



2015 CORPORATE SOCIAL RESPONSIBILITY REPORT (COVERING 2014)

TABLE OF CONTENTS

ABOUT COMCAST AND THIS REPORT	3
A Message from Brian L. Roberts, Chairman and CEO, Comcast	4
Q+A: David L. Cohen, Senior Executive Vice President, Comcast	5
About Comcast	6
About This Report	8
INVESTING IN THE NEXT GENERATION	10
A Digital Bridge to School and Career Success	12
Tech Learning Combines 'Substance and Sizzle'	14
What's New	16
INSPIRING CHANGE THROUGH MEDIA	19
Planting Seeds of Hope and Change	21
The Changing Face of Movies	23
Raising Awareness with Real Stories	25
What's New	27
EMPOWERING OUR PEOPLE TO INNOVATE	30
What's the Big Idea?	32
A CORE Career Experience	34
'Mid-Century Swank' with a 21st-Century Perspective	36
Building a Smarter Energy Future	38
What's New	40
ALSO IN THIS REPORT	43
Continuing a Legacy of Integrity	44
Supporting Nonprofit Organizations	45
Awards and Recognitions	46

Cover photo: Students maneuver their robots through a course during the first of two Back-to-School Resource Fairs in SeaTac and Des Moines, Washington, last August. Comcast NBCUniversal sponsored the event, which drew nearly 4,000 visitors.

2015 CORPORATE SOCIAL RESPONSIBILITY REPORT

At Comcast NBCUniversal, we create possibilities using the power and reach of media and technology. This is more than what we do — it's the essence of our business. We're a company of more than 139,000 employees committed to leveraging our global assets in ways that extend from creating value for our customers and shareholders to connecting and strengthening the communities we serve. As a company uniquely positioned to inform, empower, and inspire, we embrace the opportunity to stimulate conversation and mobilize action to address some of the nation's most critical issues. We seek not only to move our business forward, but also to move people forward.



A MESSAGE FROM BRIAN L. ROBERTS

At Comcast NBCUniversal, we work together as a team to make big things happen — from pushing the limits of what technology and media can achieve, to doing what's right for our customers, our viewers, and our world.

Giving back to communities is one of our core values, and has been since my father, Ralph Roberts, founded Comcast more than 50 years ago. When he passed away June 18, 2015, we lost one of America's greatest entrepreneurs and philanthropists. My father was the heart and soul of our company, and I am inspired that what he stood for — integrity, family, hard work, and dedication — lives on through our great culture today.

We continually seek new and better ways to make the most positive impact possible through our employees, our products, our operations, and our giving. I'm pleased to share our progress in 2014 in this corporate social responsibility report.

I am often asked what fuels the amazing success of our company, and the answer is easy — our employees' drive, passion, and entrepreneurial spirit. It's evident in their thousands of submissions to The Idea, our new employee engagement program that invites people from all corners of Comcast NBCUniversal to propose bold ways of improving our products and practices.

Their generosity shines during our annual United Way giving campaign, which reflects our employees' deep connection to the communities we serve. Combined with matching grants from the Comcast Foundation, we raised \$9 million last year for United Way and the organizations it supports to help each of them continue their important work. Since 2001, our company has provided a total of more than \$67 million in support to United Way.

Along with delivering rich information and entertainment experiences for customers, we apply our resources and reach to help more people realize the benefits of technology. Some of our most important work in 2014 focused on closing the digital divide by extending access to broadband Internet and computers, and providing technology skills training to millions of underserved families.

Through groundbreaking assistive technologies such as the "talking guide" for our XFINITY X1 Platform, we continue to make Comcast NBCUniversal products and services more accessible for people with disabilities. Sharing the power of technology means providing the freedom to independently explore and navigate thousands of shows and movies.

Our digital and broadcast platforms have the ability not only to inform, but also to truly inspire. I see this inspiration in our nationwide Growing Hope initiative created by MSNBC, which has empowered thousands of people to voice their ideas — and pool their actions — for positive change on issues ranging from hunger to healthcare, and from education to environmental conservation.

Maintaining the trust of our customers, partners, employees, and other stakeholders moves us to continually improve our performance, use our resources wisely, and grow our business responsibly. I want to thank all of our Comcast NBCUniversal employees for adding purpose and momentum to these efforts.



Brian L. Roberts
Chairman and CEO



"I am often asked what fuels the amazing success of our company, and the answer is easy — our employees' drive, passion, and entrepreneurial spirit."

— Brian L. Roberts
Chairman and CEO

Q+A | DAVID L. COHEN

David L. Cohen, Senior Executive Vice President and Chief Diversity Officer, reflects on our commitment to corporate citizenship.

Q: WHAT ROLE DOES DIVERSITY PLAY IN COMCAST NBCUNIVERSAL'S CORPORATE SOCIAL RESPONSIBILITY STRATEGY?

David: From partnering with diverse organizations to empowering people with disabilities to increasing the number of women leaders across our company, our commitment to being the model company for diversity and inclusion has never been stronger.

We know diverse perspectives lead to innovative ideas and that the key to creating cutting-edge accessible technologies, television programming, movies, and entertainment experiences is maintaining an authentic and focused eye on the diverse communities we serve.

To be the best we can be, we strive to attract, develop, retain, and embrace a workforce that reflects the communities we serve. During the past few years, we have significantly increased our contracting activity with diverse suppliers. We've also increased our On Demand and online digital content offerings designed for African American, Asian American, and Hispanic communities.

Q: WHERE DID THE COMPANY ACHIEVE THE GREATEST CITIZENSHIP-RELATED IMPACT IN 2014?

David: Every one of our employees, whether they sit in the corporate boardroom or are on our front lines, understands why access to the Internet is so crucial to developing 21st-century life skills. With 30 percent of Americans lacking access to the Internet at home, closing the digital divide is the surest way we know to equalize opportunity for education, enable access to healthcare and employment opportunities, and provide a broad spectrum of news, information, and entertainment choices.

Through Internet EssentialsSM from Comcast, the nation's largest and most comprehensive Internet adoption program, we are tackling the toughest part of the digital divide — reaching low-income families whose children need access to broadband service. We have connected more than 1.8 million Americans to the power of the Internet at home, and we are working hard to connect many more.

Together with Boys & Girls Clubs of America, in late 2014 we launched My.Future, an advanced technology skills curriculum that offers dozens of hands-on learning activities to equip students for success at school and in the job market.

A cornerstone of our new five-year agreement with Boys & Girls Clubs, My.Future is not just a digital literacy program; it is a cutting-edge technology education initiative designed to attract and keep children's attention. My.Future does this through a personalized approach that is key to engaging young people in a digital environment. It also recognizes that children learn in different ways and at different speeds. Available to the 4 million youth served by 4,100 Boys & Girls Clubs annually, My.Future enables individual children to engage with the Internet at their own pace and to explore the areas most appealing to them.

Q: AS THE COMPANY'S SENIOR EXECUTIVE OVERSEEING CORPORATE SOCIAL RESPONSIBILITY, WHAT MOTIVATES YOU PERSONALLY ABOUT THIS WORK?

David: Almost everything I've been able to accomplish professionally has derived from my education.

This foundation is the driving force behind my efforts to combat the lack



of equal educational opportunity that exists in too many communities. The incredible scale of Comcast NBCUniversal enables me to work with hundreds of high-impact nonprofit organizations, both on the national stage and in individual communities, to help open what had once been closed doors to many bright futures.

Q: WHERE DOES BUILDING TRUST FALL WITHIN YOUR CITIZENSHIP PRIORITIES FOR 2015 AND BEYOND?

David: When people use our products or enjoy our content, they are inviting us into their homes. We view this invitation as a privilege and believe our customers deserve an excellent experience. That is why we have made transforming the customer experience our top priority. We are reimagining everything, from how we speak with customers to how we leverage technology to make life easier for them. Customers are core to our business, and the way we interact with them individually on the phone, online, and in their homes is just as important to our success as any product we provide. Neil Smit, President and CEO of Comcast Cable, sums it up well: Customer service should be our best product. While change will not happen overnight, we are reexamining everything we do and are committed to getting this right. ■

ABOUT COMCAST

Founded in 1963, Comcast Corporation (NASDAQ: CMCSA, CMCSK) is a global media and technology company with two primary businesses, Comcast Cable and NBCUniversal. Comcast Cable is the nation's largest video, high-speed Internet, and phone provider to residential customers under the XFINITY brand, and we also provide these services to businesses. NBCUniversal operates news, entertainment, and sports cable networks, the NBC and Telemundo broadcast networks, television production operations, television station groups, Universal Pictures, and Universal Parks and Resorts.

