



# 2013 CORPORATE SOCIAL RESPONSIBILITY REPORT

COMCAST NBCUNIVERSAL  
Hosted by CorporateRegister.com

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Cover photo: Karima Zedan (second from right), director of Comcast's Internet Essentials, and Nicolas Jimenez (second from left), a founding member of Comcast's Hispanic Employee Resource Group, mentor children at a Philadelphia elementary school.

# 2013 COMCAST AND NBCUNIVERSAL CORPORATE SOCIAL RESPONSIBILITY REPORT

At Comcast and NBCUniversal, we believe in the power and possibilities of media and technology. It's more than what we do, it's who we are. We're a company of about 136,000 employees committed to leveraging our global assets in ways that go beyond creating value for our customers and shareholders to connecting and strengthening communities. As a company uniquely positioned to inform, empower, and inspire, we embrace the opportunity to create conversation and mobilize action to address some of the nation's most critical issues. At Comcast and NBCUniversal, it's not just about moving our business forward, it's about moving people forward.

## A MESSAGE FROM BRIAN L. ROBERTS

Since its founding, Comcast Corporation has been focused on shaping the future by driving innovation through technology and our smart people. That has never been more true than today.

I am happy to share that 2013, our company's 50th anniversary, was a year of momentum for Comcast and NBCUniversal. Through our combined company, we brought our customers, shareholders, and employees the benefits of scale from our industry-leading products to our operating efficiencies.

As we continued on our path to creating a world-class technology and media company, we also leveraged the reach of our businesses to enhance the investments we make in our communities. As much as ever, we are committed to finding new, improved ways to use our expertise to responsibly drive our business forward, and set a positive example for our industry.

From our start in 1963 in Tupelo, Mississippi, giving back to our communities has been a part of our company's DNA. In 2013, Comcast and NBCUniversal contributed a combined \$415 million in cash and in-kind services to charitable organizations nationwide. We provided this support to aid people in need by strategically partnering with national nonprofits with the most reach locally, including Boys & Girls Clubs of America, United Way, and Big Brothers Big Sisters of America.

As both technology and societal challenges evolve, we are committed to using our resources to raise awareness of and address the most pressing issues of the day. In 2013, we took additional steps to help close the digital divide by further expanding our Internet Essentials program, making broadband technology more

affordable for more low-income Americans. Our goal is to remove educational and economic barriers so that success is within reach for everyone.

Comcast and NBCUniversal also used our digital and broadcast platforms to inform the general public about important matters, from tackling childhood obesity through NBC's *The Biggest Loser*, to providing \$45 million in public service announcement (PSA) airtime to help parents select appropriate children's programming, to collecting online interviews commemorating the 50th anniversary of the March on Washington.

Of course, the linchpin of our company's community investment efforts is the talent and commitment of our employees. Last year during Comcast Cares Day, our company's annual day of service, we celebrated milestones in mobilizing our employees to make positive change in our communities. I am proud that since the first Comcast Cares Day in 2001, more than 500,000 volunteers have contributed 3 million hours of service.

While every year comes with its own challenges and opportunities, we believe our company's ongoing growth and strategic investments will position us to continue to make a difference in our communities, and inspire others to do the same. We are humbled by the amazing things we accomplished in our company's first 50 years, and we're even more excited about what's ahead.



**"As much as ever, we are committed to finding new, improved ways to use our expertise to responsibly drive our business forward, and set a positive example for our industry."**

—Brian L. Roberts,  
Chairman and CEO

Brian L. Roberts  
Chairman and CEO

# Q+A | DAVID L. COHEN

David L. Cohen, Executive Vice President and Chief Diversity Officer, reflects on Comcast and NBCUniversal's legacy of corporate citizenship.

**Q: WHAT CORE PRINCIPLES OR BELIEFS SHAPE THE COMPANY'S FOCUS ON CORPORATE SOCIAL RESPONSIBILITY AT THE HIGHEST LEVEL?**

**DAVID:** When Ralph Roberts founded Comcast more than 50 years ago, he nurtured a family atmosphere among employees and encouraged the local cable systems to help people in need in their communities. As our company evolved from a tiny cable system into a world-class media company, that commitment — to caring, kindness, and ethical concerns — grew with it. Comcast is a company with a heart and soul, a company that cares about the communities it serves, and about our customers and their daily lives.

We make an enormous impact when we work side by side with nonprofit, civic, and government leaders in the thousands of communities we serve. When we strengthen these communities, we strengthen our business and our brand.

**Q: HOW DO COMCAST AND NBCUNIVERSAL USE THEIR COMBINED BUSINESS STRENGTHS TO ADDRESS PRESSING SOCIAL CHALLENGES AND HELP MAKE A POSITIVE DIFFERENCE IN COMMUNITIES?**

**DAVID:** In ways no one else can, Comcast and NBCUniversal leverage our digital and broadcast platforms to direct attention to society's most pressing causes and issues — and help foster conversation in search of answers. We do this by donating tens of millions of dollars in PSA airtime every year to nonprofit, advocacy, and government organizations. We respond to

calls to action, such as helping veterans returning to civilian life find meaningful employment — including by hiring 2,000 veterans ourselves since 2012.

From health services and expos provided by our NBCUniversal owned-and-operated stations and Telemundo stations to the annual Flyers Wives Carnival fundraising event organized by Comcast-Spectacor Charities, all of our businesses actively mobilize to help address society's challenges. That's part of our DNA as a company.

**Q: HOW HAS THE COMPANY'S COMMITMENT TO ACTING RESPONSIBLY EVOLVED?**

**DAVID:** In the three years since initially acquiring NBCUniversal, we've taken significant steps toward becoming the most successful model of diversity and inclusion in the communications and entertainment industry. We continue to build a more diverse, inclusive, and engaged workforce with initiatives to develop and promote diverse candidates. We are steadily increasing our total hours of diverse programming available On Demand and online, and increasing diversity on air and behind the camera. In 2013, we launched our two newest diverse networks, REVOLT and El Rey. We are spending more with diverse suppliers than ever before. We are making communities stronger by expanding digital literacy, promoting community service, and developing tomorrow's leaders. We know we have more to do — and we are committed to doing more every day — but we are proud of the progress we've made so far. That progress has built a strong foundation for the future.



"We make an enormous impact when we work side by side with leaders in the thousands of communities we serve."

—David L. Cohen,  
Executive Vice President  
and Chief Diversity Officer

**Q: WHERE HAS THE COMPANY ACHIEVED ITS GREATEST COMMUNITY IMPACT?**

**DAVID:** We believe closing the digital divide is the civil rights battle of the 21st century. As a technology and media company, we know the Internet has the power to transform lives, strengthen communities, and inspire a new generation of leaders. Through Internet Essentials, the nation's largest and most comprehensive Internet adoption program, we have connected more than 1.2 million Americans to the power of the Internet at home. With our Time Warner Cable transaction, we see a tremendous opportunity to bring the benefits of Internet Essentials to millions of additional families.

# ABOUT COMCAST

Comcast Corporation (NASDAQ: CMCSA, CMCSK) is a global media and technology company with two primary businesses, Comcast Cable and NBCUniversal. Since 1963, we have developed, managed, and operated cable systems, and since 2013 Comcast owns 100% of the common equity interests of NBCUniversal. Comcast Cable is the nation's largest video, high-speed Internet, and phone provider to residential customers under the XFINITY brand and also provides these services to businesses. NBCUniversal operates 30 news and entertainment cable networks, the NBC and Telemundo broadcast networks, television production operations, television station groups, Universal Pictures, and Universal Parks and Resorts.

Visit <http://corporate.comcast.com> for more information.

## CABLE COMMUNICATIONS

Cable Communications is the nation's largest provider of video, high-speed Internet, and voice services ("cable services") to residential customers under the XFINITY brand, and we also provide these services to businesses.



## CABLE NETWORKS

Cable Networks includes our national cable networks, our regional sports and news networks, our international cable networks, our cable television production studio, and our related digital media properties.



\* Minority and/or noncontrolling interest

## ABOUT COMCAST

### BROADCAST TELEVISION

Broadcast Television includes the NBC and Telemundo broadcast networks, our NBC- and Telemundo-owned local broadcast television stations, our broadcast television production operations, and our related digital media properties.



### FILMED ENTERTAINMENT

Filmed Entertainment includes Universal Pictures, which produces, acquires, markets, and distributes filmed entertainment worldwide.



### THEME PARKS

Theme Parks includes our Universal theme parks in Orlando and Hollywood.



### COMCAST-SPECTACOR

Comcast-Spectacor owns the Philadelphia Flyers and the Wells Fargo Center arena in Philadelphia and operates arena management-related businesses.



## ABOUT THIS REPORT

Comcast's seventh corporate social responsibility report covers the 2013 fiscal year (January 1, 2013, to December 31, 2013) and is our third report to include NBCUniversal. We developed this report to address the issues that we believe are of the most interest to our business and our stakeholders, detail the scope of our key initiatives, and describe their respective impacts. This is an abridged update of our 2012 report, focusing on the company's key initiatives during 2013. Moving forward, we intend to issue full and abridged reports in alternating years.

The Governance and Directors Nominating Committee of Comcast's Board of Directors periodically reviews and assesses our corporate social responsibility report.

This update includes our third annual Diversity & Inclusion Progress Report, highlighting how 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 television stations. We are providing more content that is relevant to the particular interests of African Americans, Asian Americans, Hispanics, children and families, and other diverse audiences. We invest extensively in technologies and tools that make our content and services more accessible for people with disabilities. We've also continued to make significant strides in narrowing the broadband adoption gap among low-income families.

# CONNECTING MEDIA, TECHNOLOGY, AND PEOPLE



Amazing things happen when media and technology converge. Eyes open. Communities come together. Information sparks action that helps individuals learn, grow, and prosper.

This is the unique power of our business. Comcast and NBCUniversal bring media and technology together in innovative ways that connect people across America and beyond, creating impact on a scale much larger than we could achieve alone.

We believe we make our greatest contribution when we seize opportunities to bring more voices into the dialogue and foster deeper understanding of issues that shape our world.

## ENRICH COMMUNITIES



### \$415 MILLION

Cash and in-kind donations by Comcast and NBCUniversal to local, regional, and national charitable organizations that share our commitment to improving communities and enriching lives



### NEARLY \$250 MILLION

Value of airtime donated for PSAs



READ MORE ABOUT OUR EFFORTS TO ENRICH COMMUNITIES AND CREATE MEDIA THAT MATTERS IN THE SECTIONS THAT FOLLOW.

# ENRICH COMMUNITIES

Comcast and NBCUniversal give back to the communities we serve. We empower our local partners with resources to improve neighborhoods and create opportunities that change lives for the better. We also provide funding and in-kind support to deepen the positive impact of nonprofit organizations.

**1,000+**

Number of nonprofit organizations that received funding from our foundations; see the full Foundation Giving list at <http://corporate.comcast.com/csr2013-grants>

**85,000+ VOLUNTEERS**

The record-breaking number of Comcast and NBCUniversal employees, family members, friends, and community volunteers who participated in Comcast Cares Day

**ABOUT \$29 MILLION**

Value of toys donated through the 2013 *TODAY* Toy Drive, which brings our 20-year total to an estimated \$364 million, benefiting millions of disadvantaged children



## COMCAST “BIGS” GUIDE “LITTLES” IN POSITIVE DIRECTIONS



*Comcast employee Michael Mascaro says being a mentor to fifth grader Aavon in the Beyond School Walls program is deeply satisfying.*

Every other Thursday afternoon, Michael Mascaro sets aside his regular Comcast duties so that he and Aavon, a New Britain, Connecticut, fifth grader, can build model roller coasters, do arts and crafts, and connect with each other.

The two are a part of Beyond School Walls, our innovative workplace-based mentorship program. Created in partnership with Big Brothers Big Sisters (BBBS) of America, Beyond School Walls matches at-risk youth with Comcast employees as part of our mission to strengthen individuals and communities through one-on-one mentoring.

Since the program’s 2008 launch, we have expanded Beyond School Walls to include 325 Comcast “Bigs” who volunteer their time as mentors to

“Littles” at 14 of our U.S. offices. In our efforts to guide participating Littles toward new and more positive directions, we have also contributed more than \$50 million in cash and in-kind support to the national BBBS organization and its local chapters around the country.

Michael knows firsthand what a positive impact mentoring can make in a child’s life. The Comcast advanced services director — who also serves on the board of directors of the Nutmeg BBBS chapter in Hartford, Connecticut — was once a Little in the program, too.

When Michael learned that his office was participating, he jumped at the chance to offer a child the same kind of guidance and support he received from his lifelong BBBS mentor, Tim.

“Tim’s subtle nudges helped guide me in the right direction,” says Michael. “Having that same opportunity to positively influence Aavon is deeply satisfying.”

Most of the youth who participate in our Beyond School Walls program achieve better grades and are less likely to drop out of high school as a result. And while Michael and Aavon spend a lot of their time playing — “He loves Connect Four, and he beats me regularly,” says Michael — the program’s workplace-based setting also gets Aavon thinking about potential career opportunities. “By bringing Aavon to the office, I’m able to show him how I work with technology on an everyday basis,” he says.

