 American Scene Award*** in the talent Competition

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awards & recognition (cont.)

Comcast received a ***Platinum PR Award*** in 2011 for Comcast Cares Day

Comcast Cable Communications was honored with a ***2011 Visionary Award*** presented by ***United Spinal***

In 2011, **Catholic Volunteer Network** honored Comcast with the ***Bishop Joseph A. Francis Award for Service to the Community***

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Appendix A

2011 foundation giving

The following is a list of organizations that have received contributions from our foundations in 2011.

▼ #-A		
100 BLACK MEN OF ATLANTA, INC.	ATLANTA	GA
24/7 GATEWAY, LLC	ATLANTA	GA
360 COMMUNITIES	BURNSVILLE	MN
A GIFT FOR TEACHING	ORLANDO	FL
A WINDOW BETWEEN WORLDS	VENICE	CA
ACCION COMMUNAL LATINO AMERICANO DE MONTGOMERY COUNTY, INC.	NORRISTOWN	PA
ADOPT A CHILD SAVE A LIFE, INC.	PENNINGTON	NJ
ADVOCATE CHARITABLE FOUNDATION	PARK RIDGE	IL
AEON	MINNEAPOLIS	MN
AFRICAN DEVELOPMENT CENTER	MINNEAPOLIS	MN
ALBUQUERQUE HISPANO CHAMBER OF COMMERCE FOUNDATION	ALBUQUERQUE	NM
ALBUQUERQUE PUBLIC SCHOOLS FOUNDATION	ALBUQUERQUE	NM
ALLE-KISKI AREA HOPE CENTER	TARENTUM	PA
ALTERNATIVES, INC.	CHICAGO	IL
AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES	WASHINGTON	DC
AMERICAN CANCER SOCIETY - CENTRAL FLORIDA AREA	ORLANDO	FL
AMERICAN LUNG ASSOCIATION - FLORIDA	ORLANDO	FL
AMERICAN NATIONAL RED CROSS	ATLANTA	GA
	BALTIMORE	MD
	BURLINGTON	VT
	CAMBRIDGE	MA
	DENVER	CO
	MANCHESTER	NH
	MIDDLETOWN	CT
	MINNEAPOLIS	MN
	OAKLAND	CA
	PHILADELPHIA	PA
AMERICAN RED CROSS PENN-JERSEY BLOOD SERVICES REGION	PHILADELPHIA	PA
AMERICAN SWEDISH HISTORICAL FOUNDATION	PHILADELPHIA	PA
AMHERST H. WILDER FOUNDATION	ST. PAUL	MN
AMIGOS TOGETHER FOR KIDS, INC.	MIAMI	FL
AMOS HOUSE, INC.	DANBURY	CT
ANGELS PLACE	SOUTHFIELD	MI
ANIMAL PROTECTORS OF ALLEGHENY VALLEY	NEW KENSINGTON	PA
ANIMAL RESCUE LEAGUE OF BERKS COUNTY, INC.	BIRDSBORO	PA
ANIMAL WELFARE ASSOCIATION, INC.	VOORHEES	NJ
ANTIOCH SCHOOLS EDUCATION FOUNDATION	ANTIOCH	CA

2011 foundation giving (cont.)

APOPKA LITTLE LEAGUE	APOPKA	FL
ARC GREATER TWIN CITIES	ST. PAUL	MN
ARCADIA UNIVERSITY	GLENSIDE	PA
ARTE, INC.	NEW HAVEN	CT
ASIAN ASSOCIATION OF UTAH	SALT LAKE CITY	UT
ASIAN PACIFIC AMERICAN INSTITUTE FOR CONGRESSIONAL STUDIES, INC.	WASHINGTON	DC
ASIAN PACIFIC ISLANDER AMERICAN PUBLIC AFFAIRS COMMUNITY EDUCATION FOUNDATION	SACRAMENTO	CA
ASOCIACION DE PUERTORRIQUENOS EN MARCHA, INC.	PHILADELPHIA	PA
ASPIRA ASSOCIATION, INC.	WASHINGTON	DC
ASPIRA OF FLORIDA, INC.	MIAMI	FL
ASPIRA OF ILLINOIS	CHICAGO	IL
ASPIRA OF NEW YORK, INC.	NEW YORK	NY
ASPIRANET	SAN FRANCISCO	CA
ASSOCIATION FOR THE ADVANCEMENT OF MEXICAN AMERICANS	HOUSTON	TX
ASSOCIATION HOUSE OF CHICAGO	CHICAGO	IL
ASSOCIATION TO PRESERVE THE EATONVILLE COMMUNITY	EATONVILLE	FL
ATLANTA WORKFORCE DEVELOPMENT BOARD, INC.	ATLANTA	GA
AUDUBON PARK ELEMENTARY	ORLANDO	FL
AW'SOME MINISTRIES	ORLANDO	FL
▼ B		
BACK OF THE YARDS NEIGHBORHOOD COUNCIL, INC.	CHICAGO	IL
BACK ON MY FEET	BOSTON	MA
BALTIMORE DELTA ALUMNAE FOUNDATION, INC.	BALTIMORE	MD
BARNES FOUNDATION	PHILADELPHIA	PA
BETA CENTER	ORLANDO	FL
BE THE CHANGE, INC.	CAMBRIDGE	MA
BE THE MATCH FOUNDATION	MINNEAPOLIS	MN
BELAFONTE TACOLCY CENTER, INC.	MIAMI	FL
BELL SOCIALIZATION SERVICES, INC.	YORK	PA
BELOVED COMMUNITY FAMILY SERVICES	CHICAGO	IL
BENEVOLENT HEALTHCARE FOUNDATION	CENTENNIAL	CO
BIG BROTHERS BIG SISTERS	BATTLE CREEK	MI
BIG BROTHERS BIG SISTERS NORTHWEST, INC.	PORTLAND	OR
BIG BROTHERS BIG SISTERS OF AMERICA	PHILADELPHIA	PA
BIG BROTHERS BIG SISTERS OF BEAVER COUNTY	NEW BRIGHTON	PA
BIG BROTHERS BIG SISTERS OF BERRIEN & CASS, INC.	NILES	MI
BIG BROTHERS BIG SISTERS OF BROWARD, INC.	FORT LAUDERDALE	FL
BIG BROTHERS BIG SISTERS OF BUCKS COUNTY, INC.	JAMISON	PA
BIG BROTHERS BIG SISTERS OF CENTRAL ARKANSAS	NORTH LITTLE ROCK	AR

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2011 foundation giving (cont.)

BIG BROTHERS BIG SISTERS OF CENTRAL FLORIDA	ORLANDO	FL
BIG BROTHERS BIG SISTERS OF CENTRAL ILLINOIS	DECATUR	IL
BIG BROTHERS BIG SISTERS OF CENTRAL MARYLAND, INC.	BALTIMORE	MD
BIG BROTHERS BIG SISTERS OF DELAWARE, INC.	WILMINGTON	DE
BIG BROTHERS BIG SISTERS OF ESSEX, HUDSON & UNION COUNTIES, INC.	NEWARK	NJ
BIG BROTHERS BIG SISTERS OF GREATER LOS ANGELES	LOS ANGELES	CA
BIG BROTHERS BIG SISTERS OF GREATER MANCHESTER, INC.	MANCHESTER	NH
BIG BROTHERS BIG SISTERS OF GREATER MEMPHIS, INC.	MEMPHIS	TN
BIG BROTHERS BIG SISTERS OF GREATER MIAMI	MIAMI	FL
BIG BROTHERS BIG SISTERS OF GREATER NASHUA, INC.	NASHUA	NH
BIG BROTHERS BIG SISTERS OF GREATER PITTSBURGH	PITTSBURGH	PA
BIG BROTHERS BIG SISTERS OF LANCASTER COUNTY, PA, INC.	LITITZ	PA
BIG BROTHERS BIG SISTERS OF METROPOLITAN CHICAGO	CHICAGO	IL
BIG BROTHERS BIG SISTERS OF METROPOLITAN DETROIT	DETROIT	MI
BIG BROTHERS BIG SISTERS OF MONROE COUNTY, INC.	BLOOMINGTON	IN
BIG BROTHERS BIG SISTERS OF MONROE COUNTY, INC.	MONROE	MI
BIG BROTHERS BIG SISTERS OF NORTHEAST INDIANA, INC.	FORT WAYNE	IN
BIG BROTHERS BIG SISTERS OF ST. LUCIE, INDIAN RIVER & OKEECHOBEE COUNTIES	FORT PIERCE	FL
BIG BROTHERS BIG SISTERS OF THE BIG BEND, INC.	TALLAHASSEE	FL
BIG BROTHERS BIG SISTERS OF THE CAPITAL REGION, INC.	HARRISBURG	PA
BIG BROTHERS BIG SISTERS OF THE GREATER TWIN CITIES	ST. PAUL	MN
BIG BROTHERS BIG SISTERS OF THE ILLINOIS CAPITAL REGION, INC.	SPRINGFIELD	IL
BIG BROTHERS BIG SISTERS OF THE LAUREL REGION	GREENSBURG	PA
BIG BROTHERS BIG SISTERS OF THE MISSISSIPPI VALLEY	MACOMB	IL
BIG BROTHERS BIG SISTERS OF THE NATIONAL CAPITAL AREA	LANHAM	MD
BIG BROTHERS BIG SISTERS OF THE SUN COAST, INC.	VENICE	FL
BIG BROTHERS BIG SISTERS OF THE UPPER OHIO VALLEY, INC.	WHEELING	WV
BIG BROTHERS BIG SISTERS OF WEST CENTRAL ILLINOIS	QUINCY	IL
BIG BROTHERS BIG SISTERS OF WILL & GRUNDY COUNTIES	JOLIET	IL
BIG BROTHERS BIG SISTERS SOUTHEASTERN PENNSYLVANIA	PHILADELPHIA	PA
BIG BROTHERS OF WINCHESTER, FREDERICK & CLARKE COUNTIES	WINCHESTER	VA
BISHOP MOORE CATHOLIC HIGH SCHOOL	ORLANDO	FL
BLACK LEADERSHIP COUNCIL FOR EXCELLENCE, INC.	WALDORF	MD
BONFILS BLOOD CENTER FOUNDATION	DENVER	CO
BOY SCOUTS OF AMERICA	HACKETTSTOWN	NJ
	MECHANICSBURG	PA
	TACOMA	WA
BOYS & GIRLS CLUB OF BARTOW COUNTY, INC.	CARTERSVILLE	GA
BOYS & GIRLS CLUB OF BAY COUNTY, INC.	PANAMA CITY	FL
BOYS & GIRLS CLUB OF BLOOMINGTON-NORMAL	BLOOMINGTON	IL

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2011 foundation giving (cont.)