Visit comcastcorporation.com for more information.

COMCAST CABLE

Comcast Cable is the nation's largest provider of video, high-speed Internet, and phone 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 studios, 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 around the globe.



ABOUT THIS REPORT

Comcast NBCUniversal's eighth corporate social responsibility report covers the 2014 fiscal year (January 1, 2014, to December 31, 2014).

We developed this report to address the issues that we believe are of the most interest to our business and our stakeholders, and have detailed the scope of our key initiatives and described their respective impacts. The Governance and Directors Nominating Committee of Comcast's Board of Directors periodically reviews and assesses our corporate social responsibility report.

INVESTING IN THE NEXT GENERATION

Opening youths' eyes to greater possibilities and ensuring they have the resources to succeed are investments not only in their futures, but also in ours.



INSPIRING CHANGE THROUGH MEDIA

Comcast NBCUniversal combines media and technology in ways that raise people's awareness of critical issues, invite them into the conversation, and enable them to act.



EMPOWERING OUR PEOPLE TO INNOVATE

We stay on course by giving our employees the room — and the incentives — to relentlessly pursue what's next.



INVESTING IN THE NEXT GENERATION



1.8 MILLION



Number of low-income Americans who have received home Internet connections through Internet Essentials, helping close the digital divide for children and families

\$21.6 MILLION



Value of Comcast Leaders and Achievers® Scholarships awarded to more than 21,000 students since 2001 — including \$2 million for the 2014-15 academic year

\$2 MILLION+



Annual investment in internships, fellowships, and scholarships for diverse students

INVESTING IN THE NEXT GENERATION

An opportunity. A mentor. A new experience. These can set off a chain reaction — positively transforming young people's visions of what they can achieve through their learning, in their careers, or in their communities. Opening youths' eyes to greater possibilities and ensuring they have the resources to succeed are investments not only in their futures, but also in ours.



We believe digital literacy skills are fundamental to success in the 21st century — and since they are also core to our business, we have the opportunity to make a powerful difference in these areas.

Through our Internet Essentials program, we have offered affordable, high-speed broadband service to 1.8 million low-income U.S. households so more families can seize the educational, employment, and communication opportunities that the Web makes possible.

We're also working with local schools and nonprofits to help stoke young people's interest in science, technology, engineering, and math (STEM) — preparing them to pursue college degrees in those areas and compete for jobs in many of the fastest-growing career fields. My.Future, part of our multi-year partnership with Boys & Girls Clubs of America, provides after-school learning in digital literacy, STEM,

and other academic areas for millions of youth.

We don't just plant the seeds of higher learning: Created in 2001, the Comcast Leaders and Achievers® Scholarship Program awards \$2 million annually to 2,000 high school seniors, more than half of whom are from diverse backgrounds.

And we're there when youth need guidance from a role model they can trust. Hundreds of our employees volunteer as youth mentors, with organizations including Big Brothers Big Sisters of America and FIRST® Robotics. We also support City Year, a nonprofit whose volunteers work in public schools to help at-risk students stay in school and on the path to graduation.

We are a local company at heart — delivering products, services, and media content to thousands of communities where our 139,000-plus employees also live and work. Providing education, mentorship, and career opportunities is a natural expression of our values.

Most of us can recall someone who opened a door — perhaps by teaching us a new skill, sharing an experience, or simply offering a bit of encouragement — that helped us see brighter possibilities ahead. Comcast NBCUniversal and our employees embrace the opportunities we have to continue this cycle with the next generation — who will someday push our company, and countless others, in exciting new directions. ■

IN THIS SECTION

[12 A Digital Bridge to School and Career Success](#)

[14 Tech Learning Combines 'Substance and Sizzle'](#)

[16 What's New](#)

A DIGITAL BRIDGE TO SCHOOL AND CAREER SUCCESS

In 2014, Boys & Girls Clubs in Chicago, Philadelphia, San Francisco, and Washington, DC, got a major facelift.

My.Future, a new technology skills partnership between Comcast NBCUniversal and Boys & Girls Clubs of America (BGCA), offers hands-on learning activities to equip students for success at school and in the job market.

The makeovers — part of the nationwide launch of My.Future, a new technology skills partnership between Comcast NBCUniversal and BGCA — brought in state-of-the-art computers, tablets, smart boards, digital cameras, music studio tools, and video-editing capabilities. In addition, the Comcast Foundation funded on-site renovations, including new paint, furniture, and structural repairs.

Inside the Wayne Avenue Boys & Girls Club, which serves more than 200 young people a day in one of Philadelphia's poorest neighborhoods, Club kids were ecstatic. "Our kids could not believe that all of this technology was really for them," says Lisabeth Marziello, CEO of Boys & Girls Clubs of Philadelphia.

Through My.Future, the latest chapter in our 15-year relationship with BGCA, Comcast NBCUniversal is committing tens of millions of dollars in cash and in-kind support over the next five years to help young people embrace and explore the transformative power of technology. Through personalized, hands-on learning and training, My.Future prepares Club kids to

succeed in the growing digital world.

Already, My.Future has fundamentally transformed the way BGCA serves young people and local communities.

"The foundation of the Boys & Girls Club experience has been one-on-one relationships — that will always be true," says Kimberly Boyd, National Vice President of Program, Training, and Youth Development Services at BGCA. "My.Future is game-changing in that we've come to recognize that personal relationships can extend well beyond face-to-face interactions for this generation. The world can be very well connected in a digital environment, and young people feel a strong personal connection through digital engagement."



Jim Clark, President and CEO, BGCA; Kimberly Boyd, National Vice President of Program, Training, and Youth Development Services, BGCA

Or as Jim Clark, President and CEO of BGCA, puts it, "When it comes to kids, we have to play in their space."

CLOSING THE TECHNOLOGY GAP

Digital literacy — access to technology and the skills to use it with confidence — is crucial as this generation of students prepares to become tomorrow's job seekers. Yet millions of American children — particularly in underserved communities — lack that access.

"The next generation will not be equipped to fill the technology jobs of tomorrow unless we take a holistic approach today, with access to technology and the skills to use it safely, effectively, and creatively," says David L. Cohen, Senior Executive



LEFT: Young people in the My.Future program work together on a project at a BGCA clubhouse in Chicago. RIGHT: BGCA members can explore specific career paths — from robotics to digital photography to game design — through My.Future.

Vice President of Comcast Corporation. “My.Future helps build that bridge.”

My.Future delivers the advanced digital tools and resources that young people need to succeed now and throughout their lives. The program begins with Essentials, a suite of project-based experiences designed to round out Club kids’ basic technology skills.

Kids can then move on to Extensions, which encourages them to dive deeply into specific areas of interest — such as robotics, coding, online journalism, and game design — that could lead to future career paths. Along the way, My.Future participants can create a digital portfolio of their growing technical competencies to show colleges and prospective employers.

CHANGING WITH THE TIMES

My.Future traces its roots to Club Tech, an earlier Comcast technology initiative with BGCA that helped introduce basic technology to those who needed it most. “At that time, we were encountering kids who had not grown up with any sort of technology,” Kimberly says. “No computers

at home, little or nothing at school. We had to start with the basics of how to access and use technology.”

A lot has changed in the world of technology, and kids are now effectively digital natives. “By 2014, most of the young people coming through our doors have grown up with some kind of technology as a universal part of their lives,” Kimberly says.

To remain relevant for this new generation of kids, BGCA had to revisit and refresh its approach. It also needed the commitment of a technology partner that could grow with the needs of local Clubs and their members.

“The evolution of Club Tech into My.Future required foresight and patience,” Kimberly says. “Comcast NBCUniversal was a crucial, early backer and has shown their willingness as a true foundational partner for ongoing discovery-based digital learning.” ■



Learn more about My.Future at bgca.org/myfuture.



4 MILLION

Youth served annually by 4,100 Boys & Girls Clubs who will have access to My.Future

“Our kids could not believe that all of this technology was really for them.”

— Lisabeth Marziello
CEO

Boys & Girls Clubs of Philadelphia

TECH LEARNING COMBINES ‘SUBSTANCE AND SIZZLE’

Knowing how to appeal to college admissions officers and prepare for college is tough enough for the average high school student. Imagine having to navigate this process — and all the schoolwork, extracurricular activities, and essays it requires — without easy access to a computer or the Internet.