Just as Aavon gleans impactful life lessons during his time spent at the Comcast offices, Michael feels that he, too, is growing and evolving. “I’m just a better person all around for being a mentor,” he says. “I’d love to see more people and businesses get involved in programs like this — it’s so important to pay it forward.”



**www** Watch a video featuring Michael and Aavon at <http://corporate.comcast.com/csr2013-bbbs>.

# UNIVERSAL ORLANDO GUESTS VOLUNTEER TO HELP “WISH FAMILIES”

In the heart of Florida, something unexpected is taking place. Guests at Universal Orlando Resort's two destination theme parks are spending part of their vacation as volunteers to help create unforgettable experiences for families in need.

This unique opportunity — launched in 2013 by Universal Orlando — takes place at Give Kids The World (GKTW) Village, a nonprofit, storybook-themed resort where children with life-threatening illnesses and their families can spend an entire week relaxing and recharging in a fun and nurturing environment. We work closely with GKTW to give “wish families” access to our theme parks, and we invite Universal Orlando team members and guests to volunteer at GKTW Village.

“The volunteer vacation package gives our visitors an easy way to instill the values of service and generosity in their children,” says Diane O’Dell, Universal Orlando’s Vice President of Community Relations. “It also provides crucial support to our longtime partner GKTW.”

Volunteers play a critical role at GKTW, filling about 1,400 shifts each week. They get involved in a wide range of activities — including serving meals in the Gingerbread House restaurant, landscaping the grounds, operating the GKTW train, and assisting wish families in games of putt-putt golf at Marc’s DinoPutt course.

“When we heard about the opportunity, it was like it was custom-made for our family,” says Brian Lahmann, a recent volunteer at GKTW.

“I was really excited to help out the wish families,” agrees his son Nolan Lahmann, who served meals in the Gingerbread House. “I could see them smile, and I knew I was a part of helping them feel happy.”



Nolan Lahmann (right) and his family volunteered at Give Kids The World Village five years after he first visited the theme park while recovering from leukemia.

The Lahmanns’ volunteer vacation was even more special because of their unique connection to GKTW. Nolan, now 11, celebrated his sixth birthday at the Village after ending chemotherapy treatments for leukemia. “Having been on the receiving end of the amazing generosity it takes to make the Village run, we felt honored to return as volunteers,” says Brian.

Ice cream for breakfast, storybook character visits, weekly Halloween celebrations, and VIP access to Universal Studios and Universal Islands of Adventure are just a few of the experiences offered to wish families during their time at GKTW Village and our theme parks.

“You see kids and families — who are facing these insurmountable challenges — skipping up and down the Avenue like they don’t have a care in the world,” notes Pamela Landwirth, President of Give Kids The World. “We literally could not provide this kind of experience without our volunteers and wonderful partners like NBCUniversal, who embrace our wish families with open arms.”

“Give Kids The World is truly a magical place,” says Brian. “The fact that it’s staffed largely by volunteers makes it even more so — it felt amazing to give back. Our entire family couldn’t stop smiling, even after we left.”



Universal Orlando Resort partners with the nonprofit Give Kids The World and its president, Pamela Landwirth, to create memorable vacation experiences for children with life-threatening illnesses.

# WHAT'S NEW

Here are some of the highlights of our work in 2013.



Comcast sponsors more than 50 high school teams in the annual FIRST Robotics Competition.



## EMPLOYEE UNITED WAY PLEDGES SET RECORD

Nearly \$6.4 million in employee pledges to our company's United Way campaign set a new company record — when combined with matching grants from the Comcast Foundation, we crossed a historic \$50 million mark in support for the organization.

**www** Watch the video: <http://corporate.comcast.com/comcast-voices/employees-inspire-each-other-to-support-united-way>.

## COMCAST EARNS CIVIC 50 AWARD

Comcast was recognized as one of the nation's top 50 community-minded companies in a comprehensive survey of S&P 500 corporations by Bloomberg, the Points of Light Foundation, and the National Conference on Citizenship.

## COMCAST SUPPORTS DIGITAL LITERACY, FUTURE LEADERS

Comcast and NBCUniversal are fostering our nation's future leaders

through a variety of learning and development programs.

The Comcast Foundation provided more than 150 grants in 2013 to local nonprofits that advance digital literacy.

As part of our efforts to recognize outstanding high school seniors who excel both in their classrooms and their communities, we awarded nearly \$2 million in Comcast Leaders and Achievers® Scholarships during the 2013–14 school year.

We also supported more than 50 teams around the country competing in the annual FIRST Robotics Competition, created by the nonprofit organization FIRST to inspire high school students' interest in science, technology, engineering, and mathematics. During the 2013 competition, the Comcast and NBCUniversal Media & Technology Innovation Award went to Team Panteras of Mexico, whose members built an app that translates all FIRST registration and submission forms into Spanish.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Launching a new partnership with LIFT — a national nonprofit focused on lifting families out of poverty — that will expand digital literacy hubs at the organization's resource centers in Boston, Chicago, Philadelphia, and Washington, D.C.
- Partnering with Boys & Girls Clubs of America — as the founding sponsor of My.Future — on Essentials, a new computer skills curriculum that provides access to digital literacy for club members across the country. Annually, more than 4,000 local clubs serve nearly 4 million young people through membership and community outreach.

# CREATE MEDIA THAT MATTERS

Timely, relevant information can inspire people and energize organizations to work toward social change. Comcast and NBCUniversal apply our unique strengths in media creation and delivery to educate audiences and move them to action. Our focus on elevating issues and raising awareness of critical needs — ranging from civil rights to Oklahoma tornado relief efforts — helped amplify information's power to spark positive results.

**65,000+**

Number of unique site visitors to the "Next Steps for Vets" online tool in the last three months of 2013

**22 MILLION**

Number of viewers who watched our family-friendly telecast of *The Sound of Music Live!* on December 5, making it NBC's most-watched Thursday entertainment show since May 2004

**\$5 MILLION+**

Value of pledges to United Way of Central Oklahoma for tornado relief through Blake Shelton's *Healing in the Heartland: Relief Benefit Concert* on NBC



# UNITING INFORMATION AND TECHNOLOGY TO EDUCATE AND INSPIRE

Upwards of 300,000 service members leave the military each year, but many find the transition to the civilian workforce unforgiving. Their specialized skills don't always match up seamlessly with the types of background and expertise civilian employers say they're seeking.

To help overcome this challenge, NBCUniversal spearheaded the launch of "Next Steps for Vets," an online portal that provides employment information, small-business development tools, and educational resources tailored to military veterans.

Created in partnership with the U.S. Chamber of Commerce, "Next Steps for Vets" aims to empower veterans with clear, accurate information on how to map out new lives after hanging up their uniforms for the last time. Comcast and NBCUniversal are also partners in Hiring Our Heroes, a U.S. Chamber of Commerce Foundation initiative devoted to easing veterans back into the workforce.

"These tools identify and answer the real questions veterans are asking," says former U.S. Marine Corps officer Andy Blenkle, who spearheaded the development of the site's Resume Engine and GI Bill calculator as executive director of iostudio — a creative agency that employs a large number of former military members. "Service members completely immerse themselves in military culture for years," Andy continues. "When the time comes to leave the service, many suddenly realize they have no idea what to do next."

Andy says iostudio jumped at the opportunity to work with NBCUniversal, whose platform brings instant credibility



## Calculate Your GI Bill Benefits

Estimate how much you'll receive to fund your education.

[GET STARTED](#)

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The "Next Steps for Vets" online portal provides access to employment and educational resources for military veterans.

to veterans' causes. "When a brand like NBCUniversal lends its support to veterans and employers alike, it influences other corporations' attitudes and shows just how valuable veterans are to the workforce," he says.

The Resume Engine is one of the site's most powerful tools, as it helps veterans translate their military experience into marketable skills in demand among civilian employers.

"A chief petty officer working on the flight deck of an aircraft carrier has vital skills and responsibilities, but how does he describe his experiences — in a way that is understood and accepted by interviewers and applicant tracking systems — for civilian jobs requiring the same skills?" asks Andy. "The Resume Engine is a military skills translator that explains how a veteran's military experience can be a valuable asset to businesses while also taking into account how employers screen resumes."

The site's GI Bill calculator, meanwhile, helps veterans evaluate all the educational benefits for which they're eligible. "The government has added a number of valuable benefits to the traditional GI Bill, including a post-9/11 GI Bill," Andy explains. "The GI Bill tool makes it easy by answering the question, 'What am I

eligible for?' We then send them to the appropriate website with downloadable forms."

Other "Next Steps for Vets" tools include a 12-step guide to starting a small business, a searchable job-fair map with hundreds of locations around the country, and access to job-search resources and best practices.

"The portal delivers information in such an intuitive, simple way," says Andy. "NBCUniversal has done a great job of promoting awareness of veterans' issues, and then using its reach to make a real impact on people's lives."

**www** Visit "Next Steps for Vets" at <http://veterans.nbcnews.com>.

**www** Watch a video about the tool at <http://corporate.comcast.com/csr2013-next-steps>.

**"NEXT STEPS FOR VETS" WEB TRAFFIC IN THE LAST THREE MONTHS OF 2013:**



- More than 65,000 unique visitors
- Nearly 124,000 page views

# Q+A | PROGRAMMING THAT BRINGS FAMILIES TOGETHER



NBCUniversal scored a huge hit in 2013 with *The Sound of Music Live!*, a one-night, three-hour event that delighted audiences of all ages and gave families a great reason to come together. Bob Greenblatt, Chairman of NBC Entertainment, talks about how *The Sound of Music Live!* contributed to NBCUniversal's legacy of family-friendly programming, and why developing new family-oriented shows continues to be a priority for the network.

## Q: WHY IS FAMILY-FRIENDLY PROGRAMMING IMPORTANT FOR NBC?

**BOB:** We feel it's our responsibility as a broadcast network to develop programming for everyone, whether they're parents, kids, or older adults. And it's harder to pull off than it sounds. What kids and teenagers want to watch is usually very different from what adults want to watch. You need stories that are fun and positive, with some excitement in there as well.

## Q: WHAT MADE *THE SOUND OF MUSIC LIVE!* RESONATE WITH SUCH A BROAD AUDIENCE?

**BOB:** *The Sound of Music* story has been beloved for generations. In many ways it's a very adult story, with the onset of Nazism and the religious themes. But the

heart of the story is about kids growing up in a family, so kids identify, too. And the music binds everything together. It's proved to be the Holy Grail of stories that work for many age groups.

## Q: HOW DID PEOPLE REACT TO THE BROADCAST?

**BOB:** They loved it. I heard so many people say they hadn't sat down as a family and watched a show like that in years. I heard from people all over the country, even people I didn't know.

## Q: HOW DO YOU GO ABOUT DEVELOPING A NEW FAMILY-FRIENDLY SHOW?

**BOB:** Think back to the great eight o'clock shows like *The Cosby Show*, when mom, dad, and the kids would gather like



Bob Greenblatt,  
Chairman, NBC Entertainment

"It's our responsibility as a broadcast network to develop programming for everyone, whether they're parents, kids, or older adults."

—Bob Greenblatt, Chairman,  
NBC Entertainment

## PROGRAMMING THAT BRINGS FAMILIES TOGETHER

clockwork every Thursday night. Families don't do that much anymore. So the first thing we do is ask how we can get back to that. That might mean making the show an event — like a live musical — or it might mean more reality shows like *The Voice*, which people of all ages love because it's so fun and cheerful. Plus, families tend to watch *The Voice* together so they can cast live votes for their favorite artists.

### Q: DO YOU HAVE ANY NEW FAMILY-FRIENDLY SHOWS ON TAP FOR NEXT YEAR?

**BOB:** Family-friendly shows will always be part of our lineup. We're planning another live musical, *Peter Pan*, on December 4, 2014. And we're always looking to develop more reality shows that appeal to a broad family audience.

### Q: MANY NBCUNIVERSAL SHOWS INCLUDE EDUCATIONAL OR SOCIALLY RELEVANT STORYLINES THAT ARE BENEFICIAL TO KIDS. HOW DO YOU DECIDE WHEN IT'S APPROPRIATE TO EXPLORE SUCH ISSUES?

**BOB:** We have a diverse group of people working here in all branches, and we encourage them to express their feelings, backgrounds, and life experiences in the programming. If something is personally meaningful to them, we know it will likely be meaningful to our viewers. We also rally around important issues, such as sustainability in connection with Earth Week, and talk with our writers about inserting environmental storylines or messages. A lot of these issues aren't exclusive to families, but if a child learns something about diversity or the environment while watching NBC, we think that's great.

**www** Watch *The Sound of Music Live!* online at [www.nbc.com/the-sound-of-music-live/video](http://www.nbc.com/the-sound-of-music-live/video).

## HIS DREAM, OUR STORIES

Dr. Martin Luther King Jr. delivered his celebrated "I Have a Dream" speech at the August 1963 March on Washington for Jobs and Freedom, a major milestone of the civil rights movement.

To commemorate the speech's 50th anniversary, we produced "His Dream, Our Stories," an online collection of interviews and a free companion e-book featuring deeply personal, videotaped accounts from more than 100 civic leaders, elders, clergy, and activists commemorating the march and its legacy. Just as the movement is alive today, the project lives on to chronicle the lives and stories of those who fight for equality for all people.