BOYS & GIRLS CLUB OF BRANDON	BRANDON	VT
BOYS & GIRLS CLUB OF CAMDEN COUNTY, INC.	CAMDEN	NJ
BOYS & GIRLS CLUB OF CENTRAL FLORIDA - DOWNTOWN BRANCH	ORLANDO	FL
BOYS & GIRLS CLUB OF CHAMBERSBURG & SHIPPENSBURG, INC.	CHAMBERSBURG	PA
BOYS & GIRLS CLUB OF DECATUR	DECATUR	IL
BOYS & GIRLS CLUB OF DUNDEE TOWNSHIP, INC.	CARPENTERSVILLE	IL
BOYS & GIRLS CLUB OF FORT WAYNE, INC.	FORT WAYNE	IN
BOYS & GIRLS CLUB OF FREDERICK COUNTY, INC.	FREDERICK	MD
BOYS & GIRLS CLUB OF GREATER FLINT	FLINT	MI
BOYS & GIRLS CLUB OF GREATER HOLYOKE, INC.	HOLYOKE	MA
BOYS & GIRLS CLUB OF GREATER LYNCHBURG	LYNCHBURG	VA
BOYS & GIRLS CLUB OF GREATER NEW BEDFORD	NEW BEDFORD	MA
BOYS & GIRLS CLUB OF GREATER PEORIA, INC.	PEORIA	IL
BOYS & GIRLS CLUB OF HARRISBURG, INC.	HARRISBURG	PA
BOYS & GIRLS CLUB OF HARRISONBURG AND ROCKINGHAM COUNTY	HARRISONBURG	VA
BOYS & GIRLS CLUB OF KING COUNTY	SEATTLE	WA
BOYS & GIRLS CLUB OF KNOX COUNTY, INC.	GALESBURG	IL
BOYS & GIRLS CLUB OF LAKE COUNTY	NORTH CHICAGO	IL
BOYS & GIRLS CLUB OF LANCASTER	LANCASTER	PA
BOYS & GIRLS CLUB OF OAKLAND COUNTY	ROYAL OAK	MI
BOYS & GIRLS CLUB OF PLYMOUTH	PLYMOUTH	MA
BOYS & GIRLS CLUB OF PORTLAND	PORTLAND	OR
BOYS & GIRLS CLUB OF ROCKFORD	ROCKFORD	IL
BOYS & GIRLS CLUB OF SALEM, MARION AND POLK COUNTIES, INC.	SALEM	OR
BOYS & GIRLS CLUB OF SOUHEGAN VALLEY	MILFORD	NH
BOYS & GIRLS CLUB OF SPOKANE COUNTY	SPOKANE	WA
BOYS & GIRLS CLUB OF ST. LUCIE COUNTY, INC.	FT. PIERCE	FL
BOYS & GIRLS CLUB OF STONEHAM, INC.	STONEHAM	MA
BOYS & GIRLS CLUB OF TAUNTON, INC.	TAUNTON	MA
BOYS & GIRLS CLUB OF THE BIG BEND, INC.	TALLAHASSEE	FL
BOYS & GIRLS CLUB OF THE DANVILLE AREA	DANVILLE	IL
BOYS & GIRLS CLUB OF THE PENINSULA	MENLO PARK	CA
BOYS & GIRLS CLUB OF THE UNION LEAGUE	CHICAGO	IL
BOYS & GIRLS CLUB OF THE WIREGRASS, INC.	DOTHAN	AL
BOYS & GIRLS CLUB OF TRENTON-MERCER COUNTY, INC.	TRENTON	NJ
BOYS & GIRLS CLUB OF TUCSON	TUCSON	AZ
BOYS & GIRLS CLUB OF ULBRICH, INC.	WALLINGFORD	CT
BOYS & GIRLS CLUB OF UNION, INC.	UNION	NJ
BOYS & GIRLS CLUB OF WEST COOK COUNTY, INC.	BELLWOOD	IL
BOYS & GIRLS CLUBS OF AMERICA	ATLANTA	GA

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2011 foundation giving (cont.)

BOYS & GIRLS CLUBS OF ANNAPOLIS & ANNE ARUNDEL COUNTY, INC.	ANNAPOLIS	MD
BOYS & GIRLS CLUBS OF BOSTON	BOSTON	MA
BOYS & GIRLS CLUBS OF BROWARD COUNTY	FORT LAUDERDALE	FL
BOYS & GIRLS CLUBS OF CENTRAL FLORIDA - TEMPLE TERRACE BRANCH	MELBOURNE	FL
BOYS & GIRLS CLUBS OF CENTRAL FLORIDA - UNIVERSAL ORLANDO FOUNDATION BRANCH	ORLANDO	FL
BOYS & GIRLS CLUBS OF CHICAGO, INC.	CHICAGO	IL
BOYS & GIRLS CLUBS OF DELAWARE, INC.	WILMINGTON	DE
BOYS & GIRLS CLUBS OF EMERALD VALLEY	EUGENE	OR
BOYS & GIRLS CLUBS OF GREATER DALLAS	DALLAS	TX
BOYS & GIRLS CLUBS OF GREATER HOUSTON, INC.	GALVESTON	TX
BOYS & GIRLS CLUBS OF GREATER HOUSTON, INC.	HOUSTON	TX
BOYS & GIRLS CLUBS OF GREATER MEMPHIS	MEMPHIS	TN
BOYS & GIRLS CLUBS OF GREATER WASHINGTON, INC.	WASHINGTON	DC
BOYS & GIRLS CLUBS OF INDIANAPOLIS, INC.	INDIANAPOLIS	IN
BOYS & GIRLS CLUBS OF LAKE AND SUMTER COUNTIES, INC.	LEESBURG	FL
BOYS & GIRLS CLUBS OF LARIMER COUNTY	LOVELAND	CO
BOYS & GIRLS CLUBS OF METRO ATLANTA, INC.	ATLANTA	GA
BOYS & GIRLS CLUBS OF METRO DENVER, INC.	DENVER	CO
BOYS & GIRLS CLUBS OF METROPOLITAN BALTIMORE	BALTIMORE	MD
BOYS & GIRLS CLUBS OF METROWEST, INC.	MARLBOROUGH	MA
BOYS & GIRLS CLUBS OF MIAMI-DADE, INC.	MIAMI	FL
BOYS & GIRLS CLUBS OF NORTH CENTRAL GEORGIA, INC.	MONROE	GA
BOYS & GIRLS CLUBS OF NORTHEAST FLORIDA, INC.	JACKSONVILLE	FL
BOYS & GIRLS CLUBS OF NORTHEASTERN PENNSYLVANIA	SCRANTON	PA
BOYS & GIRLS CLUBS OF PALM BEACH COUNTY, INC.	WEST PALM BEACH	FL
BOYS & GIRLS CLUBS OF PERTH AMBOY	PERTH AMBOY	NJ
BOYS & GIRLS CLUBS OF PHILADELPHIA, INC.	PHILADELPHIA	PA
BOYS & GIRLS CLUBS OF PUEBLO COUNTY	PUEBLO	CO
BOYS & GIRLS CLUBS OF SARASOTA COUNTY, INC.	SARASOTA	FL
BOYS & GIRLS CLUBS OF SNOHOMISH COUNTY	EVERETT	WA
BOYS & GIRLS CLUBS OF SOUTH ALABAMA, INC.	MOBILE	AL
BOYS & GIRLS CLUBS OF SOUTH VALLEY	MURRAY	UT
BOYS & GIRLS CLUBS OF SOUTHEASTERN MICHIGAN	FARMINGTON HILLS	MI
BOYS & GIRLS CLUBS OF SOUTHERN MARYLAND	NORTH BEACH	MD
BOYS & GIRLS CLUBS OF THE BLUE RIDGE, INC.	MARTINSVILLE	VA
BOYS & GIRLS CLUBS OF THE KEYS AREA, INC.	KEY WEST	FL
BOYS & GIRLS CLUBS OF THE TENNESSEE VALLEY	KNOXVILLE	TN
BOYS & GIRLS CLUBS OF THE TWIN CITIES	ST. PAUL	MN
BOYS & GIRLS CLUBS OF WELD COUNTY, INC.	GREELEY	CO

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2011 foundation giving (cont.)

BOYS & GIRLS CLUBS OF WESTERN PA	CARNEGIE	PA
BOYS & GIRLS CLUBS OF WHATCOM COUNTY	BELLINGHAM	WA
BOYS CLUB OF CICERO	CICERO	IL
BOYS TO MEN	JOHNSON CITY	TN
BREAD OF LIFE FELLOWSHIP	OCOEE	FL
BRENTWOOD ATHLETIC ASSOCIATION	PITTSBURGH	PA
BRIDGE OVER TROUBLED WATERS, INC.	PASADENA	TX
BRIDGES TO DIGITAL EXCELLENCE	BENTON HARBOR	MI
BRIDGETON MIDGET FOOTBALL LEAGUE	BRIDGETON	NJ
BRIDGETON-CUMBERLAND TOURIST ASSOCIATION	BRIDGETON	NJ
BRIDGING, INC.	BLOOMINGTON	MN
BROTHERS REDEVELOPMENT, INC.	DENVER	CO
BROWARD COLLEGE FOUNDATION, INC.	FORT LAUDERDALE	FL
BUDDY FOUNDATION	ARLINGTON HEIGHTS	IL
BUILD LITTLE CUBS FIELD	FREEPORT	IL
BUILDON	CHICAGO	IL
BY THE HAND CLUB FOR KIDS	CHICAGO	IL
▼ C		
CACHE EDUCATION FOUNDATION	LOGAN	UT
CAITLIN'S SMILES, INC.	HARRISBURG	PA
CALIFORNIA EMERGING TECHNOLOGY FUND	SAN FRANCISCO	CA
CAMP BOGGY CREEK	EUSTIS	FL
CAMP EDER - SOUTHERN PENNSYLVANIA DISTRICT CHURCH OF THE BRETHREN	FAIRFIELD	PA
CAMP FIRE USA	DALLAS	TX
	PORTLAND	OR
CAMP MILLHOUSE, INC.	SOUTH BEND	IN
CAMPBELL STREET FAMILY YOUTH AND COMMUNITY ASSOCIATION, INC.	WILLIAMSPORT	PA
CANCER SUPPORT OF DEMING AND LUNA COUNTY, INC.	DEMING	NM
CANINE COMPANIONS FOR INDEPENDENCE	ORLANDO	FL
CAPE AND ISLANDS UNITED WAY	HYANNIS	MA
CAPITAL AREA UNITED WAY, INC.	EAST LANSING	MI
CAPITAL REGION YOUNG MEN'S CHRISTIAN ASSOCIATION, INC.	TALLAHASSEE	FL
CARNEGIE LIBRARY OF HOMESTEAD	MUNHALL	PA
CASA DE MARYLAND, INC.	LANGLEY PARK	MD
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF ST. PAUL & MINNEAPOLIS	MINNEAPOLIS	MN
CATHOLIC CHARITIES, INC.	JACKSON	MS
CENTER FOR CITIZEN LEADERSHIP	ST. LOUIS	MO
CENTER FOR DRUG FREE LIVING	ORLANDO	FL
CENTER FOR FAMILY SERVICES, INC.	CAMDEN	NJ
CENTER FOR LITERACY, INC.	PHILADELPHIA	PA

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2011 foundation giving (cont.)

CENTER FOR PAN ASIAN COMMUNITY SERVICES, INC.	ATLANTA	GA
CENTER FOR TRAINING AND CAREERS, INC.	SAN JOSE	CA
CENTER ON HALSTED	CHICAGO	IL
CENTRAL CONNECTICUT COAST YOUNG MEN'S CHRISTIAN ASSOCIATION, INC.	NEW HAVEN	CT
CENTRAL FLORIDA ANIMAL RESCUE	ORLANDO	FL
CENTRAL FLORIDA BOBCATS	ORLANDO	FL
CENTRAL FLORIDA CHRISTIAN ACADEMY	ORLANDO	FL
CENTRAL ILLINOIS COMMUNITY BLOOD BANK	SPRINGFIELD	IL
CENTRAL INDIANA REGIONAL BLOOD CENTER	INDIANAPOLIS	IN
CENTRAL PENNSYLVANIA BLOOD BANK	HUMMELSTOWN	PA
CENTRE COUNTY UNITED WAY	STATE COLLEGE	PA
CENTRE REGIONAL RECREATION AUTHORITY	STATE COLLEGE	PA
CENTRO HISPANO DANIEL TORRES, INC.	READING	PA
CENTRO ROMERO	CHICAGO	IL
CHAMBER OF COMMERCE OF THE MAHOPACS, INC.	MAHOPAC	NY
CHANGE HAPPENS CDC	HOUSTON	TX
CHARIOT RIDERS, INC.	MANCHESTER	NJ
CHARLESTON PARENT-TEACHER CLUB	LOS BANOS	CA
CHATTANOOGA CHURCH MINISTRIES, INC.	CHATTANOOGA	TN
CHEERFUL GIVERS	EAGAN	MN
CHERRY CREEK SCHOOLS FOUNDATION	GREENWOOD VILLAGE	CO
CHICAGO HORTICULTURAL SOCIETY	GLENCOE	IL
CHICAGO URBAN LEAGUE	CHICAGO	IL
CHICAGO WILDERNESS TRUST	CHICAGO	IL
CHICANO & LATINO YOUTH LEADERSHIP PROJECT	LOS ANGELES	CA
CHILDREN'S FIRST FUND: THE CHICAGO PUBLIC SCHOOL FOUNDATION	CHICAGO	IL
CHILDREN'S HOME SOCIETY	ORLANDO	FL
CHILDREN'S HOME SOCIETY OF FLORIDA	WINTER PARK	FL
CHILDREN'S HOSPITAL CORPORATION	BOSTON	MA
CHINESE AMERICAN SERVICE LEAGUE, INC.	CHICAGO	IL
CHINESE SCHOOL OF CAACF, INC.	ORLANDO	FL
CHRISTMAS IN APRIL * CECIL COUNTY, INC.	ELKTON	MD
CHRISTMAS IN APRIL * PRINCE GEORGES COUNTY, INC.	CLINTON	MD
CITIZENS LEAGUE	ST. PAUL	MN
CITY OF JACKSON, MISSISSIPPI	JACKSON	MS
CITY OF PHILADELPHIA	PHILADELPHIA	PA
CITY OF UNION CITY	UNION CITY	GA
CITY OF WEST MONROE	WEST MONROE	LA
CITY YEAR LOS ANGELES	LOS ANGELES	CA

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2011 foundation giving (cont.)