Chicago teens celebrate at an event marking the end of the Get Schooled, Get Connected Challenge, which uses a technology-based curriculum to help prepare students for college and beyond.

To help students cross this educational divide, we are partnering on a groundbreaking initiative for Chicago high schoolers. The Get Schooled, Get Connected Challenge — which debuted in October 2014 — uses a technology-based platform of games, pop culture, recognition, and rewards to motivate 13- to 19-year-old students to prepare for college. The program plays an important role in our commitment to helping prepare the next generation to thrive in the 21st-century economy, which in turn fuels our long-term business success.

“Get Schooled, Get Connected taps into the digital resources we know kids need to be successful in high school and going on to college,” says Carol Rava Treat, Director of External Affairs for the Get Schooled Foundation, a national nonprofit founded by the Bill & Melinda Gates Foundation and Viacom. “But we wrap these resources in an entertaining package that ensures high engagement and high return rates. It’s a marriage of substance and sizzle.”

The Get Schooled Foundation provides the educational content for the challenge, while partners such as the

Chicago City of Learning, the Digital Youth Network, Chicago Public Schools, and dozens of Chicago-based community organizations help students connect with the content. Participants from eligible low-income households were pre-approved for high-speed home broadband access through our Internet Essentials program, helping ensure that a higher percentage of Chicago teens could take part in the Get Schooled, Get Connected Challenge. Internet Essentials provides eligible families with Internet access for less than \$10 per month.

“Students who don’t have home Internet access are really hobbled in their educational trajectory,” Carol says. “It’s harder to do homework, check grades, and especially complete all the steps necessary to get into college. Comcast’s participation in the Get Schooled, Get Connected Challenge is extremely valuable and illustrates the company’s commitment to investing in communities.”

Dr. Shawn Jackson, Deputy Chief of Teaching and Learning at Chicago Public Schools, agrees that closing the technology gap through Internet



The Get Schooled, Get Connected Challenge keeps teens’ attention by appealing to their interests — such as music, sports, and pop culture.

Essentials is critical to making programs like the Get Schooled, Get Connected Challenge successful. "It boils down to understanding the importance of the digital medium," he says. "Our district's partnership with Comcast and other organizations has been instrumental in our progress so far."

In 2014, we donated more than \$200,000 to Chicago organizations to support Internet Essentials and other digital literacy programs. This included \$100,000 for the Children First Foundation, the Chicago City of Learning, and other contributing partners to the Get Schooled, Get Connected Challenge. These resources helped community organizations expand their capacity and connect more kids and families to the Internet. In addition, we gave away laptops to 40 students who were active in the inaugural 12-week challenge.

"We're trying to harness the 21st-century skills students are building outside of school and integrate them within our classrooms, because that's how they're engaging with the world."

— Dr. Shawn Jackson
 Deputy Chief of Teaching and Learning
 Chicago Public Schools



3,000

Chicago students participated in the inaugural Get Schooled, Get Connected Challenge between October 2014 and January 2015

By leveraging the key influences in their lives, such as rock stars, athletes, and pop culture characters, the Get Schooled, Get Connected Challenge keeps teens' attention. Students can watch First Lady Michelle Obama discuss what to expect when applying for financial aid, get school advice from Chicago Bears player Jordan Mills, and learn how to impress college recruiters — while keeping brain-eaters at bay — in the game *Zombie College*.

"It's important for us to keep students connected," Dr. Jackson says. "Digital media is what our students know and how they communicate. As educators, we're trying to harness the 21st-century skills students are building outside of school and integrate them within our classrooms, because that's how they're engaging with the world."

Students who earned the most points and badges at the end of the challenge were invited to a celebration with celebrities including actress and singer Christina Milian and MTV's Sway Calloway. The Get Schooled Foundation, the Chicago City of Learning, and other partners are looking at ways to build on the success of the challenge going forward.

Sybil Madison-Boyd, a program director for the Digital Youth Network, says the Get Schooled, Get Connected Challenge demonstrates the importance of improving digital literacy among today's youth. "Education today is beyond the brick and mortar of school walls," she says. "There's power in the digital tools teens use every day, but many have never been introduced to these opportunities before. That's why it's so important to provide access to the Internet and the educational resources it offers." ■



Learn more about Internet Essentials at internetessentials.com.



Rapper B.o.B entertains students at an event midway through the Get Schooled, Get Connected Challenge in Chicago.

THE OPPOSITE OF BORING: STUDENTS WEIGH IN

Chicago students who participated in the Get Schooled, Get Connected Challenge share what they liked most about the program.

"There's so much on the site that I'd never learned before, like how to get money for school and get noticed by colleges."

— Jeremy S., Senior
 George Washington High School

"I like the videos, especially the ones dealing with the FAFSA financial aid process. And the games are great, especially *Zombie College*."

— Deisy C., Junior
 Kelly High School

"It's so accessible. I love the rewards system because we can earn points while also learning about college and watching cool videos."

— Geneva R., Senior
 Payton College Preparatory High School

"Everything was so easy, fun, and interactive! It was the opposite of a boring lecture."

— Taylor W., Senior
 Dr. Martin Luther King Jr.
 College Preparatory High School

WHAT'S NEW

HOW BUILDING ROBOTS ALSO BUILDS OPPORTUNITY

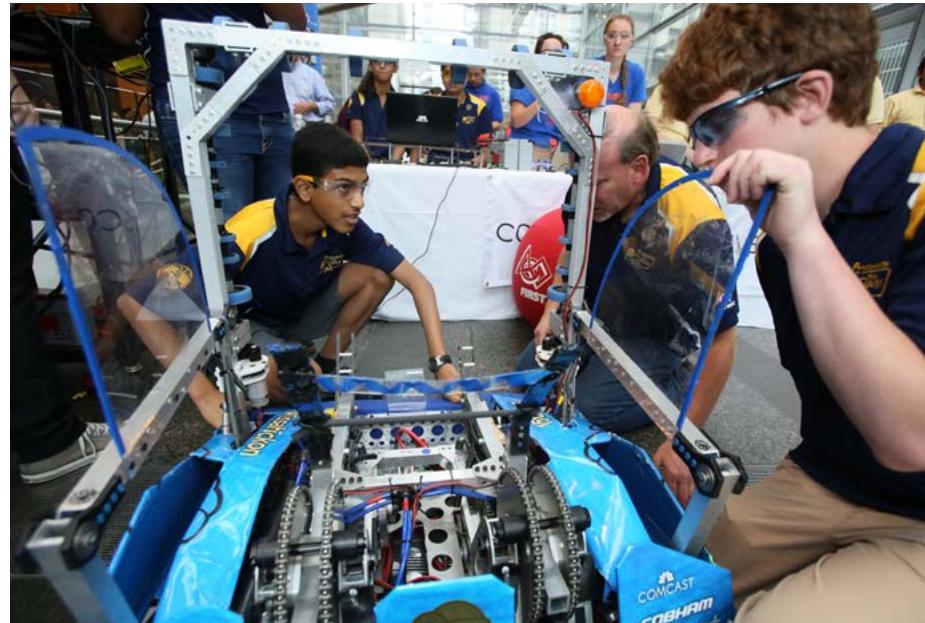
Matthew Miller knows firsthand the impact that an innovative learning environment and a supportive adult mentor can have in young people's lives.

"In high school, I took part in a program that taught problem solving through hands-on learning: how to think, collaborate, design, create and compete," says Matthew, an Assistant Program Manager on the Universal Parks Technology Innovation Team. "It had a huge influence on how I chose my career path."

Now Matthew, like many Comcast NBCUniversal employees, is returning the favor as a volunteer mentor with a FIRST Robotics team based in Orlando, Florida.

FIRST (For Inspiration and Recognition of Science and Technology) is a national nonprofit that helps develop students' self-confidence, knowledge, and life skills, while inspiring them to pursue opportunities and careers in science, technology, engineering, and math (STEM). Nationally, Comcast NBCUniversal sponsors more than 50 high school teams in the annual FIRST Robotics Competition, in which competitors design, build, and program a robot for specific tasks. During the 2014 season, four of our sponsored teams reached the FIRST Robotics Championship in St. Louis, Missouri.

Now in his second year as a mentor, Matthew says he's inspired by knowing FIRST Robotics might just fuel the passion of a young millennial who someday becomes a colleague.