### AMONG THEIR STORIES:

"What Martin Luther King did for my parents and other parents was to let them know that their children did not have to live the way they did."

—Janis Kearney, personal diarist to President Bill Clinton

"We talked about 'How did you like the march? How do you think it went?' And we both agreed in some form or fashion that this had been a grand moment, a powerful statement."

—Nolan Atkinson, recounting a conversation he had with baseball legend Jackie Robinson after the march

"Everywhere on Earth that I've been, the words of Martin Luther King's dream are known and repeated. And people have taken that dream and given it their own content."

—Andrew Young, former U.S. Ambassador to the United Nations

"His Dream, Our Stories" was named a Benjamin Franklin Digital Award Gold Honoree for innovation in electronic book publishing by the Independent Book Publishers Association.

**www** Watch "His Dream, Our Stories" at <http://hisdreamourstories.com>.

**www** Download or read the e-book at <http://hisdreamourstories.com/ebook>.

**www** Submit your own story to the collection at <http://hisdreamourstories.com/share-your-story>.

# WHAT'S NEW

## ROCKING OUT TO KNOCK OUT BULLYING

As part of NBCUniversal's ongoing commitment to prevent bullying in communities across the country, USA Network's Characters Unite initiative hosted the #uniteLIVE Concert to Rock Out Bullying, headlined by Carly Rae Jepsen and attended by 5,000 middle and high school students. The concert officially kicked off the Unite Against Bullying Commercial Challenge, a nationwide contest that asked students to submit their ideas for a USA Network television ad to help stop bullying. The winner of the challenge, 14-year-old Lauren Bush from Dallas, Texas, had her concept produced into a powerful PSA that was unveiled on NBC's *TODAY* and aired on USA.

**www** Watch the award-winning PSA at <http://corporate.comcast.com/csr2013-cmtm-wnwn>.

## UNDERSTANDING THE AFFORDABLE CARE ACT

To help millions of Americans make better-informed decisions about their

Here are some of the highlights of our work in 2013.

health coverage, NBC News launched "Understanding the Affordable Care Act," an interactive online tool that simplifies and personalizes health insurance reform for consumers and their families. Developed in partnership with the Kaiser Family Foundation, the nonpartisan tool features an interactive questionnaire explaining consumers' coverage options, a calculator that helps individuals and families determine whether they're eligible for insurance subsidies, and a state-by-state rundown of health insurance marketplaces. "Understanding the Affordable Care Act" had nearly 80,000 unique site visitors in the last three months of 2013.

## THE BIGGEST LOSER INSPIRES TEENS

In January, NBC's *The Biggest Loser* took on the childhood obesity epidemic for the first time. The show featured three teenage ambassadors who lost a total of 141 pounds during the show's run, boosting their self-confidence and helping motivate youth all over the country to improve their eating and exercise habits.

## HEALING IN THE HEARTLAND

In May, after tornadoes ripped through Moore, Oklahoma, killing 24 people and injuring hundreds more, we mobilized our resources and viewership to provide immediate assistance with *Healing in the Heartland: Relief Benefit Concert*. Headlined by Blake Shelton and Reba McEntire, the concert raised more than \$5 million for the United Way of Central Oklahoma to contribute to rebuilding efforts.

## KINDNESS COUNTS

Sprout, our 24-hour preschool channel, launched its first-ever Kindest Kid contest as part of our Kindness Counts campaign, which celebrates small acts of kindness in the classroom, at home, and in the world. Seven-year-old contest winner Emma Lock of Tucson, Arizona, was named Sprout's honorary "Chief Kindness Officer" for conceiving Lock Boxes of Love, a grassroots nonprofit that sends age- and gender-specific toy boxes to siblings of children fighting cancer and other terminal illnesses. Kindness Counts' goal is to reach 1 million acts of kindness through submissions to the Sprout website.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Giving back to communities in need through *TODAY*'s year-long Shine a Light outreach initiative, which focuses on causes that *TODAY* anchors support. Examples include Matt Lauer and Savannah Guthrie's efforts to restore a playground in a community where children do not have access to safe play, and Natalie Morales' goal to run the Boston Marathon to raise awareness and money for the victims of last year's bombing.
- Inspiring community change by asking viewers to share their hopes around important issues discussed on air — from access to quality education and jobs to civil rights and social justice — as the driving force behind MSNBC's Growing Hope initiative. Watch the video at [www.msnbc.com/seeds of hope](http://www.msnbc.com/seeds of hope).
- Celebrating 25 years of The More You Know public service campaign, a trusted voice for sharing knowledge on the nation's most pressing social issues to improve lives. NBCUniversal's biggest stars commemorate the campaign's rich history of sharing inspirational messages and sparking conversations across communities. Watch the video at <http://corporate.comcast.com/csr2013-cmtm-wnwn>.

# BRINGING OUT THE BEST IN PEOPLE



Everything we do is geared toward helping people. We focus our energies on helping our employees and our millions of customers, viewers, and audiences to learn, grow, and realize their potential.

Seizing countless opportunities, Comcast and NBCUniversal bring out the best in people to move our business forward. We seek to create a vibrant workplace where innovation can thrive. We pursue opportunities to empower individuals and strengthen communities. Above all, we strive to make a real and lasting difference.

Helping others thrive is vital to our strategy and woven throughout our business. Just as nurturing the success of our employees strengthens Comcast and NBCUniversal, embracing diversity advances our larger mission of entertaining, educating, and inspiring the millions of individuals we reach every day.

## PROMOTE DIVERSITY AND INCLUSION



### MORE THAN \$1.3 BILLION

Total procurement spending with diverse Tier I suppliers; in 2013, 12.4% of Comcast and NBCUniversal's combined total applicable procurement spending was with diverse suppliers



## DEVELOP AND ENGAGE EMPLOYEES



### 100%

Our score on the Human Rights Campaign's 2013 Corporate Equality Index, which rates large U.S. employers on their policies and procedures pertaining to LGBT employees



READ MORE ABOUT OUR EFFORTS TO PROMOTE DIVERSITY AND INCLUSION AND DEVELOP AND ENGAGE EMPLOYEES IN THE SECTIONS THAT FOLLOW.

# PROMOTE DIVERSITY AND INCLUSION

## DIVERSITY & INCLUSION PROGRESS REPORT

Communities thrive when they embrace different backgrounds, perspectives, and experiences. Likewise, Comcast and NBCUniversal become stronger and more innovative as we grow more diverse. We champion diversity among our employees, in our programming and films, across our work with suppliers and business partners, in our community investments, and as a cornerstone of our corporate governance.



### 1/3 DIVERSE

The Comcast Board of Directors is 1/3 diverse



### 2,900 HOURS

Number of hours of diverse On Demand and online programming



### #1 FOR WOMEN

Comcast tied for first place among Women in Cable Telecommunications' (WICT) 2013 Best Operators for Women in Cable, and NBCUniversal earned first place among WICT's 2013 Best Programmers for Women in Cable



# UNLOCKING RICHER EXPERIENCES FOR PEOPLE WITH DISABILITIES

Televised and online content is integral to 21st-century culture, from entertaining and informing viewers to igniting the social and political conversation. Yet for many people with disabilities, locating a program on the TV channel guide or browsing news stories on the web can be extremely difficult.

"Today, the TV navigation paradigm for someone who's blind is largely limited to the use of the channel up and channel down button to search for a program to watch. That's really just one step removed from having to get up and turn the knob, like we did back in the '70s," says Tom Wlodkowski, Vice President of Accessibility at Comcast.

Tom leads a companywide effort to make our products and services more functional and enjoyable for people of all abilities. His team gathers extensive customer input to help shape the development, testing, and implementation of Comcast and NBCUniversal offerings. For example, developing the U.S. cable industry's first talking TV interface was a major focus in 2013. Tom also oversees our efforts to provide more accessible customer support services and promote greater accessibility and inclusiveness within our company culture.

"Accessibility really means independence and inclusion," says Tom, who is blind. "We measure our success by how effectively people with disabilities can interact with our products — such as

the ability for a customer who is deaf to watch full-length TV programs with closed captions on a mobile device, or the ability for customers with a physical disability to use their voice to navigate the program guide on their set-top cable box."

Tom and his team follow the principles of universal design, which recognize that technology solutions should allow users with varying abilities to interact with them in multiple ways. "We work to figure out what different modes are required and then integrate that directly into the design," he says.

We take a variety of paths in our effort to provide more universally accessible experiences for our customers with disabilities. At the Comcast Accessibility Lab, a workshop and showcase for assistive technologies, our engineers and designers interact with new product capabilities like voice navigation and eye-gaze technology that address the varying needs of users with disabilities. Their attention to detail is helping us develop groundbreaking features such as our talking cable TV interface within the X1 Platform™ by XFINITY®, which has the



*Tom Wlodkowski, Vice President of Accessibility, Comcast*

power to revolutionize the way people who are blind interact with television.

To help our customers with disabilities get the most out of their Comcast experience, we created the Comcast Accessibility Center of Excellence. Specially trained representatives at the center quickly and efficiently assist customers with issues such as setting up closed captioning and video description, receiving their bill in Braille or large print, and fulfilling requests for large-button remotes.

Working to ensure our web and mobile products are compatible with assistive technologies and exploring the addition of accessibility enhancements in our XFINITY Home automation service further support our commitment to enabling the "Smart Home for Everyone."

"Pursuing opportunities to enhance people's independence through home automation is where we really get excited," says Tom.

[www](http://corporate.comcast.com/our-values/diversity-inclusion/accessibility) Learn more at <http://corporate.comcast.com/our-values/diversity-inclusion/accessibility>.

## UNIVERSALLY ACCESSIBLE THEME PARKS

We continually work to create a more inclusive entertainment experience for guests with disabilities at Universal Orlando Resort's two destination theme parks – Universal Studios and Universal Islands of Adventure – and at Universal Studios Hollywood.

"Accessibility and safety are always on our minds as we create our rides and attractions, so guests of all abilities can enjoy a fully immersive experience," says John Sprouls, Executive Vice President and Chief Administrative Officer at Universal Parks & Resorts.

Accommodations include special transfer devices for guests who use wheelchairs, as well as separate loading areas for their comfort and privacy. "For guests who are deaf or hard of hearing, we have a staff of nationally certified American Sign Language interpreters who deliver our live shows and events," John adds. "We are always researching new ways to accommodate our guests, including handheld technologies to assist guests with sight or hearing loss."

# Q+A | DIVERSE SUPPLIERS FOSTER INNOVATION AND CREATIVITY

As a media and technology leader, we rely on innovative people and a diversity of ideas to help fuel the success of our business. Ajamu Johnson, Executive Director of Supplier Diversity and Strategic Procurement for Comcast and NBCUniversal, and Daphne Harvey, Senior Vice President of Sourcing at NBCUniversal, describe how working with diverse suppliers produces stronger results across our company and helps strengthen our communities.

**Q: WHY IS SUPPLIER DIVERSITY CRITICAL TO ADVANCING COMCAST AND NBCUNIVERSAL'S OVERALL BUSINESS OBJECTIVES?**

**DAPHNE:** We believe that diversity of thought and ideas helps to make us a better and stronger company. A diverse supply base brings that to us.

**AJAMU:** Maintaining a diverse supplier base helps us deliver innovative products and services that keep our customers excited.

**Q: HOW ARE YOU HELPING YOUR DIVERSE BUSINESS PARTNERS IN RETURN?**

**DAPHNE:** The day-to-day job of our Supplier Diversity leaders is really to be advocates — helping our partners navigate our processes, raising their visibility, and even introducing them to our peers in the media and entertainment industry. Most of these businesses are simply looking for an opportunity to compete. The ability of ferroconcrete, an Asian American, female-owned brand and design firm, to say, “Hey, we created the *TODAY* logo!” opens more doors for them — not only inside Comcast and NBCUniversal but also across the entire industry.

**Q: HOW DOES WORKING WITH DIVERSE SUPPLIERS IMPACT LOCAL COMMUNITIES AND THE ECONOMY?**

**DAPHNE:** Creating economic growth opportunities in diverse communities is

key. When we help create opportunities, particularly for small, minority-owned businesses, those same businesses are more likely to hire diverse individuals. This creates more jobs in our nation's growing diverse communities, which in turn contributes to the overall economy.

**Q: IN WHAT WAYS ARE YOU REACHING OUT TO THEM TO CREATE SUCH OPPORTUNITIES?**

**AJAMU:** Comcast participates at more than 80 events a year, from panel discussions to one-on-one matchmaking sessions between diverse suppliers and our different business groups. We'll connect with vendors and have a conversation about what they do and how they can work with us. After the introduction, we'll stay in touch. When opportunities come up, our team will gather a list of diverse suppliers that we believe might be a good fit and invite them to participate in an RFP.

**Q: HOW DO THE DIVERSE VENDORS YOU CONNECT WITH ADD VALUE TO THE COMPANY'S OFFERINGS?**

**AJAMU:** Our suppliers are literally an extension of Comcast and NBCUniversal. They help us enhance our products and services, but they also reflect our corporate culture so our customers can have one seamless experience. I've found many to be particularly client-centric and nimble — they can turn on a dime and provide customized experiences for us and our customers.