CITY YEAR, INC.	BOSTON	MA
	CHICAGO	IL
	DETROIT	MI
	LOS ANGELES	CA
	MANCHESTER	NH
	MIAMI	FL
	PHILADELPHIA	PA
	SEATTLE	WA
	WASHINGTON	DC
CLARKSTON COMMUNITY CENTER FOUNDATION, INC.	CLARKSTON	GA
CLEAN OCEAN ACTION, INC.	HIGHLANDS	NJ
CLEARWATER LITTLE LEAGUE, CHALLENGER DIVISION	CLEARWATER	FL
CLINTON COUNTY UNITED WAY	LOCK HAVEN	PA
COALITION FOR THE HOMELESS OF CENTRAL FLORIDA	ORLANDO	FL
COLLETON DISABILITIES FOUNDATION	WALTERBORO	SC
COLUMBIA BOYS ATHLETIC ASSOCIATION	COLUMBIA	PA
COMMITTEE FOR HISPANIC CHILDREN AND FAMILIES, INC.	NEW YORK	NY
COMMONBOND COMMUNITIES	ST. PAUL	MN
COMMUNITIES IN SCHOOLS OF HOUSTON, INC.	HOUSTON	TX
COMMUNITIES IN SCHOOLS OF LOS ANGELES, INC.	LOS ANGELES	CA
COMMUNITIES IN SCHOOLS OF PITTSBURGH-ALLEGHENY COUNTY, INC.	SPRINGDALE	PA
COMMUNITY & ECONOMIC DEVELOPMENT ASSOCIATION OF COOK COUNTY, INC.	CHICAGO	IL
COMMUNITY ACTION PARTNERSHIP OF RAMSEY AND WASHINGTON COUNTIES	ST. PAUL	MN
COMMUNITY BLOOD CENTER	RICHMOND	IN
COMMUNITY FOOD AND OUTREACH CENTER	ORLANDO	FL
COMMUNITY FOOD BANK OF NEW JERSEY, INC.	HILLSIDE	NJ
COMMUNITY RENEWAL TEAM, INC.	HARTFORD	CT
COMMUNITY UNITED WAY OF PIONEER VALLEY, INC.	SPRINGFIELD	MA
COMMUNITY YMCA OF EASTERN DELAWARE COUNTY	LANSDOWNE	PA
COMUNIDADES LATINAS UNIDAS EN SERVICIO, INC.	MINNEAPOLIS	MN
CONCEPTS FOR ADAPTIVE LEARNING, INC.	NEW HAVEN	CT
CONCERNED CITIZENS OF NORTH CAMDEN	CAMDEN	NJ
CONGRESO DE LATINOS UNIDOS, INC.	PHILADELPHIA	PA
CONGRESSIONAL BLACK CAUCUS FOUNDATION, INC.	WASHINGTON	DC
CONGRESSIONAL HISPANIC LEADERSHIP INSTITUTE, INC.	WASHINGTON	DC
CONSERVATION FOUNDATION	NAPERVILLE	IL
COOL GIRLS, INC.	ATLANTA	GA
COSACOSA ART AT LARGE, INC.	PHILADELPHIA	PA
COURAGE CENTER	MINNEAPOLIS	MN
CORNERSTONE HOSPICE	TAVARES	FL
CPAC COMMUNITY FOUNDATION, INC.	FAYETTEVILLE	GA

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2011 foundation giving (cont.)

CRADLES TO CRAYONS, INC.	BRIGHTON	MA
CRADLES TO CRAYONS, INC.	WEST CONSHOHOCKEN	PA
CRANBROOK EDUCATIONAL COMMUNITY	BLOOMFIELD HILLS	MI
CRAY YOUTH & FAMILY SERVICES, INC.	NEW CASTLE	PA
CRISIS CENTER FOR SOUTH SUBURBIA	TINLEY PARK	IL
CRISTO REY COMMUNITY CENTER	LANSING	MI
CROHN'S AND COLITIS FOUNDATION OF AMERICA - FLORIDA CHAPTER	BOCA RATON	FL
CROSSROADS FOR KIDS, INC.	DUXBURY	MA
CUBAN AMERICAN NATIONAL COUNCIL, INC.	MIAMI	FL
CUSTER CONCERNED PARENT-TEACHER ORGANIZATION	CUSTER	WA
▼ D-F		
DAN MARINO FOUNDATION	FORT LAUDERDALE	FL
DAVID'S DRIVE 831, INC.	COATESVILLE	PA
DEANE BOZEMAN SCHOOL	PANAMA CITY	FL
DEBARY LITTLE LEAGUE	DEBARY	FL
DELAVEAGA ELEMENTARY SCHOOL PARENT-TEACHER CLUB	SANTA CRUZ	CA
DELAWARE COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	MEDIA	PA
DENVER CHILDREN'S ADVOCACY CENTER	DENVER	CO
DENVER PUBLIC SCHOOLS FOUNDATION	DENVER	CO
DENVER SCHOLARSHIP FOUNDATION	DENVER	CO
DETROIT SCIENCE CENTER, INC.	DETROIT	MI
DETROIT URBAN LEAGUE	DETROIT	MI
DISABLED AMERICAN VETERANS	DOTHAN	AL
DISABLED VETERANS OF AMERICA - CHAPTER 16	ORLANDO	FL
DISMAS OF VERMONT, INC.	BURLINGTON	VT
DOWN SYNDROME ASSOCIATION OF CENTRAL FLORIDA	WINTER PARK	FL
DOWNTOWN ARTS DISTRICT OF ORLANDO	ORLANDO	FL
DOWNTOWN LOCK HAVEN, INC.	LOCK HAVEN	PA
DOWNTOWN WOMEN'S CENTER	LOS ANGELES	CA
DRESS FOR SUCCESS MID-SOUTH, INC.	MEMPHIS	TN
DR. P. PHILLIPS HOSPITAL VOLUNTEER SERVICES	ORLANDO	FL
DR. PHILLIPS POP WARNER	ORLANDO	FL
DR. PHILLIPS CENTER FOR THE PERFORMING ARTS	ORLANDO	FL
DR. PHILLIPS HIGH SCHOOL	ORLANDO	FL
DURRANCE ELEMENTARY SCHOOL	ORLANDO	FL
EAST LAKE FOUNDATION, INC.	ATLANTA	GA
EAST ORANGE LITTLE LEAGUE	ORLANDO	FL
EASTER SEALS, INC.	CHICAGO	IL
EASTERN ILLINOIS FOODBANK	URBANA	IL
ECCLESTON ELEMENTARY SCHOOL	ORLANDO	FL

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2011 foundation giving (cont.)

ED SNIDER YOUTH HOCKEY FOUNDATION	PHILADELPHIA	PA
EDUCACION PARA NUESTRO FUTURO FOUNDED BY ESCUELA BOLIVIA	ARLINGTON	VA
EDUCATION BASED LATINO OUTREACH	BALTIMORE	MD
EDUCATIONAL ALLIANCE	NEW YORK	NY
EDWARD M. KENNEDY INSTITUTE FOR THE UNITED STATES SENATE, INC.	BOSTON	MA
EL CENTRO DE LA RAZA	SEATTLE	WA
EL GRITO, INC.	SILVER CITY	NM
ELIJAH CUMMINGS YOUTH PROGRAM IN ISRAEL, INC.	BALTIMORE	MD
ELLA GRANT ELEMENTARY SCHOOL	PRICHARD	AL
ENTERPRISE NORTH, INC.	NEW ULM	MN
EPISCOPAL CHURCH OF ST. PAUL AND ST. JAMES	NEW HAVEN	CT
EQUALITY CALIFORNIA INSTITUTE	SAN FRANCISCO	CA
ERIE NEIGHBORHOOD HOUSE	CHICAGO	IL
EXODUS TO EXCELLENCE, INC.	PHILADELPHIA	PA
FAIRMOUNT PARK CONSERVANCY	PHILADELPHIA	PA
FAITH PRESBYTERIAN CHURCH	AURORA	CO
FAMILY HOUSE, INC.	PITTSBURGH	PA
FAMILY SERVICE AGENCY OF DEKALB COUNTY, INC.	DEKALB	IL
FAMILY SERVICES CENTER	DOTHAN	AL
FAST LANE AQUATICS	CLERMONT	FL
FEEDING AMERICA - KENTUCKY'S HEARTLAND, INC.	ELIZABETHTOWN	KY
FIELD OF DREAMS, INC.	SALEM	NH
FINANCIAL EXECUTIVES RESEARCH FOUNDATION, INC.	MORRISTOWN	NJ
FLORENCE CRITTENTON SERVICES OF GREATER WASHINGTON	WASHINGTON, DC	DC
FLORIDA DISTRICT 14 LITTLE LEAGUE	ORLANDO	FL
FLORIDA FUTURE PROBLEM SOLVING PROGRAM	PALM BAY	FL
FLORIDA KEYS CHILDREN'S SHELTER, INC.	TAVERNIER	FL
FLORIDA STATE UNIVERSITY FOUNDATION, INC.	TALLAHASSEE	FL
FLORIDA SYMPHONY YOUTH ORCHESTRA	ORLANDO	FL
FLORIDA YOUNG ARTISTS ORCHESTRA	LONGWOOD	FL
FOOD BANK OF DELAWARE, INC.	MILFORD	DE
	NEWARK	DE
FOOD BANK OF THE ROCKIES	DENVER	CO
FOOD FOR LANE COUNTY	EUGENE	OR
FOODBANK OF MONMOUTH & OCEAN COUNTIES, INC.	NEPTUNE	NJ
FOODBANK OF SOUTH CENTRAL MICHIGAN	BATTLE CREEK	MI
FOOTHILLS UNITED WAY, INC.	LAFAYETTE	CO
FORD'S THEATRE SOCIETY	WASHINGTON	DC
FOREST PARK COMMUNITY GARDEN	FOREST PARK	IL
FORT BEND COMMUNITY REVITALIZATION PROJECTS	MISSOURI CITY	TX

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2011 foundation giving (cont.)

FORT WAYNE URBAN LEAGUE, INC.	FORT WAYNE	IN
FOUNDATION FOR FOSTER CHILDREN	ORLANDO	FL
FOUNDATION FOR MINORITY INTERESTS IN MEDIA, INC.	WASHINGTON	DC
FOUNDATION FOR ORANGE COUNTY PUBLIC SCHOOLS	ORLANDO	FL
FOUNDATION FOR THE CENTER FOR HISPANIC POLICY RESEARCH & DEVELOPMENT	TRENTON	NJ
FOUNDATION OF THE CHESTER COUNTY CHAMBER OF COMMERCE	MALVERN	PA
FOUNDATION OF THE DELAWARE COUNTY CHAMBER OF COMMERCE, INC.	MEDIA	PA
FOUNDATION WEST	PINEDALE	CA
FRANKLIN-GRAND ISLE UNITED WAY, INC.	ST. ALBANS	VT
FRANKLIN-MCKINLEY SCHOOL DISTRICT	SAN JOSE	CA
FREEDOM HIGH SCHOOL	ORLANDO	FL
FREEDOMS FOUNDATION AT VALLEY FORGE	VALLEY FORGE	PA
FRIENDS FOR THERAPEUTIC EQUINE ACTIVITIES	WINFIELD	IL
FRIENDS OF CHEYENNE CANON, INC.	COLORADO SPRINGS	CO
FRIENDS OF THE FOREST PRESERVES	CHICAGO	IL
FRIENDS OF THE FREE LIBRARY OF PHILADELPHIA, INC.	PHILADELPHIA	PA
FRIENDS OF THE RAPPAHANNOCK, INC.	FREDERICKSBURG	VA
FRIENDS OF THE WHITE PINE TRAIL	COMSTOCK PARK	MI
FRIENDS OF VALLEY FORGE	KING OF PRUSSIA	PA
FULLER PARK COMMUNITY DEVELOPMENT CORPORATION	CHICAGO	IL
FUTURE FOUNDATIONS FAMILY CENTER	GRANTS	NM
▼ G-H		
GADS HILL CENTER	CHICAGO	IL
GADSDEN CITY SCHOOLS FOUNDATION	GADSDEN	AL
GARDEN RAISED BOUNTY	OLYMPIA	WA
GARDEN THEATRE, INC.	WINTER GARDEN	FL
GET SCHOOLED FOUNDATION	NEW YORK	NY
GIRL SCOUTS OF CALIFORNIA'S CENTRAL COAST	SAN LUIS OBISPO	CA
GIRL SCOUTS OF CITRUS COUNCIL, TROOP 1797	ORLANDO	FL
GIRL SCOUTS OF CITRUS COUNCIL, TROOP 4701	ORLANDO	FL
GIRL SCOUTS OF EASTERN MASSACHUSETTS, INC.	BOSTON	MA
GIRLS, INCORPORATED OF GREATER PHILADELPHIA AND SOUTHERN NEW JERSEY	PHILADELPHIA	PA
GIRLS, INCORPORATED OF METRO DENVER	DENVER	CO
GIRLS, INCORPORATED OF NEW HAMPSHIRE	MANCHESTER	NH
GIVE KIDS THE WORLD	KISSIMMEE	FL
GIVINGPOINT, INC.	ROSWELL	GA
GLEANERS COMMUNITY FOOD BANK, INC.	DETROIT	MI
GOD IS REAL INTERNATIONAL MINISTRIES	BLUE ISLAND	IL
GOOD SHEPHERD SCHOOL FOUNDATION	ORLANDO	FL

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2011 foundation giving (cont.)