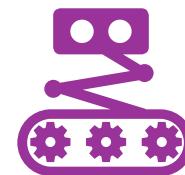
FIRST Robotics teammates prepare for a showcase at Comcast headquarters in Philadelphia. We sponsor more than 50 teams in the annual competition, and many of our employees are volunteer mentors.

"I tell them how I got my foot in the door and worked my way up from an intern," Matthew says. "They begin to look at Comcast NBCUniversal as a place where they could put their skills to work in the real world."

He has also come to realize that these young people learn more than robotics. "Our kids develop teamwork, leadership, and social skills that give them the confidence they need to go out and become better employees and citizens," he says. ■



Learn more at <http://corporate.comcast.com/comcast-voices/comcast-and-nbcuniversal-mentoring-the-next-generation-of-innovators-through-first>.



50+ FIRST Robotics teams that we sponsor in communities across the United States

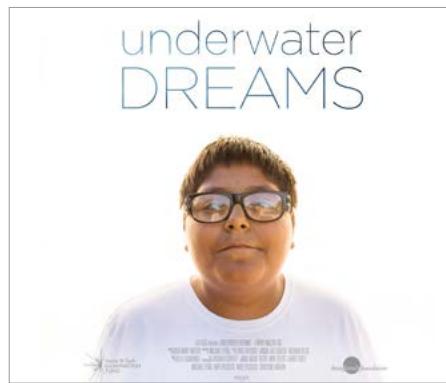
"Our kids develop teamwork, leadership, and social skills that give them the confidence they need to go out and become better employees and citizens"

— Matthew Miller
Assistant Program Manager
Universal Parks

WHAT'S NEW

DARE TO DREAM: ROBOTICS DOCUMENTARY INSPIRES LATINO TEENS

In 2004, two Phoenix high school science teachers daringly entered their school in an unusual robotics competition — one that took place entirely underwater. Four students, all sons of undocumented Mexican immigrants, signed up.



What happened next sent shock waves through the school and Hispanic community. Going toe-to-toe against the likes of MIT and other college powerhouses, these four students conquered the competition with a ragtag robot made of PVC, duct tape, and — to ward off a last-minute flotation emergency — eight super-plus tampons.

The teens' story is told in *Underwater Dreams*, a documentary by award-winning filmmaker Mary Mazzio that shines a light on several issues of importance among Hispanics, including immigration and the lack of opportunities for Hispanic students in the science, technology, engineering, arts, and mathematics fields.

In July 2014, MSNBC and Telemundo simulcast *Underwater Dreams* as part of our nationwide *Aprender es Triunfar* campaign (Learning Is Succeeding, learningissucceeding.com and aprenderestriunfar.com), helping spread the film's story of hope and empowerment to Hispanic audiences across the United States and in other countries.

The documentary, which was also rebroadcast on mun2 (now NBC UNIVERSO) and shown in July at 100 community screenings at AMC Theatres, has had a profound impact on viewers. Belen Garcia, Vice Principal at Adelaide Price Elementary School in Anaheim, California, called it "a life-changing film for young scholars and adults." Julio Ricardo Verela, founder of the humor and commentary site LatinoRebels.com, tweeted, "Let's be real: Seeing young Latino high school students showing a love of science on film is beyond powerful." And Diana Albarron Chicas, a Latina engineer with a degree from MIT, summed up the message of the documentary this way: "Young people will rise to the level of expectation, regardless of poverty or immigration status." ■

LESSONS LEARNED, LITTLE AND BIG

Inspiration and service go hand in hand when it comes to our people and their commitment to helping the next generation succeed. Comcast NBCUniversal employees who participate in volunteer programs report that they are more inspired to do their best work every day. In fact, they score an average of 10 points higher on employee engagement surveys than those who do not volunteer.



"When my Little, Leo, tells me he wants to have my office when he grows up, I know that Beyond School Walls is opening his eyes to new experiences and possibilities."

— Darren Oliver
Vice President of Human Resources
Comcast Cable
Beaverton, Oregon

One of our premier volunteer initiatives is the Beyond School Walls youth mentoring program, which we continue to expand in partnership with Big Brothers Big Sisters of America.

Every two weeks, about 325 of our employees nationwide join at-risk students from neighborhood schools in the workplace for one-on-one time and a glimpse at future career possibilities. The students (Littles) are matched with employees (Bigs) who share their time, talent, and attention, both inside and out of the office. The results can be life changing, for Littles and Bigs.

Earlier this year, our work with Beyond School Walls earned Comcast the Corporate Mentoring Challenge Award from MENTOR, a national organization dedicated to expanding mentorship. ■

WHAT'S NEW

CARING FOR COMMUNITIES

Few events embody our company and employee values better than Comcast Cares Day, the nation's largest single-day corporate volunteer effort. Led by our employees each spring, the event provides an opportunity to celebrate our year-round commitment to making a positive difference in the communities we serve.

In 2014, nearly 95,000 volunteers contributed 570,000 hours at more than 820 projects in 15 countries around the world. One out of every eight of our 2014 Comcast Cares Day projects took place at a neighborhood school — painting, cleaning, improving, and upgrading the buildings, grounds, and learning environments. And the next generation volunteered their time and talents as well: In 2014, one out of five volunteers was under the age of 18.

Since the first Comcast Cares Day in 2001, more than 600,000 volunteers have contributed 3.7 million hours of service. ■



Learn more at corporate.comcast.com/news-information/news-feed/comcast-cares-day-impact-one-school-at-a-time.

"I love how we bring our children to this event. We're showing the next generation how to give back. I am so proud."

— Holly Perez
 Retail Sales Consultant
 Comcast Cable
 Pottstown, Pennsylvania



\$478 MILLION+

Our cash and in-kind donations to local, regional, and national charitable organizations that share our commitment to improving communities, enriching lives, and investing in the next generation.



Nearly 95,000 of our employees and other volunteers participated in the 2014 Comcast Cares Day, completing more than 820 service projects in 15 countries.

INSPIRING CHANGE THROUGH MEDIA



\$9 MILLION



Donations to United Way
by employees and the
Comcast Foundation

1.8 MILLION



Views of "Truly Brave"—a video mash-up of Cyndi Lauper's "True Colors" and Sara Bareilles' "Brave"—helping *TODAY* anchor Hoda Kotb's Shine a Light initiative raise more than \$500,000 for the fight against pediatric cancer

\$2 MILLION+



Estimated value of toys donated through the 2014 *TODAY* Toy Drive, which brings our 21-year total to approximately \$395 million, benefiting millions of disadvantaged children

INSPIRING CHANGE THROUGH MEDIA

Media is an energizing force. It informs us, inspires us, and creates shared experiences that can make the world seem both larger and smaller at once. Perspectives broaden. Fresh ideas emerge. Audiences respond with individual and collective actions that generate far-reaching impact.



This is the unique power of what we do. Comcast NBCUniversal combines media and technology in ways that raise people's awareness of critical issues, invite them into the conversation, and enable them to act.

We have an unmatched ability to reach viewers worldwide through television, film, digital video, and the Web. This creates opportunities for us to be a catalyst for greater social change than we could ever hope to achieve on our own. We use our multimedia platforms and expertise to focus attention on others who are making a positive difference in communities.

Our news coverage regularly highlights people and organizations working to address education, nutrition, healthcare, and social justice issues. Our company and employees also get directly involved in promoting worthy causes, such as through the Shine a Light initiative launched by NBC's *TODAY*. Each *TODAY* anchor and host chooses a nonprofit to support on air.

Last year, for example, co-host Hoda Kotb helped raise more than \$500,000 for the American Cancer Society to fight pediatric cancer.

Every day, we must compete to earn the attention and trust of audiences with wide-ranging backgrounds, beliefs, and values. Our success hinges on bringing diverse content to our viewers consistently, authentically, and accessibly. We meet these challenges by making deliberate choices about not only what stories we tell, but also how they get told and who tells them. Diversity in our workplace — starting with the people we attract and extending through the values we uphold — helps us genuinely reflect our audiences' richly varied perspectives on both sides of the camera.

Our corporate values and our roots in thousands of local communities drive us to seek new ways of applying media to educate, motivate, and unite our audiences. ■

IN THIS SECTION

- [21 Planting Seeds of Hope and Change](#)
- [23 The Changing Face of Movies](#)
- [25 Raising Awareness with Real Stories](#)
- [27 What's New](#)

PLANTING SEEDS OF HOPE AND CHANGE

In today's politically charged 24-hour news culture, the voices of average individuals can easily be drowned out or go unnoticed. In 2014, we invited Americans to make themselves heard on the issues they care about most — and we not only listened, but also shared their perspectives with others across the country.