Ajamu Johnson, Executive Director of Supplier Diversity and Strategic Procurement, Comcast and NBCUniversal



Daphne Harvey, Senior Vice President of Sourcing, NBCUniversal

“NBCUniversal treats us like partners, with a great deal of respect. We feel even more welcome because of our diversity. They want to work with companies that are trying to do things differently, who support a diverse workforce.”

—Brian Tolleson,  
Managing Partner at Bark Bark,  
an LGBT-owned brand integration  
agency that works with NBCUniversal  
to develop sponsor opportunities

**DAPHNE:** Diverse suppliers bring us innovation of thought — that next great way to tell a story or help us get to market quicker, better, faster. It's exciting to have these businesses contributing to our entertainment supply chain, helping to keep our products fresh, new, and — more importantly — relevant to our ever-changing customer base.

# WORKING WITH DIVERSE SUPPLIERS



Our business moves fast and evolves constantly. Seeking diverse suppliers that can help us find smart ways to deliver innovative products and services is good for our company and our suppliers alike.

## PARTNERSHIP, OUTREACH, AND EVENTS

Consistent outreach to diverse businesses helps us forge relationships and enhance our supply chain. We are proud to support and collaborate with diverse chambers of commerce and business organizations throughout the country. We actively target outreach and capacity-building events at the national, regional, and local levels. Our supplier diversity partners include:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- National Veteran-Owned Business Association (NaVOBA)
- United States Hispanic Chamber of Commerce (USHCC)
- US Pan Asian American Chamber of Commerce (USPAACC)

- National Center for American Indian Enterprise Development (NCAIED)
- National Black Chamber of Commerce (NBCC)
- National Gay & Lesbian Chamber of Commerce (NGLCC)
- US Business Leadership Network (USBLN)
- The Walter Kaitz Foundation

At the national level, Comcast and NBCUniversal's 2013 supplier diversity-related outreach included:

- NCAIED's Reservation Economic Summit & American Indian Business Trade Fair in Las Vegas
- USPAACC's CelebrAsian Business Opportunity Conference in Garden Grove, California
- WBENC's National Conference & Business Fair in Minneapolis



80+

Number of supplier diversity events we attended in 2013

- NBCC's 21st Annual Convention in West Palm Beach, Florida
- NGLCC's Annual Convention in Dallas and NGLCC's 11th Annual National Dinner in Washington, D.C.
- USHCC's 33rd Annual National Convention in Chicago
- NMSDC's National Conference and Business Opportunity Fair in San Antonio

More than three-quarters of our outreach events occurred at the local and regional levels. For example, Comcast partnered with other cable companies to host the third annual California Cable Industry Supplier Diversity Fair in Q3 2013. This one-on-one matchmaking event connects diverse suppliers with potential procurement opportunities at Comcast and other large cable providers.

NBCUniversal engaged in matchmaking sessions and provided coaching to Native American-owned businesses during the American Indian Chamber of Commerce of California's 10th Annual Expo in July 2013. In November and December 2013, NBCUniversal hosted "Supplier Spotlights" to introduce some of the company's top diverse suppliers to business leaders in Los Angeles and New York City.

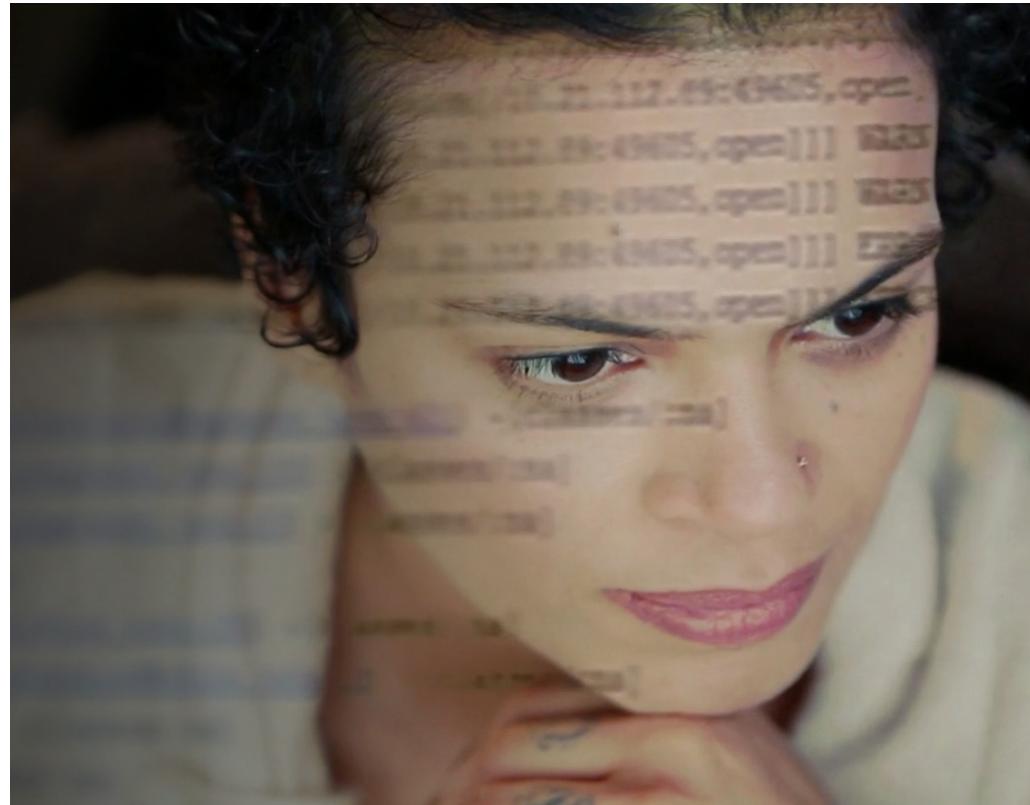
## WORKING WITH DIVERSE SUPPLIERS

### BUILDING CAPACITY: BOARD AND ADVISORY COUNCIL PARTICIPATION

Comcast and NBCUniversal participate on boards and in programs that assist with the growth of diverse business enterprises. For example, Comcast and NBCUniversal are members of NGLCC's Corporate Advisory Council and OCA – Asian Pacific American Advocates' Business Advisory Council. We also support the Asian/Pacific Islander American Chamber of Commerce & Entrepreneurship (ACE). In 2013, NBCUniversal became a member of the Women's Business Enterprise National Council (WBENC)-West.

In 2013, Comcast and NBCUniversal executives and procurement professionals served on the following:

- USHCC's Executive Corporate Advisory Board and Procurement Corporate Advisory Board
- USPAACC's Corporate Brain Trust
- NaVOBA's Advisory Board
- NGLCC's Procurement Council and Corporate Advisory Council
- ACE's Board of Directors
- National Association of Minority & Women Owned Law Firms' (NAMWOLF) Advisory Council
- USBLN's Certification Committee
- American Indian Chamber of Commerce of California Advisory Board
- Philadelphia Diversity Law Group Board of Directors
- Philadelphia Urban League Center for Entrepreneurship Advisory Board
- New York & New Jersey Minority Supplier Development Council committees
- New Jersey Board of Public Utilities Supplier Diversity Development Council



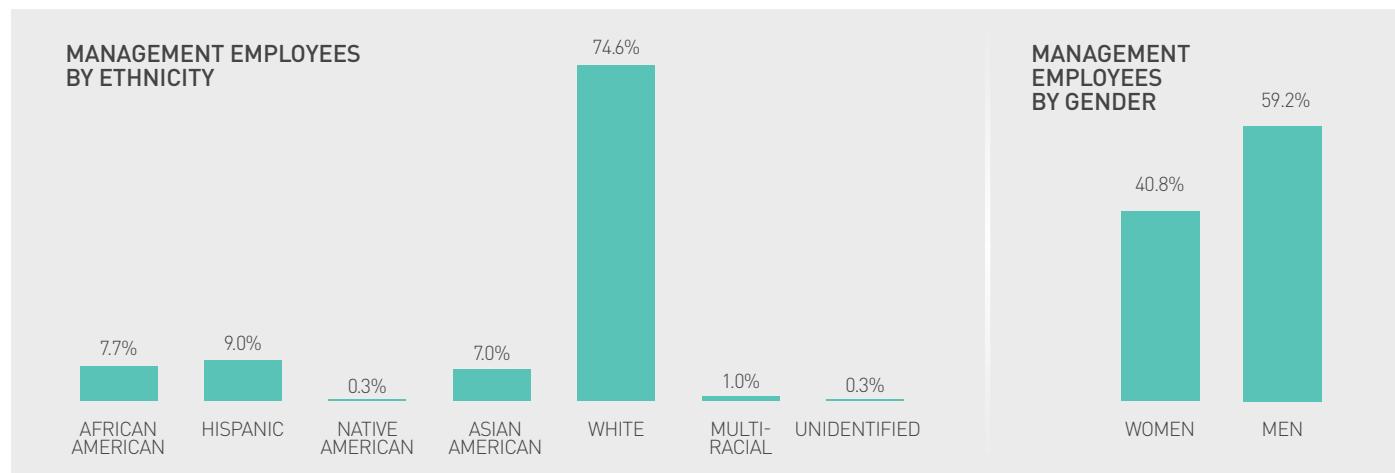
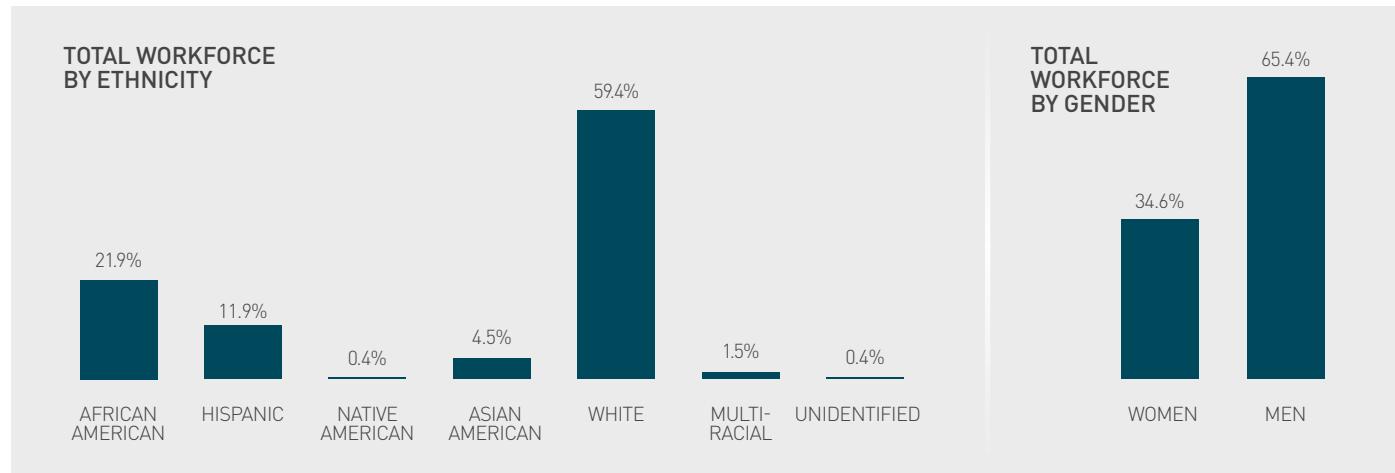
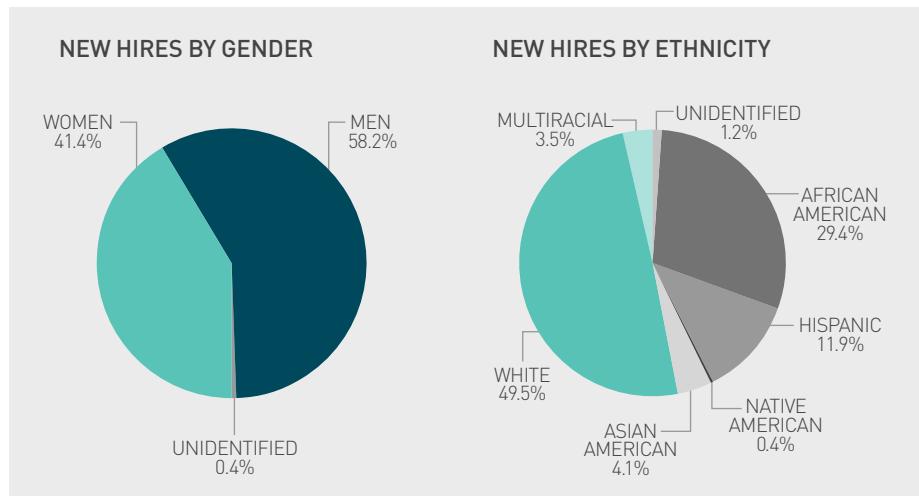
- Greater Los Angeles African American Chamber of Commerce
- University of Southern California Supplier Diversity Advisory Council

Our capacity-building activities include:

- Each year, NBCUniversal meets with its four external Supplier Diversity Councils representing the African American, Asian American, Hispanic, and Native American business communities to share best practices, foster partnerships, and maintain open lines of communication with the diverse business community.