GOODWILL INDUSTRIES OF DENVER	DENVER	CO
GOODWILL INDUSTRIES OF GREATER DETROIT	DETROIT	MI
GOODWILL INDUSTRIES OF NEW MEXICO	ALBUQUERQUE	NM
GRAND RAPIDS CATHOLIC COMMITTEE ON SCOUTING	BELMONT	MI
GRAND RAPIDS YOUTH COMMONWEALTH, INC.	GRAND RAPIDS	MI
GRANITE EDUCATION FOUNDATION, INC.	SALT LAKE CITY	UT
GRANITE UNITED WAY	MANCHESTER	NH
GREATER CHICAGO FOOD DEPOSITORY	CHICAGO	IL
GREATER HURON COUNTY UNITED WAY	BAD AXE	MI
GREATER KALAMAZOO UNITED WAY, INC.	KALAMAZOO	MI
GREATER LANSING FOOD BANK	LANSING	MI
GREATER LIGHTHOUSE APOSTOLIC CHURCH	LAFAYETTE	IN
GREATER PHILADELPHIA CHAMBER OF COMMERCE REGIONAL FOUNDATION	PHILADELPHIA	PA
GREATER SACRAMENTO URBAN LEAGUE	SACRAMENTO	CA
GREATER TWIN CITIES UNITED WAY	MINNEAPOLIS	MN
GREATER WASHINGTON COUNTY FOOD BANK	EIGHTY FOUR	PA
GREENE COUNTY UNITED WAY, INC.	GREENEVILLE	TN
GREYHOUND PETS OF AMERICA - ORLANDO	LONGWOOD	FL
GROUNDWORK LAWRENCE, INC.	LAWRENCE	MA
GULF COAST REGIONAL BLOOD CENTER	HOUSTON	TX
GWEN'S GIRLS	PITTSBURGH	PA
HABITAT FOR HUMANITY INTERNATIONAL, INC.	ANNVILLE	PA
	HOLLAND	MI
	MUSKEGON	MI
	PORTALES	NM
	PORTSMOUTH	NH
	SPRINGFIELD	IL
	WILMINGTON	DE
HABITAT FOR HUMANITY OF GREATER ORLANDO, INC.	ORLANDO	FL
HABITAT FOR HUMANITY OF METRO DENVER, INC.	DENVER	CO
HACIENDA COMMUNITY DEVELOPMENT CORPORATION	PORTLAND	OR
HANDS ON GREATER PORTLAND	PORTLAND	OR
HARBOR HOUSE OF CENTRAL FLORIDA	ORLANDO	FL
HAVEN, INC.	BINGHAM FARMS	MI
HEALTHY LOMBARD	LOMBARD	IL
HEART OF A MARINE FOUNDATION	ELK GROVE VILLAGE	IL
HEART OF ARKANSAS UNITED WAY	NORTH LITTLE ROCK	AR
HEART OF FLORIDA UNITED WAY	ORLANDO	FL
HEART OF ILLINOIS UNITED WAY, INC.	PEORIA	IL
HEART OF VARIETY FUND	PHILADELPHIA	PA
HELP THE ANIMALS, INC.	RICHMOND	IN

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2011 foundation giving (cont.)

HERE'S HELP, INC.	OPA LOCKA	FL
HISPANAS ORGANIZED FOR POLITICAL EQUALITY-CALIFORNIA	LOS ANGELES	CA
HISPANIC CENTER OF WESTERN MICHIGAN, INC.	GRAND RAPIDS	MI
HISPANIC COLLEGE FUND	DALLAS	TX
HISPANIC FEDERATION, INC.	NEW YORK	NY
HISPANIC HUMAN RESOURCES COUNCIL, INC.	WEST PALM BEACH	FL
HISPANIC UNITY OF FLORIDA, INC.	HOLLYWOOD	FL
	MIAMI	FL
HMONG AMERICAN PARTNERSHIP	SAINT PAUL	MN
HOLY FAMILY CATHOLIC SCHOOL	ORLANDO	FL
HOLLY RIDGE CENTER, INC.	BREMERTON	WA
HOOSIER HILLS FOOD BANK, INC.	BLOOMINGTON	IN
HOPE AND HELP CENTER OF CENTRAL FLORIDA	WINTER PARK	FL
HOPE STATION OPPORTUNITY AREA NEIGHBORHOOD COUNCIL	CARLISLE	PA
HORIZON HOUSE, INC.	INDIANAPOLIS	IN
HORIZONS SPECIALIZED SERVICES, INC.	STEAMBOAT SPRINGS	CO
HOSANNA HOUSE, INC.	WILKINSBURG	PA
HOUNDHAVEN	MINNEOLA	FL
HOUSTON AREA URBAN LEAGUE, INC.	HOUSTON	TX
HOUSTON BARC FOUNDATION	HOUSTON	TX
HOUSTON CLEAN CITY COMMISSION, INC.	HOUSTON	TX
HOUSTON WORKS USA	HOUSTON	TX
HUMANE SOCIETY - LOWELL	LOWELL	MA
HUMANE SOCIETY FOR GREATER NASHUA CORPORATION	NASHUA	NH
HUNTER'S CREEK BASEBALL	ORLANDO	FL
HUNTINGDON COMMUNITY CENTER	HUNTINGDON	PA
HURON COUNTY COALITION AGAINST DOMESTIC ABUSE	BAD AXE	MI
▼ I-L		
I LOVE A CLEAN SAN DIEGO COUNTY, INC.	SAN DIEGO	CA
IGLESIA CRISTIANA MONTE CARMELO	PERTH AMBOY	NJ
ILLINOIS EDUCATION FOUNDATION	CHICAGO	IL
IN HIS HANDS CHRISTIAN DAYCARE	LOVINGTON	NM
INCLUSION CENTER FOR COMMUNITY AND JUSTICE	SALT LAKE CITY	UT
INDIANAPOLIS URBAN LEAGUE, INC.	INDIANAPOLIS	IN
INDIANAPOLIS-MARION COUNTY PUBLIC LIBRARY FOUNDATION	INDIANAPOLIS	IN
INDOCHINESE-AMERICAN COUNCIL	PHILADELPHIA	PA
INSTITUTE FOR TRANSFUSION MEDICINE	GLENVIEW	IL
	PITTSBURGH	PA
INSTITUTE OF PROFESSIONAL PRACTICE	STRATHAM	NH
INTERFAITH WORKS, INC.	ROCKVILLE	MD

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2011 foundation giving (cont.)

INTERNATIONAL ASSOCIATION OF LIONS CLUBS	MCCONNELLSBURG	PA
INTERNATIONAL SCHOLARSHIP AND TUITION SERVICES	NASHVILLE	TN
JACKSON STATE UNIVERSITY	JACKSON	MS
JACKSONVILLE URBAN LEAGUE, INC.	JACKSONVILLE	FL
JAMES V. BROWN LIBRARY	WILLIAMSPORT	PA
JANE ADDAMS COMMUNITY MENTAL HEALTH CENTER	FREEPORT	IL
JEREMIAH PROGRAM	MINNEAPOLIS	MN
JEWISH FAMILY SERVICES OF GREATER ORLANDO	WINTER PARK	FL
JOHN W. HEREFORD BOYS CLUBS OF HUNTINGTON, INC.	HUNTINGTON	WV
JORDAN EDUCATION FOUNDATION	WEST JORDAN	UT
JOURNEY'S END ANIMAL SANCTUARY	DELAND	FL
JUNCTION CENTER FOR INDEPENDENT LIVING, INC.	DUFFIELD	VA
JUNIOR ACHIEVEMENT OF CENTRAL FLORIDA	ORLANDO	FL
KAPPA ALPHA PSI FOUNDATION OF METROPOLITAN BALTIMORE, INC.	BALTIMORE	MD
KIDS AGAINST HUNGER COALITION OF MICHIGAN	OAK PARK	MI
KIDS BEATING CANCER	ORLANDO	FL
KIDS HOUSE OF SEMINOLE	SANFORD	FL
KIPP, INC.	HOUSTON	TX
KIWANIS DAY NURSERY	HUNTINGTON	WV
KNOX PARKS FOUNDATION, INC.	HARTFORD	CT
KNOXVILLE AREA URBAN LEAGUE	KNOXVILLE	TN
KOREAN AMERICAN COMMUNITY SERVICES	CHICAGO	IL
L.A. FAMILY HOUSING	NORTH HOLLYWOOD	CA
LA CASA DE AMISTAD, INC.	SOUTH BEND	IN
LAKE AREA UNITED WAY, INC.	GRIFFITH	IN
LANCASTER ELEMENTARY SCHOOL	ORLANDO	FL
LAND CONSERVANCY OF MCHENRY COUNTY	WOODSTOCK	IL
LARCHE TAHOMA HOPE COMMUNITY	TAHOMA	WA
LAS CRUCES PUBLIC SCHOOLS FOUNDATION	LAS CRUCES	NM
LATIN AMERICAN ASSOCIATION, INC.	ATLANTA	GA
LATIN AMERICAN COMMUNITY CENTER, INC.	WILMINGTON	DE
LATIN AMERICAN ECONOMIC DEVELOPMENT ASSOCIATION, INC.	CAMDEN	NJ
LATIN AMERICAN YOUTH CENTER, INC.	WASHINGTON	DC
LATIN AMERICANS FOR SOCIAL AND ECONOMIC DEVELOPMENT, INC.	DETROIT	MI
LATIN AMERICANS UNITED FOR PROGRESS, INC.	HOLLAND	MI
LATINO COMMUNITY FOUNDATION	SAN FRANCISCO	CA
LATINO LEADERSHIP ALLIANCE	SAN JOSE	CA
LATINO LEADERSHIP ALLIANCE OF BUCKS COUNTY, INC.	BRISTOL	PA
LATINO MEMPHIS, INC.	MEMPHIS	TN
LAWRENCE COMMUNITY WORKS, INC.	LAWRENCE	MA

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2011 foundation giving (cont.)