Attendees add their hopes to the display at one of the Growing Hope tour stops in 2014.

MSNBC's Growing Hope initiative asked people to share short personal notes about their hopes for change in their communities. The response was substantial: Thousands of participants wrote about issues such as ensuring equal opportunity for women and girls, giving people access to nutritious food, and protecting the voting rights of every American.

We collected and displayed these hopes on our Growing Hope website and at several Growing Hope events in cities around the country — the first steps in an ongoing campaign to spark meaningful action in communities nationwide.

"We've always believed a huge part of our network is about giving voice to the voiceless," says Sharon Otterman, one of the founders of the initiative and a former MSNBC executive. "With Growing Hope, we're giving people a meaningful way to participate in a larger conversation."

The initiative grew out of MSNBC's participation in the 2013 Essence Festival in New Orleans, where we asked attendees to write their hopes for the country's future on small "leaves"

attached to a series of Hope "trees." Hundreds of people took this opportunity to communicate their hopes in a positive way.

The Growing Hope team, who had expected most people to write a word or two, were blown away by the thoughtfulness of the submissions. They were funny, heartfelt, passionate, and proud — everything you'd expect from people who care deeply about their communities.

Buoyed by the response, MSNBC launched the multi-market Growing Hope tour in March 2014, accompanied by a website with a digital Growing Hope tree. The tour stopped at local festivals and college campuses across the country, where attendees were invited to not only



15,000+

Submissions to Growing Hope through the end of 2014

I HOPE...

"That those who are seeking nourishment are able to receive the food necessary to sustain a healthy life."

share their thoughts, but also connect with other members of their community. Each attendee who added a hope was given an Arbor Day Foundation gift tree, which they could use to beautify and better the environment in their neighborhoods.

I HOPE...

"People realize that the pollution they make ultimately comes back to them, and their actions do have an impact."

I HOPE...

"That governments are finally learning that rehabilitation, not incarceration, is more effective."

I HOPE...

"That everyone has the chance to speak up and take part in shaping politics. I believe we all have a voice and a right to vote."

Attendees at the first few Growing Hope tour stops responded enthusiastically. "Being at the event made me realize how many people feel the same way I do, and gave me hope that we can be a catalyst for change," read one comment from a participant. Another said, "It makes me feel like I can make a difference, and that starts with being heard."

Our long-term objective is to inspire people to turn their hopes into actions. In late 2014, MSNBC partnered with the nonprofit Net Impact on the Growing Hope Challenge, in which students competed to find innovative solutions to three of the country's most critical challenges: increasing female participation in science, technology, engineering, and math fields; combating hunger; and increasing access to renewable energy. The challenge supports Net Impact's mission of empowering students and professionals to drive social and environmental change throughout their careers.

The winning entry in each category received a cash grant and free travel and registration to the 2015 Net Impact conference in Seattle (see sidebar). Other action-oriented Growing Hope programs are in the works for 2015 and beyond. ■



Learn more about MSNBC's Growing Hope at msnbc.com/growing-hope.



Joy Reid of MSNBC takes a "selfie" with Growing Hope attendees at the 2014 Essence Festival in New Orleans.

SPARKING CHANGE WITH THE GROWING HOPE CHALLENGE

For the inaugural Growing Hope Challenge, we asked students to come up with innovative solutions to some of America's biggest challenges. Here are the winners.

Growing opportunities for women and girls in STEM

TEAM HY(PI*TIA): Nefeli Mourtzi, Thanasis Stratiotis, and Aracelis Torres
— Baruch College in New York

The team came up with *Hy(pi*tia)*, an online game in which girls take on the personas of famous women in STEM careers and help them solve challenges. The game sparks players' interest in STEM education by showing how science and technology skills can apply to a range of appealing jobs.

Increasing access to renewable energy

TEAM CHARGERAGE: Claire Dooley, Heather Hochrein, and Kelsey Johnson
— University of California, Santa Barbara

The team's ChargeRage concept encourages the use of hybrids and electric

cars by bundling parking, charging, and access to guaranteed renewable energy in urban areas, helping reduce greenhouse gas emissions.

Using technology to fight hunger and malnourishment

TEAM FRESHSPIRE: Mona Amin, Gabrielle Beaudry, Shraddha Rathod, Hannah Sloan, and Jennifer Wu

— East Carolina University, University of North Carolina at Chapel Hill, North Carolina State University, and the University of Pennsylvania

Team FreshSpire proposed a mobile app that alerts consumers when grocers discount produce that is nearing its pull date, giving low-income communities access to nutritious foods at more affordable prices. ■

THE CHANGING FACE OF MOVIES

American moviemaking is constantly evolving, pushing the envelope on scientific and technical achievements that propel storytelling while constantly creating storylines that match the interests of moviegoers. One of the biggest transformations in our industry today isn't playing out behind the scenes or onscreen, but instead in theater seats around the country.



A scene from *Get on Up*, the 2014 biopic about singer James Brown.

Last year, 70% of theatrical revenue came from overseas markets. Hispanics — who represent 17% of the U.S. population — bought one out of every four movie tickets in this country. And in 2013, minorities made up 46% of U.S. moviegoing audiences.

PROMOTING DIVERSITY

Universal was one of the first studios to establish a marketing team dedicated to multicultural audiences. In the process, this team has helped sharpen our approach to diverse entertainment content.

"We want to put out an invitation, one that's culturally relevant and organic to the way our audiences consume their media," says Fabian Castro, Senior Vice President of Multicultural Marketing at Universal Pictures. "And at the very heart of the stories we deliver is a commitment to including diverse voices."

Fabian leads this team, whose marketing efforts are geared toward not only attracting multicultural viewers, but also promoting diverse content and talent in our movies. "Many of our films actually help to define popular culture," he says. "And when that's the case, they need to tell stories that reflect and identify with our diverse audiences."

CREATING WITH DIVERSITY

The broad appeal of the *Fast & Furious* film franchise is a high-profile example of how culture and creative forces can align. In 2013, *Fast & Furious 6* grossed more than \$788 million worldwide, driving strong attendance across all demographics. The incredibly diverse *Fast & Furious* "family" features strong male and female characters across ethnicities in lead roles, ensuring the audience can see themselves in the story.

Making films that appeal to a rapidly growing multicultural audience — in the United States and around the world — requires authentic storytelling that reflects moviegoers' experiences. To capture these ideas authentically, we champion diversity behind the camera through partnerships with minority filmmakers and by cultivating opportunities for emerging minority screenwriters to gain invaluable

experience in the industry. [Read more about this on page 24.]

In 2014, Universal Pictures launched a partnership with prominent African American filmmaker Will Packer following a successful collaboration on *Ride Along*. A sequel to *Ride Along* is due in 2016.

Also last year, we released *Get on Up*, a biopic about legendary entertainer James Brown. In August 2015, we will release *Straight Outta Compton* — produced by Dr. Dre and Ice Cube — about N.W.A, a seminal group of the Southern California rap scene in the 1980s. In 2016, director Malcolm D. Lee will bring back a homegrown Universal Pictures hit series with the release of *The Best Man Wedding*.

"The multicultural audience keeps on getting stronger and stronger, to the point where diverse moviegoers actually are our mainstream audience," says Fabian. "That creates a lot of exciting opportunities, not just in how we market films but also in how we produce that content and have unique voices telling the stories." ■

CULTIVATING TOMORROW'S TALENT — TODAY

As an up-and-coming screenwriter, Chandus Jackson was looking to make the leap from indie shorts to big-screen blockbusters.

One hurdle standing in his way: access to the studio system — a big obstacle for anyone, but one that's especially challenging for women and minorities looking to break into the industry.

Chandus' odds of writing the next summer smash are a bit better now. He's one of five writers selected from among nearly 800 applicants for Universal Pictures' Emerging Writers Fellowship (EWF). Launched in 2013, the program identifies and develops writers whose voices are crucial to the future of our studio and industry. The writers are experienced, with diverse and distinct voices, and in many cases have received formal training and some professional writing opportunities. But they have not yet had a feature-length script produced through a major studio.

"These writers have been working with passion and commitment for years. They just need that one opportunity to write for a major studio," says Heather Washington, who manages the EWF.