- In 2013, NBCUniversal awarded a scholarship to the Tuck Executive Education program at Dartmouth University to build a high-performing minority business program in conjunction with the Southern California Minority Supplier Development Council.
- In 2013, Comcast's Manager of Supplier Diversity served as an onsite visitor for the U.S. Business Leadership Network's Disability Supplier Diversity Program (DSDP) and participated in the DSDP Teleconference Series by presenting on opportunities to do business with the company, as well as success factors for suppliers bidding on contracts.

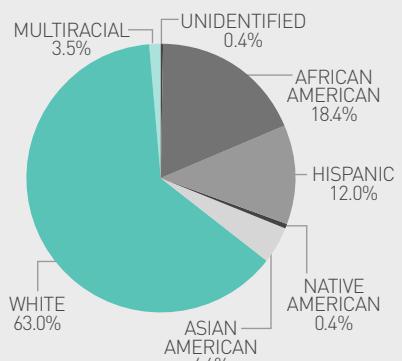
# DIVERSITY IN OUR WORKFORCE



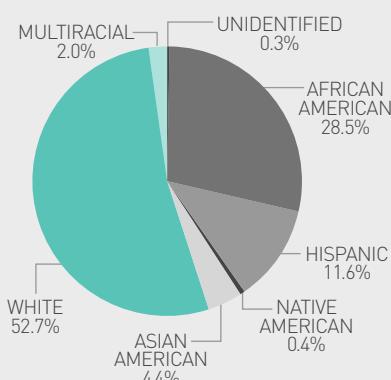
Throughout this section, "workforce" refers to full-time U.S. employees as of December 31, 2013. Combined percentage totals may exceed or fall under 100% due to rounding. These figures do not include Comcast-Spectacor.

## DIVERSITY IN OUR WORKFORCE

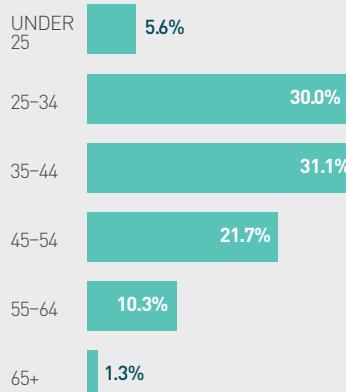
**MALE WORKFORCE BY ETHNICITY**



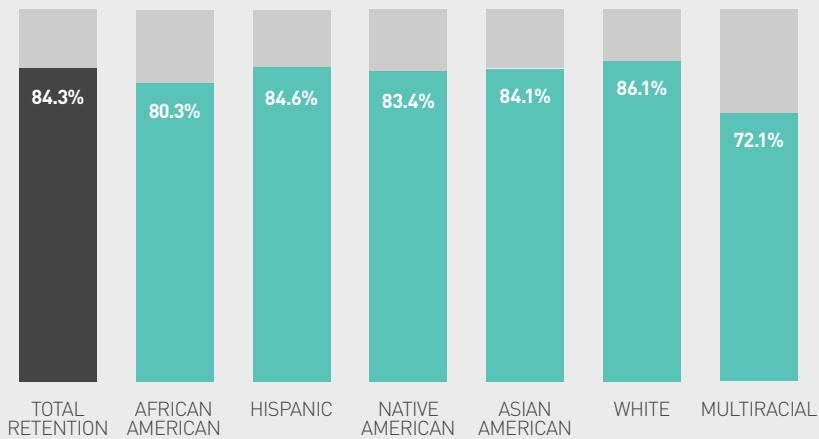
**FEMALE WORKFORCE BY ETHNICITY**



**TOTAL WORKFORCE BY AGE**



**ANNUAL RETENTION RATE BY ETHNICITY**



**32%**

Increase in the number of people of color at vice president (VP) and above between 2010 and 2013; overall, 18% of our VP-and-above executives are people of color



**21%**

Increase in the number of women executives at VP and above between 2010 and 2013; overall, women comprise 36% of our VP-and-above executives

**ANNUAL RETENTION RATE BY GENDER**

**TOTAL RETENTION 84.3%**

**MEN 86.1%**

**WOMEN 81.0%**

**www** For more information on Comcast and NBCUniversal's progress on diversity and inclusion initiatives, please visit [www.comcast.com/diversityreport](http://www.comcast.com/diversityreport) to view the company's first public, three-year report, "Seeing the Bigger Picture: A Three-Year Diversity & Inclusion Progress Report, 2010-2013."

# WHAT'S NEW

Here are some of the highlights of our work in 2013.



Comcast continues to expand the selection of programming and channels dedicated to multicultural content.

## NEW NETWORKS OFFER DYNAMIC MULTICULTURAL CONTENT

As part of our commitment to deliver on-air, On Demand, and online programming that reflects our diverse audiences, XFINITY TV launched two new minority-owned networks in 2013. REVOLT — a 24-hour, multi-genre, multi-platform music network launched by entrepreneur Sean “Diddy” Combs — delivers real-time music programming and news to select cities nationwide. El Rey, created by filmmaker and screenwriter Robert Rodriguez, brings English-language entertainment to Latino audiences. XFINITY TV also provides a range of microsites dedicated to multicultural content.

## INCLUSIVE COMPANY CULTURE

Our Employee Resource Groups (ERGs) are dedicated to actively engaging and empowering diverse talent at all levels across the company to foster a culture of inclusion. ERGs — composed of more than 4,200 members at Comcast and more than 7,000 at NBCUniversal — help drive business results and offer employees a variety of collaborative opportunities for professional development, networking, mentoring, and community service.

**www** View the full list of ERG chapters at <http://corporate.comcast.com/our-values/diversity-inclusion/our-people>.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Launching a three-year, \$3.7 million commitment to The ARC, which will help the national nonprofit provide opportunities for people with intellectual and developmental disabilities learn digital skills for greater independence by creating digital literacy learning labs across the country.
- Presenting more than 50 hours of coverage of the 2014 Paralympic Winter Games in Sochi, Russia. We will increase coverage up to 66 hours at the 2016 Paralympic Games in Rio de Janeiro.
- Enhancing independence for customers with disabilities through groundbreaking voice guidance features in the X1 Platform™ by XFINITY®.
- Promoting greater diversity on air and behind the camera by partnering with Student Veterans of America to distribute scholarships to veterans pursuing degrees in film, television, media, or communications during the 2014–15 school year.

# DEVELOP AND ENGAGE EMPLOYEES

Our 136,000 employees make Comcast and NBCUniversal what we are. Their ingenuity and passion infuse everything we do, from providing exceptional service and innovative technologies to creating insightful and entertaining content. We create an attractive work environment—and reward our employees' dedication—by offering competitive pay, comprehensive benefits, professional training, and opportunities to build leadership skills.

**2,000+**

Number of military veterans we hired since 2012 — almost two years ahead of schedule — as part of the U.S. Chamber of Commerce Foundation's "Hiring Our Heroes" initiative; learn more at [www.hiringourheroes.org](http://www.hiringourheroes.org)

**\$190 MILLION**

Our 2013 investment in employee training

**100+**

Number of leadership, development, and training programs we offer to employees



# Q+A | CULTIVATING A CULTURE OF INNOVATION, OPPORTUNITY, AND GROWTH

Bill Strahan, Executive Vice President of Human Resources at Comcast, and Pat Langer, Executive Vice President of Human Resources at NBCUniversal, discuss how our professional development programs, recruiting efforts, and unique corporate culture make this a great place to work.

## Q: WHAT ATTRACTS EMPLOYEES TO COMCAST AND NBCUNIVERSAL?

**BILL:** We invest in new ideas and we're willing to take chances. People can see their ideas leveraged across tens of millions of households in a short time. Not many companies in the world can offer that.

## Q: HOW DO YOU APPROACH BUILDING A UNIFIED BUT DISTINCT EMPLOYEE CULTURE ACROSS COMCAST AND NBCUNIVERSAL?

**PAT:** One thing we share is a focus on innovation. To help achieve that focus, we cross-pollinate talent between Comcast and NBCUniversal through several of our professional development programs to generate fresh ideas and expose people to different areas of the overall business. We also highlight the unified and distinct aspects through our Spirit of Comcast and NBCUniversal programs, which are forums in which participants can learn about our company's past, present, and future from our executive leadership team.

## Q: HOW ARE PROFESSIONAL DEVELOPMENT PROGRAMS HELPING SHAPE THE COMPANY'S FUTURE?

**BILL:** As the world that we compete in becomes more complex, we need to be more agile. We need people who



*Pat Langer, Executive Vice President of Human Resources, NBCUniversal*



*Bill Strahan, Executive Vice President of Human Resources, Comcast*

think more broadly, who have new strategies and ideas. As we expand our development programs to more people, we grow stronger and more nimble as a business.

## Q: HOW DO THESE PROGRAMS HELP SHAPE EMPLOYEES' FUTURES?

**PAT:** Our success depends on ensuring this is a rewarding place for employees to fulfill their career aspirations. These programs not only help our employees grow as individuals and professionals, they also encourage movement within the company. And when employees can take on new challenges and explore new opportunities, we've seen they are happier and more successful over the long term.

“When you can combine the aspirations of people to do better for themselves with the interests of the business, it’s a wonderful thing.”

—Bill Strahan, Executive Vice President of Human Resources, Comcast

## CULTIVATING A CULTURE OF INNOVATION, OPPORTUNITY, AND GROWTH

### Q: WHAT DISTINGUISHES THIS COMPANY AS A GREAT PLACE TO WORK?

**BILL:** When you can combine the aspirations of people to do better for themselves with the interests of the business, it's a wonderful thing. We invest in benefits and programs that allow people to grow as individuals, advance their careers, and still be connected to their communities.

### Q: HOW DOES PROFESSIONAL DEVELOPMENT CONTRIBUTE TO RECRUITING AND RETAINING TOP TALENT?

**PAT:** We want the most talented people to choose Comcast and NBCUniversal and to stay here to grow their careers. Professional development is key to helping us achieve those goals.

### Q: WHAT'S NEXT IN TERMS OF EMPLOYEE DEVELOPMENT?

**PAT:** We're making important investments in our workspaces to make sure people are well equipped to grow and help move our businesses forward. We recently opened a \$17 million, state-of-the-art NBCUniversal Technology Center in New Jersey that includes our Media Labs division, which is an in-house incubator for new technology concepts. It's a place where our employees can grow and thrive — exactly the kind of environment we aim to create across the company.

## SPOTLIGHT: EMPLOYEE PROGRAMS

In 2013, Comcast and NBCUniversal promoted cross-enterprise employee development offerings and launched the NBCUniversal Talent Lab, which offers a suite of skills-building programs.

### CROSS-ENTERPRISE:

- **Career Opportunities & Rotational Experiences (CORE):** CORE Finance and CORE Technology programs allow recent college graduates new to the company to develop their professional and leadership skills over a two-year period.
- **MBA Rotational Leadership Program:** Recent MBA graduates work on business-critical, cross-functional projects across multiple Comcast and NBCUniversal businesses in areas such as digital media, product development, and strategic planning.
- **Financial Management Leadership Program:** Early-career Finance, Accounting, and Audit employees rotate through HQ and business unit finance functions over a three-year period.
- **Executive Leadership Forum (ELF):** High-potential senior director and vice president-level employees develop cross-functional knowledge, process improvement strategies, leadership skills, and team effectiveness.

### NBCUNIVERSAL TALENT LAB:

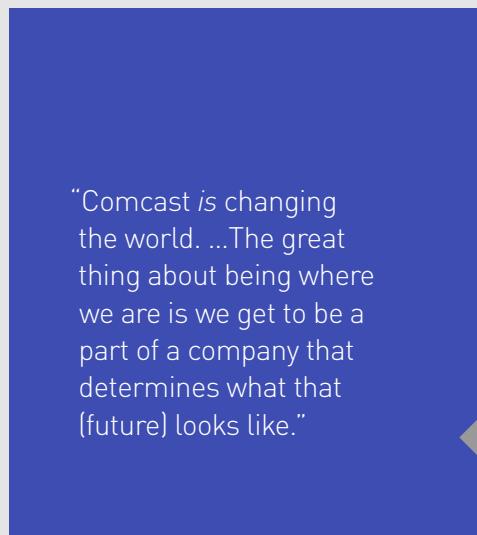
- **Jump:** A series for first-time leaders that teaches management and leadership fundamentals
- **Team:** A nine-month mentoring experience that provides targeted development and cross-business exposure for diverse leaders at pivotal career points
- **Pivot:** Prepares vice president-level participants to transition from business management to company leadership
- **Case:** Cross-functional teams work together to solve key business challenges
- **Invest:** Provides an immersive training experience with a focus on finance metrics for non-finance leaders
- **Drive:** A program for senior-level executives that focuses on deepening their strategic thinking skills to drive business results

## DIFFERENT VOICES, COMMON GROUND

Our 136,000 employees are the driving force behind our business and each has a unique story to tell. But even with a diverse range of personal experiences, professional backgrounds, and individual personalities, they share common values — a sense of responsibility to our customers, a drive to reimagine what's possible, and an ongoing dedication to excellence in our work. These are the values that unite us.