LAWRENCE HALL YOUTH SERVICES	CHICAGO	IL
LEADERSHIP PALM BEACH COUNTY, INC.	WEST PALM BEACH	FL
LEMOYNE OWEN COLLEGE	MEMPHIS	TN
LENAWEE UNITED WAY	ADRIAN	MI
LEUKEMIA AND LYMPHOMA SOCIETY	ORLANDO	FL
LIBBY'S LEGACY BREAST CANCER FOUNDATION	ORLANDO	FL
LIFE PIECES TO MASTERPIECES	WASHINGTON	DC
LIFE QUEST TRANSITIONS	COLORADO SPRINGS	CO
LIGHTHOUSE CENTRAL FLORIDA	ORLANDO	FL
LINN BENTON FOOD SHARE	CORVALLIS	OR
LITTLE LEAGUE BASEBALL, INC.	ABERDEEN	MD
LITTLE LEAGUE BASEBALL, INC.	SANTA CRUZ	CA
LIVE YOUR DREAMS YOUTH GROUP, INC.	WASHINGTON	DC
LOS ANGELES EDUCATION PARTNERSHIP	LOS ANGELES	CA
LOS ANGELES UNIFIED SCHOOL DISTRICT	LOS ANGELES	CA
LOVE, INC.	MERIDIAN	MS
LOWELL BOYS CLUB ASSOCIATION	LOWELL	MA
LULAC INSTITUTE, INC.	WASHINGTON	DC
LUTHERAN SOCIAL SERVICES OF NORTHEAST FLORIDA, INC.	JACKSONVILLE	FL
LYCOMING COUNTY UNITED WAY, INC.	WILLIAMSPORT	PA
▼ M-N		
MAD COW THEATRE COMPANY	ORLANDO	FL
MADISON COUNTY SPCA HUMANE SOCIETY, INC.	ANDERSON	IN
MAINLAND COMMUNITIES UNITED WAY, INC.	TEXAS CITY	TX
MAKE-A-WISH FOUNDATION OF CENTRAL AND NORTHERN FLORIDA	ORLANDO	FL
MANTECA UNIFIED SCHOOL DISTRICT	STOCKTON	CA
MARION VOLUNTEER FIRE COMPANY	MARION	PA
MARION-POLK FOOD SHARE, INC.	SALEM	OR
MARYLAND FOOD BANK, INC.	SALISBURY	MD
MARY'S CENTER FOR MATERNAL AND CHILD CARE	WASHINGTON, DC	DC
MASSACHUSETTS SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	METHUEN	MA
MC SENIOR CENTER, INC.	MICHIGAN CITY	IN
MEMPHIS URBAN LEAGUE, INC.	MEMPHIS	TN
MENTORING TO MANHOOD	WASHINGTON, DC	DC
MERCY HOUSING MOUNTAIN PLAINS	DENVER	CO
MERRIMACK VALLEY YOUNG MEN'S CHRISTIAN ASSOCIATION, INC.	LAWRENCE	MA
METROPOLITAN STATE COLLEGE OF DENVER FOUNDATION, INC.	DENVER	CO
METROPOLITAN WILMINGTON URBAN LEAGUE, INC.	WILMINGTON	DE
MEXICAN AMERICAN NATIONAL ASSOCIATION - ORLANDO CHAPTER	ORLANDO	FL
MEXICAN INSTITUTE OF GREATER HOUSTON, INC.	HOUSTON	TX

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2011 foundation giving (cont.)

MI CASA RESOURCE CENTER	DENVER	CO
MID COAST HUNGER PREVENTION PROGRAM, INC.	BRUNSWICK	ME
MID-SOUTH FOOD BANK	MEMPHIS	TN
MILE HIGH UNITED WAY, INC.	DENVER	CO
MILTON FAMILY COMMUNITY CENTER, INC.	MILTON	VT
MINNEAPOLIS FOUNDATION	MINNEAPOLIS	MN
MINNEAPOLIS URBAN LEAGUE	MINNEAPOLIS	MN
MIRACLE LEAGUE OF NORTHAMPTON TOWNSHIP, PA	RICHBORO	PA
MOMS HOUSE, INC.	LANCASTER	PA
MONROEVILLE FOUNDATION, INC.	MONROEVILLE	PA
MONTCLAIR NEIGHBORHOOD DEVELOPMENT CORP.	MONTCLAIR	NJ
MONTGOMERY COLLEGE FOUNDATION, INC.	ROCKVILLE	MD
MORNING STAR SCHOOL	ORLANDO	FL
MOTION PICTURE & TELEVISION FUND	LOS ANGELES	CA
MOUNT DORA MIDDLE SCHOOL	MOUNT DORA	FL
MOUNT ST. VINCENT HOME, INC.	DENVER	CO
MOUNTAINEER BOYS & GIRLS CLUB, INC.	MORGANTOWN	WV
MY HEART'S DESIRE	HOUMA	LA
MY STUFF BAGS FOUNDATION	WESTLAKE VILLAGE	CA
NATHANIEL'S HOPE	ORLANDO	FL
NATIONAL ALLIANCE ON MENTALLY ILL OF GREATER ORLANDO	ORLANDO	FL
NATIONAL ASSOCIATION OF BLACK COUNTY OFFICIALS	WASHINGTON	DC
NATIONAL ASSOCIATION OF LATINO INDEPENDENT PRODUCERS	SANTA MONICA	CA
NATIONAL CONFERENCE OF BLACK MAYORS, INC.	ATLANTA	GA
NATIONAL CONGRESS OF BLACK WOMEN, INC.	WASHINGTON	DC
NATIONAL COUNCIL OF LA RAZA	WASHINGTON	DC
NATIONAL COUNCIL OF THE UNITED STATES SOCIETY OF ST. VINCENT DEPAUL, INC.	INDIANAPOLIS	IN
NATIONAL HISPANIC CAUCUS OF STATE LEGISLATORS	WASHINGTON	DC
NATIONAL MULTIPLE SCLEROSIS SOCIETY, MID FLORIDA	MAITLAND	FL
NATIONAL ORGANIZATION OF BLACK ELECTED LEGISLATIVE WOMEN, INC.	DENVER	CO
NATIONAL PUERTO RICAN COALITION, INC.	WASHINGTON	DC
NATIONAL URBAN LEAGUE, INC.	NEW YORK	NY
NATIVE AMERICAN YOUTH AND FAMILY CENTER	PORTLAND	OR
NEED IN DEED	PHILADELPHIA	PA
NEIGHBORHOOD CENTERS, INC.	BELLAIRE	TX
NEIGHBORHOOD IMPROVEMENTS FOR BETTER LIVING CORPORATION	MIDWAY	FL
NETWORK SERVICES	TACOMA	WA
NEW HAMPSHIRE CATHOLIC CHARITIES, INC.	MANCHESTER	NH
NEW HOPE FOR KIDS	ORLANDO	FL

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2011 foundation giving (cont.)

NEW JERSEY HALL OF FAME	NEWARK	NJ
NEW LEADERSHIP CHARTER SCHOOL	SPRINGFIELD	MA
NEW LIFE MINISTRIES OF NEW ENGLAND, INC.	MANCHESTER	NH
NEW MEXICO POLICE ATHLETIC LEAGUE	GALLUP	NM
NEW MISSIONS, INC.	ORLANDO	FL
NEW ULM AREA EMERGENCY FOOD SHELF, INC.	NEW ULM	MN
NEWSEUM, INC.	WASHINGTON	DC
NORRIS SQUARE CIVIC ASSOCIATION	PHILADELPHIA	PA
NORTH LITTLE ROCK SCHOOL DISTRICT	NORTH LITTLE ROCK	AR
NORTH SHORE UNITED WAY, INC.	BEVERLY	MA
NORTHAMPTON PUBLIC SCHOOLS	LEEDS	MA
NORTHERN ILLINOIS BLOOD BANK, INC.	ROCKFORD	IL
NORTHERN ILLINOIS CENTER FOR AUTISM	LAKE IN THE HILLS	IL
NORTHERN ILLINOIS FOOD BANK	GENEVA	IL
NUEVA ESPERANZA	PHILADELPHIA	PA
▼ O-P		
OAKLAND SCHOOLS FOUNDATION	OAKLAND	CA
ONE ECONOMY CORPORATION	WASHINGTON	DC
ONE HEART MINISTRIES, INC.	CONYERS	GA
ONE WAY PENTECOSTAL APOSTOLIC CHURCH	CRAWFORDSVILLE	IN
OPEN MEADOW ALTERNATIVE SCHOOLS, INC.	PORTLAND	OR
OPERATION HOMEFRONT, INC.	CHICAGO	IL
OPERATION MOMS COOKIES, INC.	WILMINGTON	IL
OPERATION SCHOOL BELL	HOLLYWOOD	CA
OPERATION SECOND CHANCE, INC.	CLARKSBURG	MD
OPERATION SUPPORT OUR TROOPS - ILLINOIS, INC.	NAPERVILLE	IL
OPPORTUNITIES INDUSTRIALIZATION CENTER, INC.	PHILADELPHIA	PA
ORCHARD VILLAGE	SKOKIE	IL
ORGANIZATION OF CHINESE AMERICANS, INC.	MADISON HEIGHTS WASHINGTON	MI DC
ORLANDO REPERTORY THEATRE	ORLANDO	FL
ORLANDO UNION RESCUE MISSION	ORLANDO	FL
ORPHAN AID SOCIETY	NORTH CHARLESTON	SC
OVARIAN CANCER ALLIANCE OF FLORIDA	LONGWOOD	FL
OVIEDO HIGH SCHOOL THESPIANS	OVIEDO	FL
PACIFIC LODGE	WOODLAND HILLS	CA
PALERMO UNION SCHOOL DISTRICT	OROVILLE	CA
PANAMA CITY RESCUE MISSION, INC.	PANAMA CITY	FL
PARK PLACE BEHAVIORAL HEALTHCARE	KISSIMMEE	FL
PARKSIDE BUSINESS & COMMUNITY IN PARTNERSHIP, INC.	CAMDEN	NJ

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2011 foundation giving (cont.)

PATRICIA L. BLACK COMMUNITY HEALTH CLINIC	ORLANDO	FL
PEACEJAM FOUNDATION	ARVADA	CO
PENCIL FOUNDATION	NASHVILLE	TN
PENNSYLVANIA BALLET ASSOCIATION	PHILADELPHIA	PA
PENNSYLVANIA HERITAGE SOCIETY	HARRISBURG	PA
PENNSYLVANIA PARKS AND FORESTS FOUNDATION	HARRISBURG	PA
PEOPLE FOR THE AMERICAN WAY FOUNDATION	WASHINGTON D.C.	DC
PETER KIRK ELEMENTARY PTSA	KIRKLAND	WA
PHILABUNDANCE	PHILADELPHIA	PA
PHILADELPHIA FOUNDATION	PHILADELPHIA	PA
PHILADELPHIA HISPANIC CHAMBER OF COMMERCE SERVICES, INC.	PHILADELPHIA	PA
PHILADELPHIA OUTWARD BOUND CENTER	PHILADELPHIA	PA
PHILADELPHIA UNIVERSITY	PHILADELPHIA	PA
PHILADELPHIA'S CHILDREN FIRST FUND	PHILADELPHIA	PA
PHOENIX PROJECT	SPRINGFIELD	VA
PI OMEGA FOUNDATION, INC.	BALTIMORE	MD
PIECE BY PIECE	LOS ANGELES	CA
PIEDMONT PARK CONSERVANCY, INC.	ATLANTA	GA
PIKES PEAK UNITED WAY	COLORADO SPRINGS	CO
PILLSBURY UNITED COMMUNITIES	MINNEAPOLIS	MN
PITTSBURGH METROPOLITAN AREA HISPANIC CHAMBER OF COMMERCE FOUNDATION	PITTSBURGH	PA
PLYMOUTH COMMUNITY UNITED WAY	PLYMOUTH	MI
POLICE ATHLETIC LEAGUE OF NORRISTOWN	NORRISTOWN	PA
PORTSMOUTH HISTORICAL SOCIETY	PORTSMOUTH	NH
POTTSTOWN AREA HEALTH & WELLNESS FOUNDATION	POTTSTOWN	PA
PREVENT CHILD ABUSE - VERMONT	MONTPELIER	VT
PRIME STAGE	FREEDOM	PA
PRINCE OF PEACE LUTHERAN CHURCH	PRINCETON JUNCTION	NJ
PROJECT GRAD LOS ANGELES	LOS ANGELES	CA
PROJECT HOPE HUMANE SOCIETY, INC.	METROPOLIS	IL
PROVIDENCE HEALTH & SERVICES FOUNDATION	BURBANK	CA
PROVIDENCE ST. JOSEPH FOUNDATION	BURBANK	CA
PROVISO LEYDEN COUNCIL FOR COMMUNITY ACTION, INC.	MAYWOOD	IL
PROVO SCHOOL DISTRICT FOUNDATION FOR EXCELLENCE	PROVO	UT
PTA CALIFORNIA CONGRESS OF PARENTS, TEACHERS & STUDENTS, INC.	ANTIOCH	CA
	SAN FRANCISCO	CA
	SANTA MARIA	CA
PTA GEORGIA CONGRESS	ATLANTA	GA
	EAST POINT	GA
PUERTO RICAN ARTS ALLIANCE	CHICAGO	IL

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2011 foundation giving (cont.)