Starting in May 2014, Chandus had the opportunity to work on-site at Universal. Along with learning the inner workings of a studio, the fellows connect with executives, industry experts, and representatives who might help them establish a successful career in film.

"These writers are fully immersed in the studio and the creative process," Heather says. "They're here every day, building relationships within and beyond the program."

Fellows participate in workshops, development meetings, and networking events. Each is also assigned two



Chandus Jackson (left) visits with Furious 7 screenwriter Chris Morgan, one of his mentors in the Emerging Writers Fellowship program.

mentors — from a host of influential producers, directors, and writers — to help them complete an intense series of writing assignments. Chandus is working alongside Chris Morgan, who most recently wrote the screenplay for *Furious 7*, and David Goyer, writer on the upcoming *Batman v. Superman: Dawn of Justice*.

Chandus says that working creatively under specific expectations and tight deadlines has honed his skills. "I've learned to become more strategic as a writer, vetting my own material to see how it will fit with what the studio is looking for," he says.

And writers get to cultivate their storytelling chops as they gain a prized Hollywood asset: exposure. "We're helping them develop personal networks to showcase their talent, style, strengths, and skills so they'll be considered for future studio assignments," Heather says.

"I've learned to become more strategic as a writer, vetting my own material to see how it will fit with what the studio is looking for."

— Chandus Jackson

Before the fellowship even finished, Chandus had already become a program success story. He's signed with a literary manager and agent to jump-start the next phase of his career. ■

RAISING AWARENESS WITH REAL STORIES

Many Native Americans are tremendously successful in today's modern world — and yet they are often portrayed as historical relics. First Nations Development Institute and other Native American organizations are working to change this perception.



First Nations Development Institute worked closely with Comcast NBCUniversal to create two highly successful public service announcements promoting the accomplishments of Native Americans.

"Indians are leading the way in places where the rest of the world should probably follow," says Michael Roberts, President of First Nations. "There is a real story to be told about all the great things that are happening and the positive role models that are coming out of Indian country."

However, making that story heard can be a challenge for a nonprofit that lacks the resources and reach to share it broadly. First Nations knew what its message was — but it needed help bridging the gap between insight and access.

With Comcast NBCUniversal's support, First Nations created and aired two public service announcements (PSAs) that have reached millions of U.S. viewers. These messages are fueling a cultural shift toward viewing Native Americans as contemporary contributors and strengthening efforts to spur economic development in Native American communities.

Promoting the work of nonprofit partners through PSAs is a key way we use our media expertise and airtime to make a

positive impact in communities — and in the case of First Nations, make a difference for a group that is frequently invisible.

"We know how impactful television can be," says Charisse R. Lillie, Vice President of Community Investment for Comcast Corporation and President of the Comcast Foundation. "Whether in person or online, people like to talk about what they've seen on TV and how it made them feel, think, and take action. That's the power of PSAs."

We donate hundreds of millions of dollars of PSA airtime each year and, depending on the size of the nonprofit partner, provide financial support for production expenses. We also connect organizations with the right resources



\$265 MILLION+

Value of airtime donated for PSAs

to capture their vision and communicate their story.

"Our PSA support empowers our partners to tell the stories they want to tell, in their own way, with their own voice, in support of their mission," Charisse says. "We provide the medium; they provide the message."

With a \$20,000 check for production costs and an introduction to a seasoned video crew, First Nations created one PSA that uses seeds to explain how nourishing traditional knowledge creates growth and solutions for today, and another that focuses on the value of self-



A scene from one of the PSAs, created by First Nations Development Institute, that have helped increase traffic on the nonprofit organization's website and spur economic development in Native American communities.

sufficiency. Together, they build the case that Native American communities can be successful and support themselves economically when they get to do it on their own terms.

The initial PSA aired in 13 different markets, and the follow-up aired in 30 markets. First Nations saw an almost immediate increase in website traffic, and Michael credits the PSAs with attracting several large donations as well.

"That's a lot of exposure that I couldn't have imagined buying in my lifetime," Michael says. "That kind of awareness was invaluable for us." More importantly, he says, the PSAs have garnered a positive response both within Native American communities and among the general public.

"Although it's hard to measure the effect in terms of specific numbers, many people have told me that these messages are helping raise self-esteem in Indian Country and broader interest in Native American issues," he says.

This latest PSA project is just one of many collaborations between Comcast NBCUniversal and Native American communities. We also joined forces with actor and nonprofit leader Sonny Skyhawk on several PSAs, including one starring golf analyst Notah Begay and his NB3 Foundation. That spot focuses on the importance of children's health in achieving long-term goals.

"Comcast has done so much for Indian Country over the past few years," Michael says. "They're not doing it for a marketing windfall. They're doing it because it's the right thing to do." ■



View the First Nations PSAs at youtube.com/watch?v=4mjF_XvU1bs and youtube.com/watch?v=-aHYFAtYJ1U.

"Comcast has done so much for Indian Country over the past few years. They're not doing it for a marketing windfall. They're doing it because it's the right thing to do."

— Michael Roberts
President
First Nations Development Institute

WHAT'S NEW

STANDING UP TO BULLYING, ONE TWEET AT A TIME

According to the Cyberbullying Research Center, one in four young people says they've experienced hurtful behaviors online — which can lead to low self-esteem, anger, frustration, and suicidal thoughts. As part of our efforts to fight online bullying and promote positive online behaviors, we supported the Center on Media and Child Health at Boston Children's Hospital in launching postingpositive.org and yllub.org ("bully" spelled backward), which encouraged teens and their parents to stand up to online bullying and promote stories of good.

The sites invited social media users to share photos of acts of kindness, celebrate positive actions that praise people rather than put them down, and post affirming comments such as these:

Making memories with a friend is never a waste of time. #friendship

"U can only watch injustice go on 4 so long until you're compelled to say something. To speak out against it."
— @macklemore #postingpositive

Kindness is the language which the deaf can hear and the blind can see
— Mark Twain #postingpositive

The sites were part of our anti-bullying efforts in 2014. In October, we launched a Social & Emotional section on our award-winning Parent Toolkit website (parenttoolkit.com). Produced by NBC News' Education Nation and sponsored by Pearson, the world's largest education company, the section features guides — broken down by



We helped launch the websites postingpositive.org and yllub.org to fight online bullying and encourage young people to practice positive online behaviors.

grade level — to help parents improve their children's emotional competency, relationship building, and social skills. The section also features insights and advice from teachers, academic experts, and renowned research centers, including the Yale Center for Emotional Intelligence and the Rutgers Social-Emotional Learning Lab. ■



THE GOOD NEIGHBOR APP

People say close-knit neighborhoods make them feel safer and more content. Yet busy schedules and changes in neighborhood design can make it difficult to stay connected. We set out to change that in January 2014 with EveryBlock.com, a free website and mobile app that gives users the full scoop on everything that's going on in their neighborhoods.

Launched in Chicago, Denver, Houston, Philadelphia, and the Boston area, EveryBlock's personalized news feed makes it easy for users to communicate with neighbors, share what's happening on their block, and discover interesting content from around the community. EveryBlock gathers tidbits such as neighborhood-related news, restaurant reviews, event information, crime data, blog posts, and more. ■

WHAT'S NEW

SUPPORTING CHAMPIONS FOR CHANGE

After witnessing too many of her friends being harassed online, Jasmine Babers made it her mission to build the self-esteem of teenage girls. At the age of 15, she founded *Love, GIRLS Magazine*, which features articles about the struggles and accomplishments of individual girls in addition to exercise, fashion, school, and life tips.

Jasmine was among 10 recipients of our 2014 Characters Unite Awards, inspired by USA Network's award-winning Characters Unite public service program. The annual awards honor extraordinary individuals who promote tolerance, acceptance, and respect in their communities. Honorees received \$5,000 grants from USA Network and participating distributors and were featured on air in PSAs, at charactersunite.com, in social media, and at hometown award ceremonies.