**MOLLY SOLOMON**

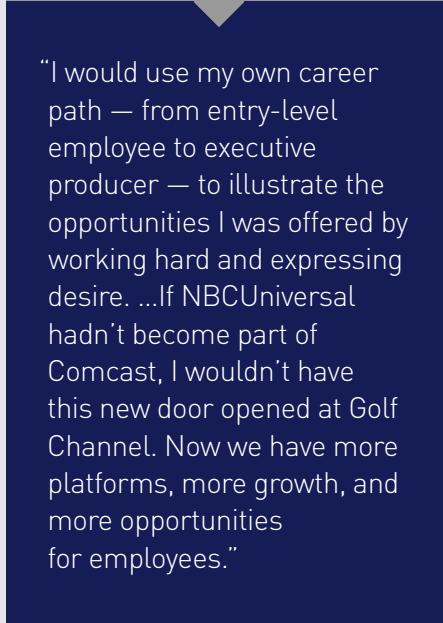
Executive Producer and Senior Vice President, Productions & Operations, Golf Channel



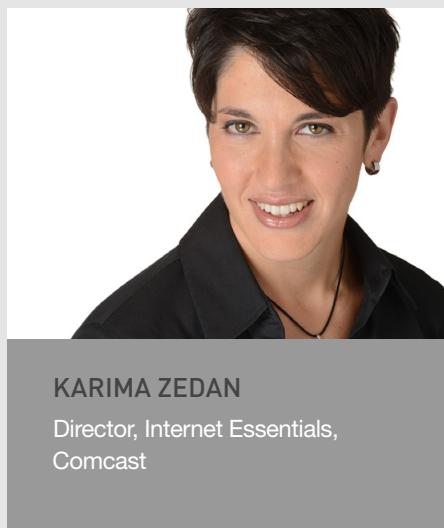
*"Comcast is changing the world. ...The great thing about being where we are is we get to be a part of a company that determines what that [future] looks like."*

**SREE KOTAY**

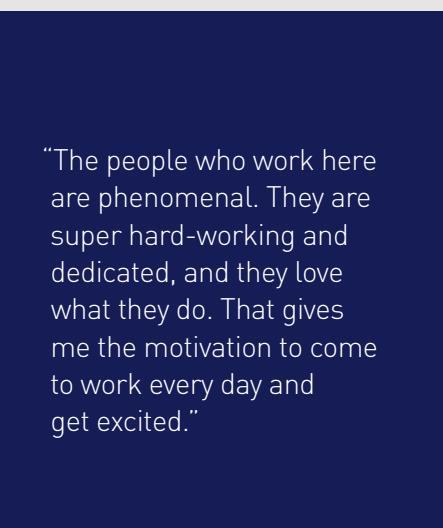
Chief Software Architect and Senior Vice President, Technology Design & Development, Comcast Cable



*"I would use my own career path — from entry-level employee to executive producer — to illustrate the opportunities I was offered by working hard and expressing desire. ...If NBCUniversal hadn't become part of Comcast, I wouldn't have this new door opened at Golf Channel. Now we have more platforms, more growth, and more opportunities for employees."*

**KARIMA ZEDAN**

Director, Internet Essentials, Comcast



*"The people who work here are phenomenal. They are super hard-working and dedicated, and they love what they do. That gives me the motivation to come to work every day and get excited."*

## DIFFERENT VOICES, COMMON GROUND

"I have pride in NBCUniversal. My team has given me so many opportunities over the years, and it gives you a good feeling that you are working for a company that is part of so many people's lives on a daily basis."

**NICK CASANOVA**

Senior Manager, Programming,  
NBC Sports

**EBONY LEE**

Vice President, Mobility  
Solutions, Comcast Cable

"Comcast's products and services are available to millions of people across the country. When we are building something new, we get to share that with a huge audience and really help shape the future of our industry."

"It's the ability to come in and make a dramatic impact immediately. If you've got a passion, you'll find someone who's willing to support you. That's different, that's exciting."

**RAUL VALENTIN**

Vice President, Talent Acquisition,  
Comcast Cable

**CINDI HOOK**

Senior Vice President, Assurance  
and Advisory Team, Comcast

"The leadership, and therefore the company, is always looking to the future to stay ahead of the curve and to shape the industry going forward. It is great to work at a place where the need to grow and change is recognized and the resources are available to make the vision and strategy happen."

**www** To learn more about these employee stories and others, visit <http://corporate.comcast.com/careers/opportunities> and [www.nbcunicareers.com](http://nbcunicareers.com).

# WHAT'S NEW

## TAKING CARE OF OUR OWN



We are committed to taking care of our employees and their families by investing in benefits such as a comprehensive healthcare package, more than \$245 million in matching 401(k) contributions, and more than \$285 million in discounted or free digital cable, high-speed Internet, telephone, and other products and services.

## PROTECTING OUR GREATEST ASSETS

We take seriously the responsibility of safeguarding the employees who drive our business forward. In addition to our dedication to complying with transportation, safety, labor, and other regulatory laws, our ongoing efforts to

Here are some of the highlights of our work in 2013.



improve workplace safety across the company resulted in fewer Occupational Safety and Health Administration (OSHA) recordable incidents and days away from work in 2013 compared with 2012.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Hitting the ground running with our new \$17 million NBCUniversal Technology Center — a state-of-the-art facility in Englewood Cliffs, New Jersey — as the home of NBCUniversal's technology team and the new Media Labs operation. Going forward, the center represents our ongoing commitment to technological innovation as we recruit and train more top talent in STEM-related areas of the business.
- Launching a human resources “pipeline” professional development program that will enable participants in the two-year rotational program to serve in a variety of HR functions across our business groups. The program will enable the development of strong cross-enterprise knowledge among the company’s next generation of HR specialists.

# DEEPENING TRUST THROUGH STEWARDSHIP



Helping parents keep their children safe on the Internet. Shrinking our environmental footprint. Safeguarding the privacy of our customers and employees. Upholding the highest standards of journalistic integrity. Our view of stewardship is broad, encompassing virtually every aspect of our businesses.

To us, stewardship is rooted in the ways Comcast and NBCUniversal engage with others and honor our commitments. It is, at heart, about how we build and nurture relationships, which are among the most important elements in our long-term

success. Stewardship presents us with opportunities to do better—to grow our company responsibly while benefiting the people and communities we serve.

## OPERATE RESPONSIBLY



### 1.2 MILLION

Number of low-income Americans that Internet Essentials has connected to the Internet at home, helping close the digital divide for children and their families



## REDUCE ENVIRONMENTAL IMPACT



### 6.3 MILLION

Number of Comcast customers enrolled in Ecobill®, our paperless billing program that saves \$37 million annually



READ MORE ABOUT OUR EFFORTS TO OPERATE RESPONSIBLY AND REDUCE ENVIRONMENTAL IMPACT IN THE SECTIONS THAT FOLLOW.

# OPERATE RESPONSIBLY

Comcast and NBCUniversal conduct our business with the highest standards of integrity, ethics, and fairness. We dedicate significant resources to protecting the privacy of our employees and customers, promoting safety across our operations and facilities, and being accountable to our stakeholders.



## \$45 MILLION

Amount invested in PSAs geared toward helping parents provide age-appropriate programming choices for their children



## NEARLY 300,000

Number of page views for the *Growing Up Online* interactive e-book, which earned a FOSI award from the Family Online Safety Institute for outstanding achievement



## NEARLY 39,000

Average number of video on demand (VOD) choices available to Comcast customers each month at no additional charge — more than twice the number required under our FCC commitment



# BRIDGING THE DIGITAL DIVIDE – ONE FAMILY AT A TIME

Like most families across America, Latrivia Guinn's family needed computer and Internet access to perform everyday tasks like doing homework and research, using social media, and paying bills. But it wasn't an affordable option — until Latrivia learned about Internet Essentials, Comcast's flagship broadband access initiative.

Created to help bridge the digital divide between families who have access to critical technology tools and those who don't, Internet Essentials provides affordable high-speed Internet service to the Guinn family for less than \$10 per month. Now Latrivia's children can do homework, check email, surf the web, and enjoy educational games anytime they want.

"It's made a huge difference in our lives," says Latrivia, who decided to return to school and relied on the web while putting herself through nursing school at nearby Jackson Community College in Jackson, Michigan.

Available to U.S. families with at least one child eligible to participate in the National School Lunch Program, Internet Essentials has opened a new world of educational, employment, and social opportunities for more than 1.2 million low-income Americans since its launch in 2011. Comcast offers Internet Essentials across our footprint, which includes more than 30,000 schools, and we have partnered with more than 8,000 community and government organizations to expand the program and unlock the full potential of digital learning.



*Internet Essentials has made broadband access affordable for the Guinn family, including Latrivia Guinn (left), with her daughter Donique.*

"Through our partnership with Comcast, these families now have the opportunity to apply for jobs, develop Internet and computer skills, use iPads®, and even learn how to use video production tools."

—John Willis, Executive Director,  
Martin Luther King Jr. Community  
Center in Jackson, Michigan

## OTHER DIGITAL LITERACY PROGRAMS SUPPORTED BY COMCAST:

- **Digital Connectors** — To help prepare low-income youth, ages 14 to 21, for computer-related jobs, we offer advanced digital skills training through the Comcast Digital Connectors program.
- **My.Future** — In partnership with Boys & Girls Clubs of America, My.Future trains young people on everything from computer basics to digital arts skills, including photo illustration, film making, graphic design, and computer game design.

The Guinn family discovered Internet Essentials through Jackson's Martin Luther King Jr. (MLK) Community Center. The MLK Center partners with Comcast to broaden technology access and

understanding throughout the region — including providing families with new computers for less than \$150 and free print, online, and in-person digital literacy training.

## BRIDGING THE DIGITAL DIVIDE — ONE FAMILY AT A TIME

John Willis, Executive Director of the MLK Center, says Latrivia's story is typical of many low-income families in the Jackson community and beyond who are ready and willing to learn digital literacy skills, but lack the necessary resources and support. With Internet Essentials, that's no longer the case.

"About 90 percent of the families in our community are below the median income for our city," says John.

"Through our partnership with Comcast, these families now have the opportunity to apply for jobs, develop Internet and computer skills, use iPads®, and even learn how to use video production tools. Our work together is opening people's eyes to what's possible."

The Guinn family's experience has been particularly inspiring to John. "I watched Latrivia grow from a guarded, shy young lady who had not done much computer work to a proud nursing school graduate," he says. "And her kids are doing great in school. It's been amazing to see such wonderful growth."

Latrivia is equally enthusiastic. "My kids love it, and I use the Internet for almost everything — I've been able to look for a new job, pay most of my bills, do couponing, shop online, and so much more. Now, I'd feel like a fish out of water without it."

**www** Watch a video about Internet Essentials at <http://corporate.comcast.com/csr2013-bridging>.

**www** Learn more at [www.internetessentials.com](http://www.internetessentials.com).



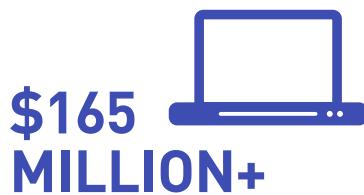
Tony Dungy (right) is the national spokesperson for Comcast's Internet Essentials initiative.

### GAME-CHANGING IMPACT OF INTERNET ESSENTIALS

Tony Dungy, the Super Bowl-winning former head coach of the Indianapolis Colts, believes access to the Internet can have a game-changing impact on education and the lives of young people.

As the national spokesperson for Comcast's Internet Essentials initiative, he sees strong alignment between our program's goals and those of the nonprofit Dungy Family Foundation he runs with his wife, Lauren. Based in Tampa, Florida, the Foundation believes in strengthening, sustaining, and empowering communities by providing opportunities to those in need.

"Technology has changed not just how classrooms work, but how the whole world works," says Tony. "I believe this program is the right playbook for success in bringing more students and families online in America."



Comcast's investment in cash and in-kind support to fund digital literacy initiatives nationally since 2011



Number of people to whom Comcast and its community partners have provided support for free digital literacy training and education since 2011

# Q+A | HELPING FAMILIES MAKE SMART MEDIA CHOICES

Dr. Michael Rich has spent his career offering advice on how families can make smart media and technology choices. Commonly known as the “Mediatrician,” the onetime filmmaker and founder of the Center on Media and Child Health at Boston Children’s Hospital works with Comcast to provide guidance for our parental controls microsite, [www.xfinity.com/parents](http://www.xfinity.com/parents). Here, he discusses Comcast’s approach to encouraging healthy media use for children.

## **Q: WHY SHOULD MEDIA COMPANIES LIKE COMCAST HELP KIDS DEVELOP HEALTHY MEDIA HABITS?**

**DR. RICH:** Like any for-profit company, Comcast has a responsibility to think beyond its bottom line and account for the physical, mental, and social health of its consumers. Comcast has done an excellent job, in my experience, of recognizing that media are powerful and approaching the conversation in a healthy way. They’re asking how we can enhance the positive effects of media and protect against potential harm.