▼ Q-S		
QUAD COUNTY URBAN LEAGUE, INC.	AURORA	IL
QUINCY ASIAN RESOURCES, INC.	QUINCY	MA
RAFT - COLORADO	DENVER	CO
RAPPAHANNOCK BIG BROTHERS BIG SISTERS	FREDERICKSBURG	VA
RAPPAHANNOCK-RAPIDAN COMMUNITY SERVICES BOARD	CULPEPER	VA
RAYTOWN C-2 SCHOOL DISTRICT	RAYTOWN	MO
READ TO GROW, INC.	BRANFORD	CT
REBUILDING TOGETHER ALEXANDRIA	ALEXANDRIA	VA
REBUILDING TOGETHER AURORA, INC.	AURORA	IL
REBUILDING TOGETHER NEW BRITAIN, INC.	NEW BRITAIN	CT
REBUILDING TOGETHER WITH CHRISTMAS IN APRIL - GRAYS HARBOR	ABERDEEN	WA
RECTOR & VISITORS OF THE UNIVERSITY OF VIRGINIA	CHARLOTTESVILLE	VA
RED CREEK WILDLIFE CENTER, INC.	SCHUYLKILL HAVEN	PA
RED CROSS - SOUTHEASTERN MICHIGAN CHAPTER	DETROIT	MI
REGENTS OF THE UNIVERSITY OF MICHIGAN	ANN ARBOR	MI
REGIONAL REHABILITATION CENTER, INC.	TUPELO	MS
RESIDENT SERVICES, INC.	BALTIMORE	MD
RESOURCES FOR INDEPENDENT LIVING, INC.	RICHMOND	VA
RIBBON RIDERS, INC.	LAKE MARY	FL
RIO GRANDE COMMUNITY FARMS	ALBUQUERQUE	NM
RIVERFRONT CHILDREN'S CENTER	GROTON	CT
ROADRUNNER FOOD BANK, INC.	ALBUQUERQUE	NM
ROCKFORD PARK DISTRICT FOUNDATION	ROCKFORD	IL
ROCKY MOUNTAIN SER JOBS FOR PROGRESS, INC.	DENVER	CO
RODNEY STREET TENNIS ASSOCIATION	WILMINGTON	DE
RON CLARK ACADEMY, INC.	ATLANTA	GA
RONALD MCDONALD HOUSE OF CENTRAL FLORIDA	ORLANDO	FL
ROOFTOP OF VIRGINIA CAP	GALAX	VA
ROSEN COLLEGE OF HOSPITALITY	ORLANDO	FL
ROWAN UNIVERSITY FOUNDATION, INC.	GLASSBORO	NJ
ROY CITY	ROY	UT
RUSSELL BYERS CHARTER SCHOOL	PHILADELPHIA	PA
SACRAMENTO CITY UNIFIED SCHOOL DISTRICT	SACRAMENTO	CA
SACRAMENTO METRO CHURCH OF CHRIST	CARMICHAEL	CA
SADDLERS WOODS CONSERVATION ASSOCIATION	HADDON TOWNSHIP	NJ
SAFE HOMES OF AUGUSTA, INC.	AUGUSTA	GA
SAINT NICHOLAS FAMILY CLINIC, INC.	PADUCAH	KY
SALINAS CITY ELEMENTARY SCHOOL DISTRICT	SALINAS	CA
SALT LAKE CITY CORPORATION	SALT LAKE CITY	UT

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2011 foundation giving (cont.)

SALT LAKE EDUCATION FOUNDATION	SALT LAKE CITY	UT
SALVATION ARMY	INDIANAPOLIS	IN
	ROSEVILLE	MN
SAN JUAN UNIFIED SCHOOL DISTRICT	CITRUS HEIGHTS	CA
SAN JUAN UNITED WAY	FARMINGTON	NM
SANTA FE PUBLIC SCHOOLS	SANTA FE	NM
SARAH HEINZ HOUSE ASSOCIATION	PITTSBURGH	PA
SAVING YOUNG HEARTS	OCOEE	FL
SAY BASEBALL OF CENTRAL FLORIDA	ORLANDO	FL
SCHNAUZER LOVE RESCUE	ORLANDO	FL
SCHOOL FOR THE ARTS COMMUNITY ORGANIZATION	SANTA ROSA	CA
SCHOOL ON WHEELS	VENTURA	CA
SCORE A GOAL IN THE CLASSROOM	DALLAS	TX
SCTE FOUNDATION, INC.	EXTON	PA
SEACOAST YOUTH SERVICES	SEABROOK	NH
SEA TURTLE PRESERVATION SOCIETY	INDIALANTIC	FL
SECOND HARVEST FOOD BANK	ORLANDO	FL
SECOND HARVEST FOOD BANK OF EAST CENTRAL INDIANA, INC.	MUNCIE	IN
SECOND HARVEST HEARTLAND	MAPLEWOOD	MN
SECURITIES AND EXCHANGE COMMISSION HISTORICAL SOCIETY	WASHINGTON	DC
SELF-HELP FOR THE ELDERLY	SAN FRANCISCO	CA
SETTLEMENT MUSIC SCHOOL OF PHILADELPHIA	PHILADELPHIA	PA
SHELBY RESIDENTIAL AND VOCATIONAL SERVICES, INC.	MEMPHIS	TN
SHEPHERD'S HOPE	ORLANDO	FL
SHILOH BAPTIST CHURCH	YORK	PA
SINTE GLESKA UNIVERSITY	MISSION	SD
SISTERS OF SAINT JOSEPH OF CHESTNUT HILL	PHILADELPHIA	PA
SOCORRO CONSOLIDATED SCHOOLS	SOCORRO	NM
SOUTH BURLINGTON SCHOOL DISTRICT	SOUTH BURLINGTON	VT
SOUTH JERSEY FIELD OF DREAMS	WEST ATLANTIC CITY	NJ
SOUTH LAKE YMCA	CLERMONT	FL
SOUTH ORANGE LITTLE LEAGUE	ORLANDO	FL
SOUTH VALLEY CHARTER SCHOOL	MORGAN HILL	CA
SOUTHWEST MIDDLE SCHOOL	ORLANDO	FL
SOUTHERN CONNECTICUT STATE UNIVERSITY FOUNDATION, INC.	NEW HAVEN	CT
SOUTHERN PINES ANIMAL SHELTER	HATTIESBURG	MS
SPCA OF CENTRAL FLORIDA	ORLANDO	FL
SPANISH AMERICAN CIVIC ASSOCIATION FOR EQUITY, INC.	LANCASTER	PA
SPANISH FORK CITY CORPORATION	SPANISH FORK	UT
SPECIAL OLYMPICS CONNECTICUT, INC.	HAMDEN	CT

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2011 foundation giving (cont.)

SPECIAL OLYMPICS FLORIDA	CLERMONT	FL
SPECIAL OLYMPICS FLORIDA, INC.	CRAWFORDVILLE	FL
	TALLAHASSEE	FL
SPECIAL OLYMPICS MASSACHUSETTS, INC.	TAUNTON	MA
SPINGARN ALUMNI ASSOCIATION, INC.	WASHINGTON	DC
SPONSORS FOR EDUCATIONAL OPPORTUNITY	NEW YORK	NY
SPRINGFIELD BOYS CLUB	SPRINGFIELD	MA
SPRINGFIELD DAY NURSERY CORPORATION	SPRINGFIELD	MA
SPRINGFIELD URBAN LEAGUE, INC.	SPRINGFIELD	IL
ST. CHARLES BORROMEO CATHOLIC SCHOOL	ORLANDO	FL
ST. PAUL ACADEMY FOR BOYS, INC.	SAVANNAH	GA
ST. VINCENT DEPAUL PLACE MIDDLETOWN, INC.	MIDDLETOWN	CT
STATE OF DELAWARE	SMYRNA	DE
STEPPINGSTONE FOUNDATION, INC.	PHILADELPHIA	PA
STILLMAN COLLEGE	TUSCALOOSA	AL
STONEWALL LIBRARY & ARCHIVES, INC.	FORT LAUDERDALE	FL
STOREHOUSE FOR TEACHERS	PITTSBURGH	PA
STO-ROX SCHOOL DISTRICT	MCKEES ROCKS	PA
STRAWBERRY MANSION COMMUNITY LEARNING CENTER	PHILADELPHIA	PA
STRIVE DC	WASHINGTON, DC	DC
STRONG WOMEN STRONG GIRLS, INC.	PITTSBURGH	PA
SULTAN JIHAD AHMAD COMMUNITY FOUNDATION	PHILADELPHIA	PA
SUMMER SEARCH	SAN FRANCISCO	CA
SUNSHINE FOUNDATION	DAVENPORT	FL
SUSAN G. KOMEN FOR THE CURE CENTRAL FLORIDA	WINTER PARK	FL
SYLVAN UNION SCHOOL DISTRICT	MODESTO	CA
▼ T		
TACOMA URBAN LEAGUE	TACOMA	WA
TAKE STOCK IN CHILDREN	LEESBURG	FL
TALLAHASSEE SIGMAS EDUCATIONAL FOUNDATION, INC.	TALLAHASSEE	FL
TALLER PUERTORRIQUENO	PHILADELPHIA	PA
TALPA COMMUNITY CENTER ASSOCIATION, INC.	RANCHO DE TAOS	NM
TAMPA BAY BEAGLE RESCUE, INC.	TAMPA	FL
TAZEWELL ANIMAL PROTECTIVE SOCIETY	PEKIN	IL
TEACH FOR AMERICA, INC.	NEW YORK	NY
TEAMBUILDERS COUNSELING SERVICES, INC.	SANTA FE	NM
TECH CORPS	HOUSTON	TX
TEJANO CENTER FOR COMMUNITY CONCERNS, INC.	HOUSTON	TX
THANKS USA	MCLEAN	VA
THE ANIMAL RESCUE LEAGUE	LAUREL	MS

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2011 foundation giving (cont.)

THE APPEL FARM ARTS AND MUSIC CENTER	ELMER	NJ
THE BRIDGE TEEN CENTER	ORLAND PARK	IL
THE CENTER FOR EXCEPTIONAL CARE	ELGIN	IL
THE CENTER FOR FAMILY RESOURCES, INC.	MARIETTA	GA
THE CENTER ORLANDO	ORLANDO	FL
THE CHILDREN'S HOSPITAL OF PHILADELPHIA FOUNDATION	PHILADELPHIA	PA
THE CHOICE IS YOURS, INC.	PHILADELPHIA	PA
THE CHURCH OF CHRIST WRITTEN IN HEAVEN OF FLORIDA, INC.	TALLAHASSEE	FL
THE COMMITTEE OF SEVENTY	PHILADELPHIA	PA
THE COMMUNITY FOUNDATION OF JEFFERSON COUNTY, INC.	STEUBENVILLE	OH
THE DENVER HEALTH AND HOSPITALS FOUNDATION	DENVER	CO
THE ENTERPRISE CENTER	PHILADELPHIA	PA
THE FARM MINISTRIES	SNOHOMISH	WA
THE FOOD TRUST	PHILADELPHIA	PA
THE FULLER CENTER FOR HOUSING, INC.	SHREVEPORT	LA
THE GEORGE CHAMBERS RESOURCE CENTER, INC.	CALHOUN	GA
THE GUIDANCE CENTER	SOUTHGATE	MI
THE JEWISH RENAISSANCE FOUNDATION, INC.	PERTH AMBOY	NJ
THE NATIONAL BLACK CAUCUS OF LOCAL ELECTED OFFICIALS FOUNDATION, INC.	WASHINGTON	DC
THE OPEN DOOR CAPE ANN FOOD PANTRY, INC.	GLOUCESTER	MA
THE ORDINARY PEOPLE SOCIETY, INC.	DOTHAN	AL
THE PARK PEOPLE	DENVER	CO
THE SALVATION ARMY	NASHUA	NH
THE SALVATION ARMY - ORLANDO METROPOLITAN COMMAND	ORLANDO	FL
THE SAMARITAN HOUSE, INC.	LAS VEGAS	NM
THE SECOND MILE	STATE COLLEGE	PA
THE SOULSVILLE CHARTER SCHOOL, LLC	MEMPHIS	TN
THE TYLER YOUTH GROUP, INC.	ALIQUIPPA	PA
THE WATERBURY YOUNG MEN'S CHRISTIAN ASSOCIATION	WATERBURY	CT
THORNEBROOKE ELEMENTARY SCHOOL	OCOEE	FL
TOGETHER WE COPE	TINLEY PARK	IL
TRIDENT UNITED WAY, INC.	NORTH CHARLESTON	SC
TRIDENT URBAN LEAGUE, INC.	CHARLESTON	SC
TRINIDAD COMMUNITY FOUNDATION	TRINIDAD	CO
TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA	PHILADELPHIA	PA
TUBMAN	MINNEAPOLIS	MN
▼ U		
UNION PARK LITTLE LEAGUE	ORLANDO	FL
UNION STATION HOMELESS SERVICES	PASADENA	CA

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2011 foundation giving (cont.)