Along with running her magazine, Jasmine leads community-wide anti-bullying events, produced an all-female theater production called *Lessons in Love*, and coordinates the annual Love Awards to honor the achievements of local girls. Her fellow Characters Unite honorees included Jerald White, founder of the New Orleans Loving Festival, which challenges racism through outreach and education; and Tashmica Torok of the Firecracker Foundation in Lansing, Michigan, which provides support and resources to children who have survived sexual trauma. ■



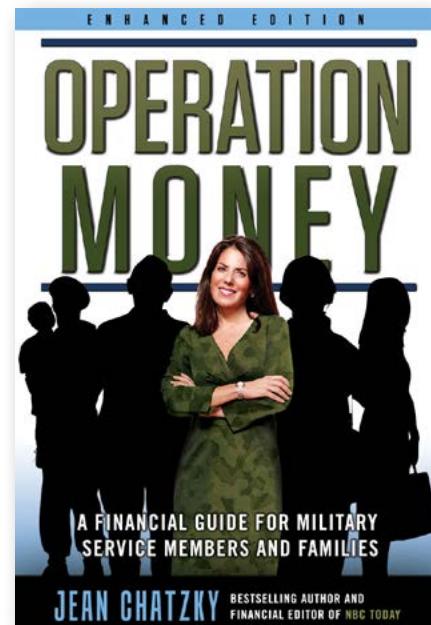
See the complete list of winners at charactersunite.com/initiatives/usa-unites-awards/award-winners.



Jasmine Babers was among those receiving \$5,000 in our 2014 Characters Unite Awards, which honored individuals for promoting tolerance, acceptance, and respect in their communities.

HELPING MILITARY FAMILIES TAKE CONTROL OF THEIR FINANCES

From logging in to U.S. accounts while overseas to maintaining a balanced budget during their deployment, military families face complex financial challenges. NBC News and Citi are helping service members navigate the financial impact arising from deployments and relocations with the free e-book *Operation Money: A Financial Guide for Military Service Members and Families* (nbcpublishing.com/book/55). Authored by Jean Chatzky, financial editor of NBC's *TODAY*, the e-book features a step-by-step guide to reducing debt, information on the Servicemembers Civil Relief Act, and tips on military service clauses in lease contracts. ■



NBC News and Citi created a free e-book that helps military veterans and their families deal with financial issues arising from deployments and relocations.

WHAT'S NEW

VIDEO BRINGS UNITED WAY CAMPAIGN TO LIFE

Sometimes the most meaningful media we produce are the stories we share with and about our very own employees. In the case of our commitment to United Way, a compelling original video connected with employees and inspired them to donate — for very personal reasons.

The video profiled three Comcast NBCUniversal employees who did more than just share their stories of how each of them benefited from United Way. They put real and familiar faces on some of the challenges facing our communities. Veronica Wright, an administrative assistant for XFINITY Home in Philadelphia, was one of those faces.

Twenty years ago, Veronica was raising a family as a single mother, juggling everyday expenses like rent, day care, food, and utilities, when she learned about Habitat for Humanity, a United Way-supported organization that helps families find safe, affordable homes.

She applied to the program and soon found herself working alongside Habitat volunteers to renovate what would become her new home. Veronica's personal connection to United Way is one reason she still participates in the annual campaign. "I give because I know firsthand the impact that United Way can have on a person's life," Veronica says.

Veronica's story and those of two other employees stirred tremendous response and outreach from Comcast NBCUniversal employees everywhere. "I was so touched by the emails and phone



A video produced for our annual United Way giving campaign profiled three Comcast NBCUniversal employees who have benefited from the organizations that United Way supports.

calls, especially from people I'd never met," Veronica says. And in 2014, our employees set a company record with \$7 million in pledges. These donations, along with \$1.9 million in matching grants from the Comcast Foundation, resulted in \$9 million in support to United Way and the local organizations it supports.

Comcast's founder, Ralph Roberts, chose United Way as our first community partner in 1963. This relationship — and our pledge to communities — keeps growing. Since 2001, our employees and the Comcast Foundation have given United Way more than \$67 million in total support.

When our employees give to United Way, they may never know the people they are helping. Or in some cases, they might be helping someone who works just down the hall. ■



Watch the video at corporate.comcast.com/comcast-voices/why-our-employees-give-to-united-way.

EMPOWERING OUR PEOPLE TO INNOVATE



5 MILLION+

XFINITY X1 boxes equipped with integrated media ratings and reviews from Common Sense Media that are in customers' homes, helping families filter thousands of age-appropriate movies and shows for their children



3,600+

Number of military veterans we've hired since 2012 as part of the U.S. Chamber of Commerce Foundation's Hiring Our Heroes initiative — furthering our efforts to attract and support talented employees with diverse experiences and backgrounds



100+

U.S. patents granted to Comcast in 2014; this number has risen in each of the past five years



EMPOWERING OUR PEOPLE TO INNOVATE

In our drive to give viewers and customers more of what they want — content, choices, control, freedom — innovation is a must. While others may measure this by the technologies we create or the stories we deliver, for us, innovation is rooted in far more personal ground.



It's about how we come together to solve problems. Challenge ourselves to think differently. Choose risk instead of regularity.

Our employees supply the innovative thought and actions behind everything Comcast NBCUniversal offers. In order to attract and keep the most talented people in our industry, we have to create an environment that encourages and rewards bold ideas for improving our business.

We believe that hiring people with diverse backgrounds and experiences is crucial for challenging our conventional attitudes and guiding us to new areas of innovation. For the same reason, we also seek out diverse suppliers to help us uncover smart approaches to satisfying our customers and audiences. (Learn more about Comcast NBCUniversal's diversity and inclusion plans, initiatives, and progress in our 2014 Diversity Report at corporate.comcast.com/diversityreport.)

Our 139,000-plus employees bring vast reserves of creativity and intellect to our company. We support their professional growth through an array of programs, and we encourage them to speak up about better ways of doing what we do. Making time to ask, listen, and respond to our employees through programs like The Idea — which generated thousands of responses last year — shows us possibilities in our business that might never have surfaced otherwise.

For us to continue growing and evolving in the decades to come, we must also be innovative about integrating sustainable practices across our business and reducing our demands on the world's limited resources. Our employees, our customers, and our relationships with thousands of local communities remind us that our business and sustainability objectives are inseparable. This perspective helps lead us to solutions that fulfill both sets of goals — from designing cloud-connected set-top

cable boxes that use less electricity, to adopting more reliable and energy-efficient technologies in our Smarter Network and data centers.

As long as someone can imagine a better way of satisfying our customers and growing our business, Comcast NBCUniversal will always have reasons to innovate. We stay on course by giving our employees the room — and the incentives — to relentlessly pursue what's next.

IN THIS SECTION

[32 What's the Big Idea?](#)

[34 A CORE Career Experience](#)

[36 'Mid-Century Swank' with a 21st-Century Perspective](#)

[38 Building a Smarter Energy Future](#)

[40 What's New](#)

WHAT'S THE BIG IDEA?

Every puzzle has a solution. That's how Nathan Kalish approaches his job every day.



Nathan Kalish reacts to winning The Idea, a competition that challenged our employees worldwide to pitch innovative ways of making Comcast NBCUniversal better.

A National Account Coordinator for Comcast Spotlight in San Francisco, Nathan figures there are a thousand ways to get to the end result. “You constantly innovate to figure out the quickest, simplest, most beneficial way for all parties to get there,” he says. “My daily work is typically one little puzzle after another. I’m always looking for a better way to get something done.”

Nathan used that same approach to win The Idea, our employee engagement program launched in 2014. Modeled after *The Voice*, NBC’s hit television show, The Idea challenged our more than 139,000 employees around the world to come up with the next big idea to make our company better.

“We have so many talented and engaged employees with really good ideas — they just haven’t always known how to share them more broadly,” says Maggie Suniewick, Senior Vice President of Strategic Integration for Comcast NBCUniversal and chief organizer of the competition. “What better way to innovate than to tap into the power of our employee base? That’s what really struck a nerve.”

More than 200 submissions came within two hours of announcing the program. Ultimately, we received nearly 3,000 ideas — big and small — for enhancing the customer experience or driving innovation and new business opportunities. The review process was blind; judges could see only the idea and an employee ID number. After choosing the top 25 submissions, program organizers matched each idea with the employee responsible — and discovered something interesting.

Those 25 semifinalists reflected virtually every demographic, job level, business, and location across the company. And many of the ideas had nothing in common with what these employees do day-to-day.

Nathan’s inspiration stemmed from the simplest of sources: a Post-it® note

“What better way to innovate than to tap into the power of our employee base? That’s what really struck a nerve.”

— Maggie Suniewick
Senior Vice President
Strategic Integration
Comcast NBCUniversal

his parents keep by their television to remind them of shows and movies they want to watch. Puzzle solver that he is, Nathan figured there had to be an easier way to create, track, and share a list of entertainment content.