## **Q: HOW CAN PARENTS HELP CHILDREN DEVELOP A HEALTHY RELATIONSHIP WITH MEDIA?**

**DR. RICH:** Parents and children need to recognize that media platforms are tools, and it’s up to individuals to use them in conscious and focused ways. Rather than talking about the Internet as an inherently dangerous place, we should be helping

children learn to master these tools — and that means being involved in your kids’ digital lives. It’s like learning to drive a car. You don’t teach by saying, “Don’t hit that tree.” You say, “Let’s drive the car,” and in the process you learn safe driving habits. It’s the same thing for learning to navigate the digital world.

## **Q: YOU’VE CREATED A NUMBER OF DIGITAL PARENTING VIDEOS FOR THE XFINITY WEBSITE, AMONG OTHER ACTIVITIES. WHAT ARE SOME PRACTICAL TIPS THAT PARENTS CAN FIND ON THE XFINITY WEBSITE?**

**DR. RICH:** One suggestion is to let kids teach their parents how to use technology. Kids are early adopters — they’re flexible and resilient thinkers. What they don’t have are fully developed executive brain functions, particularly in areas like impulse control and future thinking. So while you might get completely humiliated playing

## **TEACHING CHILDREN DIGITAL AWARENESS**

As Comcast’s Senior Vice President of Operations Compliance, Susan Jin Davis plays a critical role in shaping Comcast’s strategy for online safety and digital citizenship. “In our expanded role, we serve as both the conduit to media content and the content itself,” says Susan, explaining why Comcast is committed to helping parents manage their children’s media consumption.

“We want to give parents the tools and support to help their kids make smart media choices — now and for the rest of their life,” she says.

Moving forward, Comcast’s priorities include:

- Transitioning the discussion from parental controls to media mastery
- Creating tools and products that are easy to use



*Dr. Michael Rich, Founder, Center on Media and Child Health, Boston Children’s Hospital*

*Madden NFL* with your children, you’re letting them know that you respect them and the things they value. Once you start that dialogue, you can talk about the content of the games. Playing with them and sharing your observations is much more effective than screaming from the next room, “I hate that game; turn it off.”

## **Q. HOW DOES YOUR PARTNERSHIP WITH COMCAST HELP SPREAD THE WORD ABOUT MEDIA AND CHILDREN’S HEALTH?**

**DR. RICH:** We’re able to model — for the first time, perhaps — a true partnership between industry and academia on how we can educate and empower parents and children to use these tools well. And from a purely practical standpoint, Comcast has great distribution. The more we can integrate this message with all of Comcast and NBCUniversal’s products as they go out, the more it becomes part of the fabric of how people use media.

**www** Watch Dr. Rich’s digital parenting videos at <http://xfinity.comcast.net/parents/internet/videos.html>.

- Building a platform that allows parents to control and monitor media access on several networks at once — including video, mobile, and data — along with helping parents carry over settings from one network to the next

Comcast offers a variety of tools to help parents engage with their children’s digital media lives, including videos and online columns, TV and movie locks, Common Sense Media ratings, Family Sense® social monitoring tools, and Norton™ Family parental control software.

**www** For more information on keeping kids safe online, visit <http://xfinity.comcast.net/parents>.

# FULFILLING OUR COMMITMENTS IN THE NBCUNIVERSAL TRANSACTION

When Comcast announced the acquisition of NBCUniversal in 2010, we also announced a number of voluntary public-interest benefits and commitments that will allow us to better serve the entertainment, communications, and information needs of American consumers. The Department of Justice and the FCC also placed certain conditions on the NBCUniversal transaction, including competitive, public-interest, and diversity provisions that align with many of our voluntary commitments.

In February 2014, we filed our third annual report detailing our progress over the preceding year in implementing the conditions adopted by the FCC in the NBCUniversal Transaction Order. We are realizing the substantial public-interest benefits promised by this transaction while also carrying out the competitive safeguards sought by the government. Our achievements over the past three years include increasing broadband adoption among low-income Americans, expanding local news coverage, providing a broader range of diverse programming, and launching new independent channels with diverse ownership.

## COMCAST BROADBAND OPPORTUNITY PLAN—INTERNET ESSENTIALS

Internet Essentials, the largest and most comprehensive broadband adoption program in America, has connected more than 1.2 million low-income Americans, or 300,000 families, to broadband Internet at home in just two-and-a-half years.



Read more about Internet Essentials in our Operate Responsibly section on [page 35](#) and at [www.internetessentials.com](http://www.internetessentials.com).

## DIVERSE PROGRAMMING AND INDEPENDENT NETWORKS

We continue to strengthen and enrich our offering of diverse programming choices — expanding the distribution of diverse networks to millions of homes, and featuring thousands of On Demand and online choices geared toward African American, Asian American, Hispanic, and other diverse audiences.

For more details, see our Promote Diversity and Inclusion section starting on [page 20](#).

## ENRICHING OUR LOCAL PROGRAMMING

We continue to preserve and enhance local news by making strategic investments in our NBC Owned Television Stations division, including additional news-gathering equipment, transmission upgrades and technology, and distribution platforms. We inaugurated NBC5 Dallas-Fort Worth's (KXAS) state-of-the-art broadcasting

and multimedia facility, which is also home to Telemundo Dallas (KXTX) and the NBC News Dallas-Fort Worth network bureau. Telemundo Philadelphia (WWSI), one of two stations added to the Telemundo Station Group in 2013, began airing two Spanish-language weeknight newscasts on January 13, 2014 — the station's first-ever local news programs. In support of the launch, the station recruited 15 Spanish-speaking journalists and other professionals to fill the roles of reporter, producer, anchor, and photographer, as well as positions in sales, finance, and engineering.

During 2013, the NBC Owned Television Stations produced and aired approximately 2,500 hours of regularly scheduled local news programming over and above the amount aired in the year preceding the closing of the transaction, surpassing the requirement to add 1,000 hours of new local news programming by approximately 1,500 hours. At the Telemundo Station Group, the stations aired approximately 2,300 hours of regularly scheduled local news programming over and above the amount aired in the year preceding the closing of the transaction, not including the news from the recently acquired stations in Philadelphia and McAllen, Texas. This total exceeds the requirement in this condition by approximately 1,300 hours.

## FULFILLING OUR COMMITMENTS IN THE NBCUNIVERSAL TRANSACTION

### EXPANDING OUR VOD AND ONLINE PROGRAMMING

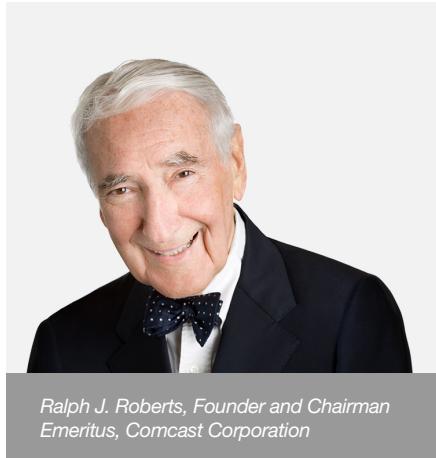
We have surpassed our original commitment to make more content available via video on demand (VOD) and online. During 2013, the total number of VOD choices available at no additional charge to Comcast customers averaged 38,991 per month — nearly doubling the 20,000 choices needed to satisfy our year-three commitment. This includes more than 9,000 VOD broadcast content choices, averaging 778 per month — the only VOD service that offers programming from all four major broadcast networks as soon as the day after it airs.

### PARTNERSHIPS WITH NONPROFIT NEWS ORGANIZATIONS

We continue to maintain nonprofit news organization partnerships between the Voices of San Diego and NBC7 San Diego; ProPublica and NBC4 New York; The Chicago Reporter and NBC5 Chicago; WHYY and NBC10 Philadelphia; and KPCC Southern California Public Radio and NBC4 Southern California. In addition, NBC6 South Florida continues its partnership with the nonprofit Florida Center for Investigative Reporting to enhance the station's local investigative reporting.

### EMPOWERING PARENTS

We are expanding our efforts to empower parents in making informed programming choices for their children. Our programmers continue to use ratings icons that are 50% larger than they were prior to the Comcast acquisition and use high-contrast color combinations. All ratings icons, including post-commercial break events, are displayed on-screen for 15 seconds.



Ralph J. Roberts, Founder and Chairman Emeritus, Comcast Corporation

We also added on-screen parental ratings icons to NBCUniversal-produced or -licensed TV programming provided to 14 NBCUniversal websites, plus [hulu.com](#) and [xfinitytv.com](#).

In 2013, our qualifying networks (those with an above-average concentration of adult viewers between ages 25 and 54 who have children in their household) aired PSAs with a value of more than \$61 million on the topics of digital literacy, parental controls, nutritional guidelines, and childhood obesity. This amount includes the PSAs on childhood obesity that aired at least once during each hour of NBC's core educational and instructional programming, plus an average of two times a day on Sprout. Our investment exceeded the \$15 million annual spend required by the FCC conditions by more than \$46 million, for a cumulative three-year sum of \$102 million — \$57 million more than required.

Common Sense Media (CSM) content — including thousands of review videos, tip videos, ratings, and recommendations — is integrated into Comcast's VOD service and promoted on [xfinitytv.com](#). Comcast also expanded its partnership with CSM to integrate the organization's TV and movie

“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, Comcast Corporation

ratings into the “Kids” section of [xfinitytv.com](#). As Comcast Chairman and CEO Brian Roberts demonstrated on stage at The Cable Show 2013, CSM ratings are fully integrated into Comcast's next-generation X2 user interface, providing clear, practical information for parents at the point of decision. This platform will allow XFINITY TV customers to filter kids content by age, making it even easier for parents to discover movies and television shows for their families. It also will provide CSM's ratings across platforms, so parents will have access to the information when watching video on a TV, PC, tablet, or smartphone.

### CHILDREN'S PROGRAMMING

Our VOD programming choices geared toward children now average 6,871 per month. This represents 4,093 more children's VOD choices than the 2,778 average monthly choices available during the year preceding the closing of the transaction. Comcast also launched its XFINITY TV “Summer of Kids” event to spotlight its substantial library of family-friendly VOD content, along with more than 1,000 downloadable children's assets. In addition, Comcast provides authenticated subscribers with access to

## FULFILLING OUR COMMITMENTS IN THE NBCUNIVERSAL TRANSACTION

most of these additional VOD programs through [xfinitytv.com](#). All 10 NBC Owned Television Stations are airing an additional (fourth) hour of children's programming every week on their qualifying multicast channels. The Telemundo Station Group is also airing an additional hour of children's programming every week on each station's primary channel, and now airs two hours of children's educational programming on its primary channel each Saturday and Sunday morning.

### BROADCAST TELEVISION INVESTMENTS

Since 2011, Comcast has invested billions of dollars in programming for the NBC Television Network and has supported the necessary infusion of creative energy and organizational support to reclaim its leadership among the broadcast networks. As a result of these investments, NBC is winning the 2013–14 primetime season in key demographics for the first time in a decade. NBC's *TODAY* continues to gain momentum and deliver substantial ratings growth, and *NBC Nightly News with Brian Williams* is America's most-watched network evening newscast.

The Telemundo network ranked as the fastest-growing Spanish-language network year over year in primetime among total viewers and adults between ages 18 and 49, and Telemundo Studios, the biggest producer of Spanish-language original content in the country, continues to expand a production operation that now delivers more than 750 hours of telenovela programming a year through its Miami studios.

### VENTURE CAPITAL

Comcast has delivered on our commitment to establish a \$20 million venture capital fund to expand opportunities for businesses with

minority ownership in new media content and applications. Comcast Ventures' Catalyst Fund (formerly the Opportunity Fund) continues to offer impactful opportunities for minority entrepreneurs. In 2013, Comcast Ventures renewed its partnership with DreamIt Ventures, a leading technology accelerator program, to fund the minority entrepreneur accelerator program DreamIt Access. Participating start-up companies received seed funding and had access to DreamIt Ventures' benefits and services, including business talent, legal and accounting services, mentoring, office space, guidance from leading business visionaries, and contacts to reach the next level of development. Through the DreamIt Access partnership, DreamIt and Comcast have successfully sponsored 20 minority-led start-ups since 2011, the vast majority of which are still operating. Most of these companies are focused on web and mobile technologies. The Catalyst Fund is making follow-on investments in some of the DreamIt Access companies, as well as initial investments in other early-stage ventures led by diverse entrepreneurs with innovative technology ideas and solutions that fit within the sectors of Consumer, Enterprise, and Mobile.

### BROADBAND NETWORK EXPANSION

In 2013, Comcast expanded its existing broadband network by 2,381 miles, surpassing the annual 1,500-mile requirement by 881 miles and bringing the combined three-year total to 6,289 miles — 141% of the 4,500-mile build-out required by the FCC conditions. In addition, we extended our broadband network to 296,744 additional homes in 2013, bringing the cumulative total to 718,511 and far surpassing our commitment of 400,000 homes.

### NETWORK SPORTS

Comcast and NBCUniversal are committed to maintaining major sporting events on the NBC broadcast network — evidenced by approximately 182.5 hours of 2014 Sochi Winter Olympics coverage aired on the network. We have extended our partnership with the NFL through the 2022–23 season, and have secured the 2015, 2018, and 2021 Super Bowl games. The networks of NBCUniversal will continue to be the home of the best NHL games, and Telemundo will be the place to turn to for World Cup and FIFA events from 2015 through 2022.