UNITED CEREBRAL PALSY OF CENTRAL FLORIDA	ORLANDO	FL
UNITED CEREBRAL PALSY OF NORTHWEST ALABAMA	TUSCUMBIA	AL
UNITED COMMUNITIES AGAINST POVERTY, INC.	CAPITOL HEIGHTS	MD
UNITED NEIGHBORHOOD ORGANIZATION	CHICAGO	IL
UNITED STATES FOUNDATION FOR INSPIRATION AND RECOGNITION OF SCIENCE AND TECHNOLOGY	MANCHESTER	NH
UNITED STATES HISPANIC CHAMBER OF COMMERCE FOUNDATION, INC.	WASHINGTON	DC
UNITED WAY CALIFORNIA CAPITAL REGION	SACRAMENTO	CA
UNITED WAY CHATTANOOGA	CHATTANOOGA	TN
UNITED WAY FOR SOUTHEASTERN MICHIGAN	DETROIT	MI
UNITED WAY MANITOWOC COUNTY, INC.	MANITOWOC	WI
UNITED WAY OF ADAMS COUNTY	GETTYSBURG	PA
UNITED WAY OF ALLEGHENY COUNTY	PITTSBURGH	PA
UNITED WAY OF ALLEN COUNTY, INC.	FORT WAYNE	IN
UNITED WAY OF BENTON COUNTY	CORVALLIS	OR
UNITED WAY OF BERKS COUNTY	READING	PA
UNITED WAY OF BRAZORIA COUNTY	ANGLETON	TX
UNITED WAY OF BROWARD COUNTY	FORT LAUDERDALE	FL
UNITED WAY OF BUCKS COUNTY	FAIRLESS HILLS	PA
UNITED WAY OF BURLINGTON COUNTY, INC.	RANCOCAS	NJ
UNITED WAY OF CACHE VALLEY	LOGAN	UT
UNITED WAY OF CAMDEN COUNTY	CAMDEN	NJ
UNITED WAY OF CENTRAL AND SOUTHERN UTAH	PROVO	UT
UNITED WAY OF CENTRAL FLORIDA, INC.	HIGHLAND CITY	FL
UNITED WAY OF CENTRAL ILLINOIS, INC.	SPRINGFIELD	IL
UNITED WAY OF CENTRAL INDIANA, INC.	INDIANAPOLIS	IN
UNITED WAY OF CENTRAL MARYLAND, INC.	BALTIMORE	MD
UNITED WAY OF CENTRAL NEW MEXICO	ALBUQUERQUE	NM
UNITED WAY OF CENTRAL WASHINGTON COUNTY	WASHINGTON	PA
UNITED WAY OF CHAMPAIGN COUNTY ILLINOIS, INC.	CHAMPAIGN	IL
UNITED WAY OF CHARLES COUNTY, INC.	LA PLATA	MD
UNITED WAY OF CHESTER COUNTY	WEST CHESTER	PA
UNITED WAY OF CHITTENDEN COUNTY, INC.	S. BURLINGTON	VT
UNITED WAY OF COASTAL GEORGIA, INC.	BRUNSWICK	GA
UNITED WAY OF COWLITZ COUNTY	LONGVIEW	WA
UNITED WAY OF DANVILLE, INC.	DANVILLE	IL
UNITED WAY OF DECATUR AND MID ILLINOIS	DECATUR	IL
UNITED WAY OF DELAWARE COUNTY INDIANA, INC.	MUNCIE	IN
UNITED WAY OF DELAWARE, INC.	WILMINGTON	DE
UNITED WAY OF EASTERN NEW MEXICO, INC.	CLOVIS	NM

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2011 foundation giving (cont.)

UNITED WAY OF ELKHART COUNTY, INC.	ELKHART	IN
UNITED WAY OF ETOWAH COUNTY ALABAMA, INC.	GADSDEN	AL
UNITED WAY OF FREDERICK COUNTY, INC.	FREDERICK	MD
UNITED WAY OF GARFIELD COUNTY, INC.	RIFLE	CO
UNITED WAY OF GENESEE COUNTY	FLINT	MI
UNITED WAY OF GLOUCESTER COUNTY	THOROFARE	NJ
UNITED WAY OF GRAYS HARBOR	ABERDEEN	WA
UNITED WAY OF GREATER ATTLEBORO-TAUNTON, INC.	ATTLEBORO	MA
UNITED WAY OF GREATER BATTLE CREEK, INC.	BATTLE CREEK	MI
UNITED WAY OF GREATER HOUSTON	HOUSTON	TX
UNITED WAY OF GREATER KANSAS CITY, INC.	KANSAS CITY	MO
UNITED WAY OF GREATER KNOXVILLE, INC.	KNOXVILLE	TN
UNITED WAY OF GREATER MERCER COUNTY, INC.	LAWRENCEVILLE	NJ
UNITED WAY OF GREATER NASHUA, INC.	NASHUA	NH
UNITED WAY OF GREATER NEW BEDFORD, INC.	NEW BEDFORD	MA
UNITED WAY OF GREATER NEW HAVEN, INC.	NEW HAVEN	CT
UNITED WAY OF GREATER PLYMOUTH COUNTY, INC.	BROCKTON	MA
UNITED WAY OF GREATER RICHMOND	RICHMOND	VA
UNITED WAY OF GREATER WATERBURY, INC.	WATERBURY	CT
UNITED WAY OF HARRISONBURG & ROCKINGHAM COUNTY, INC.	HARRISONBURG	VA
UNITED WAY OF HUNTINGDON COUNTY FUND	HUNTINGDON	PA
UNITED WAY OF ISLAND COUNTY	OAK HARBOR	WA
UNITED WAY OF JEFFERSON COUNTY	STEUBENVILLE	OH
UNITED WAY OF KING COUNTY	SEATTLE	WA
UNITED WAY OF LANCASTER COUNTY	LANCASTER	PA
UNITED WAY OF LANE COUNTY	SPRINGFIELD	OR
UNITED WAY OF LARIMER COUNTY, INC.	FT. COLLINS	CO
UNITED WAY OF LAWRENCE COUNTY	NEW CASTLE	PA
UNITED WAY OF LEBANON COUNTY, INC.	LEBANON	PA
UNITED WAY OF LEE COUNTY, INC.	FORT MYERS	FL
UNITED WAY OF MADISON COUNTY INDIANA, INC.	ANDERSON	IN
UNITED WAY OF MADISON COUNTY, INC.	HUNTSVILLE	AL
UNITED WAY OF MASSACHUSETTS BAY, INC.	BOSTON	MA
UNITED WAY OF MCLEAN COUNTY	BLOOMINGTON	IL
UNITED WAY OF METROPOLITAN ATLANTA, INC.	ATLANTA	GA
UNITED WAY OF METROPOLITAN CHICAGO	CHICAGO	IL
	CRESTWOOD	IL
	MOUNT PROSPECT	IL
	OAK BROOK	IL
	SKOKIE	IL

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2011 foundation giving (cont.)

UNITED WAY OF MIAMI-DADE, INC.	MIAMI	FL
UNITED WAY OF MID COAST MAINE, INC.	BATH	ME
UNITED WAY OF MIDDLE TENNESSEE, INC.	NASHVILLE	TN
UNITED WAY OF MIFFLIN JUNIATA	LEWISTOWN	PA
UNITED WAY OF MONONGALIA AND PRESTON COUNTIES, INC.	MORGANTOWN	WV
UNITED WAY OF MONTEREY COUNTY	MONTEREY	CA
UNITED WAY OF NEW YORK CITY	NEW YORK	NY
UNITED WAY OF NORTHEAST FLORIDA, INC.	JACKSONVILLE	FL
UNITED WAY OF NORTHWEST FLORIDA	PANAMA CITY	FL
UNITED WAY OF PALM BEACH COUNTY, INC.	BOYNTON BEACH	FL
UNITED WAY OF PIERCE COUNTY	TACOMA	WA
UNITED WAY OF PUEBLO COUNTY COLORADO, INC.	PUEBLO	CO
UNITED WAY OF PUTNAM COUNTY, INC.	PALATKA	FL
UNITED WAY OF QUAY COUNTY	TUCUMCARI	NM
UNITED WAY OF ROCK RIVER VALLEY	ROCKFORD	IL
UNITED WAY OF ROME AND FLOYD COUNTY, INC.	ROME	GA
UNITED WAY OF RUTLAND COUNTY, VERMONT, INC.	RUTLAND	VT
UNITED WAY OF SALT LAKE	SALT LAKE CITY	UT
UNITED WAY OF SANTA FE COUNTY, INC.	SANTA FE	NM
UNITED WAY OF SARASOTA COUNTY, INC.	SARASOTA	FL
UNITED WAY OF SHIPPENSBURG AREA	SHIPPENSBURG	PA
UNITED WAY OF SKAGIT COUNTY	BURLINGTON	WA
UNITED WAY OF SMYTH COUNTY VIRGINIA, INC.	MARION	VA
UNITED WAY OF SNOHOMISH COUNTY	EVERETT	WA
UNITED WAY OF SOMERSET COUNTY, INC.	BRIDGEWATER	NJ
UNITED WAY OF SOUTH SARASOTA COUNTY, INC.	VENICE	FL
UNITED WAY OF SOUTHEAST MISSISSIPPI	HATTIESBURG	MS
UNITED WAY OF SOUTHEASTERN CONNECTICUT, INC.	GALES FERRY	CT
UNITED WAY OF SOUTHEASTERN PENNSYLVANIA	PHILADELPHIA	PA
UNITED WAY OF SOUTHWEST NEW MEXICO	LAS CRUCES	NM
UNITED WAY OF SOUTHWEST VIRGINIA, INC.	DUFFIELD	VA
UNITED WAY OF SPOKANE COUNTY	SPOKANE	WA
UNITED WAY OF ST. CLAIR COUNTY	PORT HURON	MI
UNITED WAY OF STERLING ROCK FALLS	STERLING	IL
UNITED WAY OF SUWANNEE VALLEY, INC.	LAKE CITY	FL
UNITED WAY OF THE BAY AREA	SAN FRANCISCO	CA
UNITED WAY OF THE BIG BEND, INC.	TALLAHASSEE	FL
UNITED WAY OF THE BROWN COUNTY AREA, INC.	NEW ULM	MN
UNITED WAY OF THE CAPITAL AREA, INC.	JACKSON	MS
UNITED WAY OF THE CAPITAL REGION	ENOLA	PA

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2011 foundation giving (cont.)

UNITED WAY OF THE COASTAL EMPIRE, INC.	SAVANNAH	GA
UNITED WAY OF THE COLUMBIA-WILLAMETTE	PORTLAND	OR
UNITED WAY OF THE FLORIDA KEYS, INC.	TAVERNIER	FL
UNITED WAY OF THE GREATER SEACOAST	PORTSMOUTH	NH
UNITED WAY OF THE LAKESHORE, INC.	MUSKEGON	MI
UNITED WAY OF THE MID-SOUTH	MEMPHIS	TN
UNITED WAY OF THE MID-WILLAMETTE VALLEY	SALEM	OR
UNITED WAY OF THE NATIONAL CAPITAL AREA	VIENNA	VA
UNITED WAY OF THE THOMAS JEFFERSON AREA	CHARLOTTESVILLE	VA
UNITED WAY OF THE UPPER OHIO VALLEY, INC.	WHEELING	WV
UNITED WAY OF THE WINE COUNTRY	SANTA ROSA	CA
UNITED WAY OF TRI COUNTY, INC.	FRAMINGHAM	MA
UNITED WAY OF TUCSON AND SOUTHERN ARIZONA, INC.	TUCSON	AZ
UNITED WAY OF VENANGO COUNTY, INC.	RENO	PA
UNITED WAY OF WASHTENAW COUNTY	ANN ARBOR	MI
UNITED WAY OF WELD COUNTY, INC.	GREELEY	CO
UNITED WAY OF WESTMORELAND COUNTY	GREENSBURG	PA
UNITED WAY OF WHATCOM COUNTY	BELLINGHAM	WA
UNITED WAY OF WYOMING VALLEY	WILKES-BARRE	PA
UNITED WAY OF YORK COUNTY	YORK	PA
UNITED WAY SILICON VALLEY	SAN JOSE	CA
UNITED WAY, INC.	HARTFORD	CT
	LOS ANGELES	CA
UNITED WAYS OF ALABAMA	MONTGOMERY	AL
URBAN ARTS PARTNERSHIP	NEW YORK	NY
URBAN LEAGUE OF BROWARD COUNTY, INC.	FORT LAUDERDALE	FL
URBAN LEAGUE OF EASTERN MASSACHUSETTS, INC.	ROXBURY	MA
URBAN LEAGUE OF GREATER ATLANTA, INC.	ATLANTA	GA
URBAN LEAGUE OF GREATER CHATTANOOGA, INC.	CHATTANOOGA	TN
URBAN LEAGUE OF GREATER HARTFORD, INC.	HARTFORD	CT
URBAN LEAGUE OF GREATER PITTSBURGH	PITTSBURGH	PA
URBAN LEAGUE OF HUDSON COUNTY, INC.	JERSEY CITY	NJ
URBAN LEAGUE OF METROPOLITAN DENVER	DENVER	CO
URBAN LEAGUE OF MIDDLE TENNESSEE	NASHVILLE	TN
URBAN LEAGUE OF PALM BEACH COUNTY, INC.	WEST PALM BEACH	FL
URBAN LEAGUE OF PORTLAND	PORTLAND	OR
URBAN LEAGUE OF SPRINGFIELD, INC.	SPRINGFIELD	MA
URBAN LEAGUE OF UNION COUNTY, INC.	ELIZABETH	NJ
URBAN MEDIA FOUNDATION	LOS ANGELES	CA
UTAH COALITION OF LA RAZA	SALT LAKE CITY	UT

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2011 foundation giving (cont.)

UTAH FOOD BANK	SALT LAKE CITY	UT
▼ V-Z		
VAIL VALLEY FOUNDATION, INC.	AVON	CO
VALLEY UNITED WAY, INC.	SHELTON	CT
VERMONT HUMANITIES COUNCIL	MONTPELIER	VT
VILLANOVA UNIVERSITY	VILLANOVA	PA
VIRGINIA BLOOD SERVICES	RICHMOND	VA
VISION NEW AMERICA, INC.	SAN JOSE	CA
VITA EDUCATION SERVICES	DOYLESTOWN	PA
VOLUNTEER ACTION CENTER OF BROWARD COUNTY, INC.	LAUDERHILL	FL
VOLUNTEER CENTER FOR ANNE ARUNDEL COUNTY	ANNAPOLIS	MD
VOLUNTEER USA FOUNDATION, INC.	TALLAHASSEE	FL
VOLUNTEERS OF AMERICA, INC.	DENVER	CO
	EVERETT	WA
	INDIANAPOLIS	IN
WARRICK DUNN FOUNDATION	TAMPA	FL
WASHINGTON BORO YOUTH SOCCER ASSOCIATION	WASHINGTON	NJ
WASHINGTON TENNIS & EDUCATION	WASHINGTON	DC
WAYSIDE HOUSE, INC.	ST. LOUIS PARK	MN
WESTBROOK ELEMENTARY SCHOOL	OCOEE	FL
WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT	RICHMOND	CA
WEST JORDAN CITY	WEST JORDAN	UT
WEST ORANGE YOUTH FOOTBALL	WINTER GARDEN	FL
WEST SUBURBAN COMMUNITY PANTRY, INC.	WOODRIDGE	IL
WESTMORELAND CLEANWAYS	GREENSBURG	PA
WHEELING HEALTH RIGHT, INC.	WHEELING	WV
WHISPERING OAK ELEMENTARY SCHOOL	WINTER GARDEN	FL
WHOLE TRUTH APOSTOLIC FAITH ASSEMBLY	LAFAYETTE	IN
WILDERNESS LEADERSHIP & LEARNING, INC.	WASHINGTON	DC
WILLIAM BYRD COMMUNITY HOUSE	RICHMOND	VA
WINDERMERE WILDFIRE TRAVELING SOFTBALL	WINDERMERE	FL
WING LUKE MEMORIAL FOUNDATION	SEATTLE	WA
WOLVES BASEBALL ORGANIZATION	ORLANDO	FL
WOMEN OF NATIONS	ST. PAUL	MN
WOMEN OF TOMORROW	MIAMI	FL
WOOD TO WONDERFUL, INC.	READING	PA
YMCA OF KOKOMO, INC.	KOKOMO	IN
YMCA OF MARTHA'S VINEYARD, INC.	VINEYARD HAVEN	MA
YMCA OF METROPOLITAN ATLANTA, INC.	ATLANTA	GA
YMCA OF METROPOLITAN CHICAGO	CHICAGO	IL

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2011 foundation giving (cont.)

YMCA OF METROPOLITAN DALLAS	DALLAS	TX
YOUNG MARINES	INDIANAPOLIS	IN
YOUNG PEOPLES COMMUNITY CENTER, INC.	EBENSBURG	PA
YOUTH CHALLENGE OF NEW JERSEY, INC.	PERTH AMBOY	NJ
YOUTH DEVELOPMENT, INC.	ALBUQUERQUE	NM
YOUTH JOB CENTER OF EVANSTON, INC.	EVANSTON	IL
YOUTH VILLAGES, INC.	DOUGLASVILLE	GA
YWCA	YORK	PA
ZETA SIGMA FOUNDATION, INC.	BALTIMORE	MD
Z MINISTRIES	ALTAMONTE SPRINGS	FL

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Appendix B

development programs

CABLE EXECUTIVE MANAGEMENT CLASS AT HARVARD BUSINESS SCHOOL, SPONSORED BY CTAM EDUCATIONAL FOUNDATION (CTAM U.)

CAREER OPPORTUNITIES AND ROTATIONAL EXPERIENCES (CORE) PROGRAM

CASTING APPRENTICE PROGRAM

CNBC INTERNSHIP PROGRAM

CNBC INTERNSHIP PROGRAM IN DIGITAL

CNBC LEADERSHIP DEVELOPMENT PROGRAM

CNBC MENTORING PROGRAM

CNBC SUMMER FELLOWSHIP PROGRAM

COMCAST SPOTLIGHT'S WOMEN IN LEADERSHIP PROGRAM (WIL)

CONGRESSIONAL HISPANIC CAUCUS INSTITUTE (CHCI) — TELEMUNDO SCHOLARS

CONSTITUTIONAL RIGHTS INTERNSHIP PROGRAM

CRENSHAW HIGH BUSINESS ACADEMY

DAILYCANDY INTERNSHIPS

DIGITAL AD SALES INTERNSHIP PROGRAM

DIVERSE STAFF WRITERS INITIATIVE

EAST COAST LEGAL CLERKSHIPS

EMMA L. BOWEN FOUNDATION FOR MINORITY INTERESTS IN MEDIA INTERNSHIPS

ENTERTAINMENT ASSOCIATE LEADERSHIP PROGRAM

EXECUTIVE LEADERSHIP FORUM (ELF)

EXECUTIVE LEADERSHIP CAREER ADVANCEMENT PROGRAM (ELCAP)

FINANCIAL MANAGEMENT LEADERSHIP PROGRAM (FMLP)

FLORIDA INTERNATIONAL UNIVERSITY: HISPANIC MEDIA FUTURES PROGRAM

FRANK SINATRA SCHOOL OF THE ARTS HIGH SCHOOL PROGRAM

FUNDAMENTALS OF LEADERSHIP

HIGH SCHOOL FINANCE INTERNSHIP PROGRAM (HSFIP)

HIGH TECH MANAGEMENT AND LEADERSHIP (HTML)

HOLLYWOOD ARTS INTERNSHIP PROGRAM

HOW YOU GROWIN' (HYG)

HOW YOU GROWIN' (HYG) INTERNSHIP PROGRAM

INROADS INTERNSHIPS

INTERNATIONAL RADIO AND TELEVISION SOCIETY (IRTS) SUMMER FELLOWSHIP

IVILLAGE INTERNSHIP PROGRAM

LEADERSHIP EXPOSURE AND DEVELOPMENT (LEAD)

LINKED TO LEADERSHIP (L2L)

LOCAL TELEVISION STATIONS INTERNSHIP PROGRAMS

MODALIDAD DE EXPERIENCIA PROFESIONAL (MONTERREY TECH)

NAMIC LEADERSHIP SEMINAR

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development programs (cont.)

NATIONAL ASSOCIATION FOR MULTI-ETHNICITY IN COMMUNICATIONS (NAMIC) EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM
NBC ENTERTAINMENT DIRECTING FELLOWSHIP
NBC ENTERTAINMENT SCENE SHOWCASE
NBC ENTERTAINMENT SHORT CUTS FESTIVAL
NBC ENTERTAINMENT STAND-UP FOR DIVERSITY
NBC ENTERTAINMENT TALENT DIVERSITY INITIATIVE
NBC NEWS ASSOCIATES PROGRAM
NBC NEWS DIVERSITY LEADERSHIP PROGRAM
NBC NEWS SUMMER FELLOWSHIP PROGRAM
NBC NEWS INTERNSHIP PROGRAM
NBC SPORTS ASSOCIATE PROGRAM
NBC/PEOPLES IMPROV THEATER DIVERSITY SCHOLARSHIP
NBC/UPRIGHT CITIZENS BRIGADE ADVANCED IMPROV DIVERSITY SCHOLARSHIP SHOWCASE
NBCOTS REPORTER TRAINING PROGRAM
NBCOTS SALES ASSOCIATE PROGRAM
NBCUNIVERSAL CABLE AND EMERGING NETWORK'S PITCH DAY
NBCUNIVERSAL CANADIAN FELLOWSHIP
NBCUNIVERSAL CORPORATE LEADERSHIP MENTORING PROGRAM
NBCUNIVERSAL DEVELOPING BUSINESS LEADERS
NBCUNIVERSAL HUMAN RESOURCES LEADERSHIP DEVELOPMENT PROGRAM (HRLDP)
NBCUNIVERSAL LEADERSHIP ESSENTIALS
NBCUNIVERSAL LEADING A CREATIVE ENTERPRISE
NBCUNIVERSAL POSITIVE WORKFORCE LEADERSHIP
OPERATIONS & TECHNICAL SERVICES INTERNSHIP PROGRAM
OPERATIONS & TECHNOLOGY LEADERSHIP PROGRAM
PHILADELPHIA YOUTH NETWORK/WORKREADY PHILADELPHIA INTERNSHIPS
PROMAX PROMO PATHWAY INTERNSHIP
SUNDANCE INSTITUTE NATIVE AMERICAN AND INDIGENOUS PROGRAM
SYFY GLOBAL EXCHANGE PROGRAM
T. HOWARD FOUNDATION INTERNSHIPS
T.E.A.M. NBCUNIVERSAL
TECHNICAL SERVICES INTERNSHIP PROGRAM
THE PRODUCTION APPRENTICE PROGRAM
THE TIM RUSSERT FELLOWSHIP PROGRAM
THE WALTER CRONKITE FELLOWSHIP
UNIVERSAL EDUCATION CENTER (UEC) SCHOOL-WORK PROGRAM
UNIVERSAL ORLANDO HUMAN RESOURCES MENTORING PROGRAM
UNIVERSAL ORLANDO'S DEVELOPING LEADERSHIP TALENT PROGRAM
UNIVERSAL ORLANDO'S DOMESTIC COLLEGE INTERNSHIP PROGRAM

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development programs (cont.)

UNIVERSAL PICTURES INTERNSHIP PROGRAM
UNIVERSAL PICTURES LEADERSHIP PROGRAM
UNIVERSAL PICTURES MENTORSHIP PROGRAM
UNIVERSAL TELEVISION PRODUCTION APPRENTICE PROGRAM
WEST COAST PAGE PROGRAM AND EAST COAST PAGE PROGRAM
WICT RISING LEADERS PROGRAM
WOMEN IN CABLE TELECOMMUNICATIONS (WICT) BETSY MAGNESS LEADERSHIP INSTITUTE
WOMEN'S SERIES FOR EXECUTIVE PRESENCE
WRITERS ON THE VERGE

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