### DIVERSITY AND INCLUSION

We have gone above and beyond our commitments to enhance diversity in various areas. We are striving to develop the premier model of diversity and inclusion in the communications and entertainment industries.

 For more details, see our Promote Diversity and Inclusion section starting on [page 20](#).

### PUBLIC, EDUCATIONAL, AND GOVERNMENTAL (PEG) PROGRAMMING

We committed to strengthen PEG programming by developing a pilot program to host PEG content on VOD and online. Through our Project Open Voice initiative, we placed community-designated PEG content on XFINITY VOD and in online test platforms in six communities. We achieved very positive results from these VOD and Online PEG trials. Our collaboration with these pilot communities ensured that each platform launched in the required timeframe with broad support from local content creators.

# WHAT'S NEW

Here are some of the highlights of our work in 2013.



Growing Up Online, a free interactive e-book, helps teach families about online safety.

## TEACHING CHILDREN HEALTHY ONLINE BEHAVIORS

As the nation's leading broadband provider, we have an obligation to protect children against potential harm by helping them learn healthy online behaviors. In support of National Internet Safety Month in June 2013, NBCUniversal launched *Growing Up Online*, a free interactive e-book for parents, teachers, and children on digital literacy and online safety. *Growing Up Online* offers informative, media-rich tools to help parents initiate conversations with their children about issues such as cyberbullying, responsible Internet behavior, and privacy.

**www** Learn more about *Growing Up Online* at <http://themoreyouknow.com/ebooks>.

## PRACTICING AND PROMOTING JOURNALISTIC INTEGRITY

NBCUniversal's news divisions adhere to the highest standards of journalistic integrity. Our six-person News Standards Unit guides our journalists on controversial and sensitive stories, ensuring that they're fair, accurate, and supportive of the values of NBC News and Comcast. In 2013, we conducted ethics and journalism seminars for more than 2,500 journalists from NBC News, MSNBC, NBC Owned Television Stations, CNBC, Telemundo, E! Network News, NBC Sports, and the Golf Channel. We also updated the NBC News Policies and Guidelines manual that is distributed to all news employees.

**www** For more information on our journalistic integrity, visit <http://corporate.comcast.com/news-information/news-feed/the-news-business-is-built-on-trust>.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Partnering with the Khan Academy, which offers a free, Internet-based, world-class, personalized learning experience, including more than 5,000 educational videos and 100,000 practice problems.
- Providing more than \$1 million in "Gold Medal" funding to dozens of nonprofit organizations in communities across the country whose school districts have led the way in connecting families to home broadband through Internet Essentials. These nonprofit partner networks will work together to create Internet Essentials Learning Zones, which are designed to improve public Internet access and increase family-focused digital literacy training.
- Offering six months of complimentary Internet Essentials service to eligible families in Gold Medal-recognized communities. Families received the opportunity to sign up for service during three weeks in March.

# REDUCE ENVIRONMENTAL IMPACT

Our commitment to stewardship drives Comcast and NBCUniversal to find new ways of conserving energy and operating more efficiently. As we create technology innovations and practices that reduce our own environmental impact, we are also empowering our customers to save energy. Comcast and NBCUniversal invest in building more environmentally sustainable facilities, expanding our fleet of fuel-saving hybrid vehicles, and promoting reuse and recycling in our products. We also leverage our media channels to raise awareness of environmental issues and encourage others to conserve resources by making small changes in their daily actions.

**2,000+**

Tons of recyclables recovered at Universal Orlando Resort alone — nearly 16% of the facility's total waste stream, and a 9% increase compared with 2012

**1 MILLION**

Number of newly planted trees in 2013, thanks to the Green is Universal Share a Tree campaign, in partnership with the Arbor Day Foundation

**208,000+  
GALLONS**

The potential decrease in gasoline usage annually after 24,230 Comcast vehicles were equipped with GPS technology by the end of 2013 — an increase of 13,000 GPS-equipped vehicles year over year



## A BLUEPRINT FOR INNOVATION AND STEWARDSHIP

With the design of NBCUniversal's new state-of-the-art Brokaw News Center, we wanted to do more than simply build a new headquarters for our West Coast broadcast operations. We wanted to make a statement. To do so, we reimaged — and completely rebuilt — an aging office complex in Universal City into a future-focused, more environmentally sustainable facility.



"We knew there was an opportunity to do something exciting with this project," says Andrew Stumpf, Director of Facilities, Development, and Construction. "And I think what we've done really lives up to that expectation."

The Brokaw News Center — home to the Los Angeles bureaus of NBC News and Telemundo, as well as the locally owned-and-operated KNBC4 and KVEA stations — is a testament to Comcast and NBCUniversal's dedication to technological innovation and environmental stewardship. Features like LED studio lighting, fiber-optic wiring, advanced cooling systems, and efficient power management controls give the facility an advanced technology infrastructure that helps conserve energy throughout the Brokaw News Center.

"The team took a film processing plant and turned it into a state-of-the-art news center," says Matthew Braatz, Senior Vice President

**"The infrastructure is very forward-thinking. It allows us to adapt the facility for whatever technology changes may come."**

—Matthew Braatz, Senior Vice President of Broadcast Operations, NBCUniversal

of Broadcast Operations. "It's an amazing facility that's really built for the future."

Doing so took the familiar phrase "reduce, reuse, recycle" to a new level. For example, 96% of the 2,760 total tons of debris generated during the demolition phase was recycled or reused.

Andrew and his team also connected the mechanical and electrical systems — along with intelligent air conditioning and equipment layouts that allow for more controlled airflow — to enable two buildings to effectively act as one.

"With everything from the lighting load to the cooling systems, we have controls in place to get the most benefit out of our energy use while also having the most flexibility," he says.

Studio sets that would typically rely on high-energy lamps now have highly efficient LED lighting. Highly concentrated



*Andrew Stumpf, Director of Facilities, Development, and Construction, NBCUniversal*



*Matthew Braatz, Senior Vice President of Broadcast Operations, NBCUniversal*

equipment areas were designed after large data center "server farms" to maximize airflow and minimize cooling capacity.

"The infrastructure is very forward-thinking," Matthew says. "It allows us to adapt the facility for whatever technology changes may come."

Operations personnel also have more control over energy usage and can transfer power when and where it's needed. Even the trellises and shades adorning the exterior serve both aesthetic and conservation purposes. "We're saving a significant amount of money and power over what a normal broadcast facility would require," adds Matthew.

In fact, the Brokaw News Center's sustainability innovations will yield annual estimated savings of 800,000 kWh of electricity, the equivalent of more than 700,000 pounds of carbon dioxide emissions, and more than \$128,404 in energy costs.

"To me, it really makes a statement," Matthew says. "It shows how we as a company are investing in and feel strongly about the sustainable future of broadcasting."

## TURNING A HOUSE INTO A MORE SUSTAINABLE HOME

In late 2013, Dennis Mathew found insight in an unexpected place — his family's Christmas lights. Often a source of faulty, tangled frustration during the holiday season, the strings of twinkling bulbs adorning his Philadelphia-area home suddenly had a different impact on Dennis.

As Vice President of XFINITY Home Deployments for Comcast Cable, Dennis knew that XFINITY Home's capabilities had evolved from home security into multi-faceted automation. But as he was beta-testing a new product application that will allow customers to monitor their energy usage, Dennis saw the platform's value in a whole new way.

"All of a sudden I was much more diligent, because I could see how much energy the lights were using just by looking at the XFINITY Home app on my phone," Dennis says.

It's exactly that sort of reaction that Dennis and his team aim to bring to XFINITY Home customers when they add new and enhanced features.

"We are well positioned to build on the platform and allow our customers to find more ways to reduce energy usage," Dennis says. "We're looking to innovate so we can help customers be more environmentally conscious while also accomplishing their other goals — such as saving money."

That mission of innovation took an important step forward in 2013 as



XFINITY Home joined forces with EcoFactor to introduce the EcoSaver™ solution — a feature that integrates with XFINITY Home thermostats to help heating and cooling systems run more efficiently and intuitively.

"Comcast was at the top of our list of ideal partners," says John Steinberg, Co-founder of EcoFactor. "The XFINITY Home team shared our vision for how energy management could simplify people's lives and become a part of a larger, integrated home automation solution."

A significant part of that shared vision is what John calls "savings without sacrifice," a concept that aims to give customers maximum convenience. XFINITY Home customers can rely on the system to adjust to their preference, such as having automatic "home/away" thermostat settings, in order to better optimize energy and cost savings.

"We focus on generating results in a way that let people focus on living their lives," John says. "XFINITY Home with

"XFINITY Home with EcoSaver delivers multiple benefits — comfort, convenience, leading-edge technology, cost savings, reduced energy use — that appeal to everyone."

—John Steinberg, Co-founder, EcoFactor

EcoSaver delivers multiple benefits — comfort, convenience, leading-edge technology, cost savings, reduced energy use — that appeal to everyone."

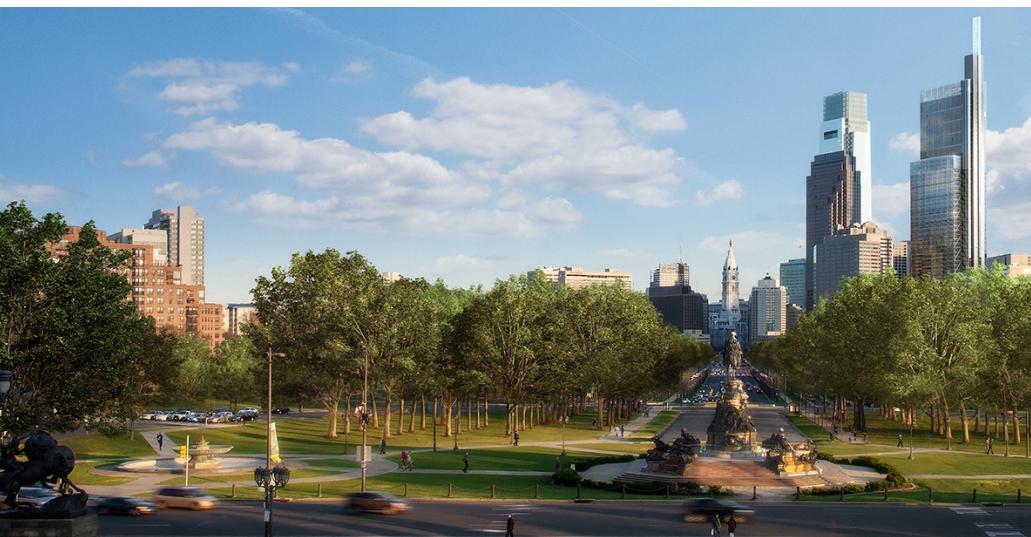
Dennis and his team are continually working on home automation solutions for everything from door locks and garage door openers to appliance controls and HD-capable security cameras.

"Our vision is for the home to get smarter and smarter," he says. "We want your systems to understand where you are, what your preferences are, and how to react accordingly. You're comfortable, you're conserving energy, you're optimizing your bill, and there's very little required of you."

[www.comcast.com/corporate/learn/xfinity-overview](http://www.comcast.com/corporate/learn/xfinity-overview)

# WHAT'S NEW

Here are some of the highlights of our work in 2013.



An artist's rendering of the Comcast Innovation and Technology Center (far right), which is scheduled to open in Philadelphia in 2017 with LEED Platinum certification.

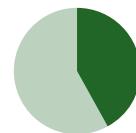
**8,000**



Number of hybrid and flex-fuel vehicles in our fleet

## PRODUCTIONS GARNER ENVIRONMENTAL MEDIA ASSOCIATION AWARDS

In 2013, NBCUniversal earned 12 Environmental Media Association Awards, including 11 film and TV productions honored with the EMA Green Seal for sustainable practices, and the top Feature Film award for environmental-themed content in *Promised Land*.



**42%**

Percentage of all new connections to our cable services that were self-installations by the end of 2013 — a more than 30% increase from 2012, representing nearly 650,000 fewer truck rolls and saving more than 200,000 gallons of gasoline

## TV PRODUCTION DONATE, REDUCE, AND REUSE MATERIALS

In 2013, more than 28,000 meals, representing more than 36,000 pounds of food, were donated to local charitable organizations by 20 NBCUniversal television productions in four cities. In addition, our Television Asset Center facilitated the reuse of nearly \$5 million in production materials across 65 productions. Reused items include sets, props, wardrobe, and office supplies.

# WHAT'S NEXT

In 2014, Comcast and NBCUniversal are:

- Breaking ground on the Comcast Innovation and Technology Center, expected to open in Philadelphia in fall 2017. The mixed-use, glass and stainless-steel tower — designed by renowned architect Lord Norman Foster — will seek LEED Platinum® certification and serve as a home base for our technologists, engineers, and software architects.
- Rolling out multiple initiatives that promote sustainable practices among our employees on the Universal Studios lot. These include innovative new recycling programs that will begin at the newly opened Brokaw News Center — headquarters of West Coast broadcast operations for NBCUniversal — and expand to other facilities on the Universal Studios lot throughout the year.