He dubbed his idea Watch.It, a personalized and customizable content management tool. Available as a mobile or desktop app, it would allow users to integrate their tastes and interests into their viewing



Nathan Kalish (left) won last year's inaugural *The Idea* competition with his concept for an app that would help consumers integrate their interests into their TV viewing experience. Maggie Suniewick (second from right), chief organizer of *The Idea*, and her fellow judges listen to a presentation in the semifinals.

experience, on their schedule. With one idea, Nathan seamlessly blended Comcast NBCUniversal's technology platforms, services, programming, and entertainment.

Nathan joined the other semifinalists in New York, where each worked with a coach to help hone and polish a two-minute pitch. From inside Studio 8G — home of *Late Night with Seth Meyers* — employees presented their ideas to a panel of our executives.

Based on these pitches, the top 10 finalists returned the next day to pitch to just two judges: NBCUniversal CEO Steve Burke and Comcast Cable President and CEO Neil Smit, who jointly selected the top three ideas. Those employees then had a chance to define and defend their ideas in a spirited back-and-forth with both CEOs.

That can be a lot of pressure for someone not used to dealing with the C-suite on a regular basis. "It was definitely intimidating at first — the studio, cameras, lights, all the senior executives," says Nathan. "But looking around, I realized I wasn't the only nervous person there. And I was being treated as a peer, so that helped calm my nerves."

"The Idea wasn't just a fun employee contest. It was a legitimate channel to encourage talent and develop ideas. They listened, and they took it seriously."

— Nathan Kalish
Winner of *The Idea*

Since winning the inaugural competition, Nathan has served as informal advisor to the Comcast product team working to realize his idea. Meanwhile, organizers of *The Idea* continue to review all of last year's submissions and present them to our various business leaders for possible future development.

A cross-company working group is in the process of launching an intranet site where employees can submit ideas year-round. "We want to provide even more opportunities — a living, ongoing platform of new business ideas," Maggie says.

Nathan recognizes how critical it is for a company our size to look beyond the usual places for solutions. "Technology changes too quickly to assume we have all the answers. We have to look to employees and consumers to identify needs and challenges," he says. "And if we want to adapt and grow, we need to respond."

As for his experience with *The Idea*? Nathan wouldn't change a thing.

"The Idea wasn't just a fun employee contest. It was a legitimate channel to encourage talent and develop ideas," he says. "They listened, and they took it seriously."

Maybe by this time next year, Nathan's folks can get rid of that sticky note. ■

A CORE CAREER EXPERIENCE

For six memorable months, Hans Formon's path to work at Universal Studios Orlando wound him past a stomach-dropping roller coaster and within wand's reach of the theme park's Hogsmeade™ Station attraction. But even for this longtime Harry Potter fan, the most enchanting part of his stint at Universal Orlando was building one-of-a-kind career experiences.



Hans Formon says the CORE Technology professional development program has given him invaluable experience on a broad range of projects.

"Usually, you spend a lot more time in the weeds early on in your career and don't get a chance to see the forest for the trees until later," Hans says. "I've gained a lot of experience and have overcome some of those initial hurdles to establishing myself as a developer."

As a member of Comcast NBCUniversal's CORE (Career Opportunities & Rotational Experiences) Technology program, Hans helped build the theme park's WiFi network and create new measurement tools to assess its effectiveness. He also examined ways of using new technologies to understand how people move through the park and how long the lines are — vital information for long-term planning.

"Coming in right out of school, you don't have all the tools you need for the specific business you're going into," says Hans, who entered the rotational program in 2013 after graduating from Drexel University with a master's in telecommunications and electrical engineering. "CORE Technology has given me opportunities to learn how to apply technology in a broad sense."

Launched in 2013, CORE Technology

brings recent college graduates into our company to develop their technical, professional, and leadership skills over a two-year period. Amid fierce competition for programmers and engineers in our industry, CORE Technology offers a uniquely broad experience that helps attract — and keep — tomorrow's innovators and leaders. The program rotates individuals through different sectors of the organization, enabling them to work on a range of projects in a number of different capacities.

CORE associates get to travel widely and see multiple parts of the business in action, which was particularly appealing for Hans. He has spent time in Los Angeles designing our Digital Screening Room, a mechanism for storing, managing, and processing digital video; and in Philadelphia, where he is working on the XFINITY TV Go app for streaming



\$186 MILLION

Our 2014 investment in employee training and development

TV shows and movies to customers' mobile devices.

The exposure to diverse teams, businesses, and ways of solving technical issues has been invaluable, Hans says.

"It's encouraged me to keep an open mind about how to approach certain problems," he says. "Seeing the different specific solutions people have come up with, I'm just more aware of the potential differences when I start working with other groups."

Other CORE Technology associates agree the program creates opportunities that

wouldn't have been available otherwise. Devaki Dikshit started coding in high school, practicing her C++ skills by programming small cars to move from point A to point B. She went on to earn a master's in computer engineering from George Washington University and is midway through the CORE Technology program. She says she can't even count the number of new technologies she's touched, but the bigger benefit to her has been the confidence she's built.

"Being a junior engineer, you get very few chances to express a strong opinion," she says. "CORE helped me to ask questions and make my thoughts known without being scared."

Through the program, Devaki has worked with the core applications platform team on software used to store and deliver On Demand video content. She was also invited to participate in our TECHWomen conference, which brought together 100 of our female technologists from around the world. Devaki sat on a



"Being a junior engineer, you get very few chances to express a strong opinion. CORE helped me to ask questions and make my thoughts known without being scared."

— Devaki Dikshit
CORE Technology Associate
Class of 2016



Hans Forman (second from right) meets with colleagues during one of his rotations in the CORE Technology professional development program.

panel representing millennial women in engineering — giving her speaking exposure that isn't often afforded to young professionals.

Both Hans and Devaki want to translate their skills and expertise into long-term careers with the company. Devaki, who has management aspirations, envisions working on the team responsible for broadening our WiFi network to reach new continents. Hans wants to continue expanding and honing his technology skills.

"I've had a lot of really great experiences and become a much more valuable developer," he says. "I want to stay at Comcast NBCUniversal because I have gained a lot here." ■



Learn more about CORE Technology and other professional development opportunities at jobs.comcast.com/Campus-Programs/Internships-and-rotational-programs.

'MID-CENTURY SWANK' WITH A 21ST-CENTURY PERSPECTIVE

Universal's Cabana Bay Beach Resort is a throwback to the Googie architecture movement of the '50s and '60s, when crescent shapes, pastel colors, and Space Age motifs ruled the day. Deemed "mid-century swank" by *Interior Design* magazine, the resort was completed in 2014.

Numerous diverse-owned suppliers and design partners contributed to the new Cabana Bay Beach Resort at Universal Orlando Theme Park.

But when Executive Project Director Russ Dagon sought a team of architects, designers, and suppliers to execute Universal Creative's vision, he decided the retro theme should only go so far. He wanted 21st-century perspectives from a talented team of diverse professionals to go with the vintage look.

"It's really easy to get into a room with like-minded people from similar backgrounds and turn out something fast," Russ says. "But it's when you work with people from diverse backgrounds that things get interesting. People start to challenge you and each other, and you often wind up with a better product in the end."

And a better product he received.

Universal chose Daroff Design in Philadelphia as the lead interior designer because of founder Karen Daroff's strong vision for the project and her 26-year relationship as a design partner with Comcast NBCUniversal. Karen and her talented team, in turn, helped Russ staff the project with a varied network of designers and contractors, including a number of women- and minority-owned firms.

"We made a conscious effort to create diverse teams," Karen says. "Talent, capabilities, and work ethic obviously came first, but we also put a high value on inclusiveness with Cabana Bay."

Russ says diversity pays off in countless ways. "It's often as simple as saying, 'Well, I'd use this room differently,'" he explains. "We spend a great deal of effort assuring that our guest rooms have sufficient lighting for applying make-up. This is something that a lot of men don't even know can be an issue."

Considering different cultural preferences also helps in suite design, adds Russ. "I've had my eyes opened many times working on projects with people of different races and religious beliefs. Many cultures travel with extended families, and we have to be ready to accommodate them."



\$2.05 BILLION

Amount spent with diverse Tier I suppliers, representing 17% of our total applicable procurement spending

The resort, as Russ likes to say, looks "like the early, happy seasons of *Mad Men*."

Working with diverse suppliers on projects like Cabana Bay has long been a win-win scenario for Comcast NBCUniversal. We benefit from new ideas and fresh approaches, and suppliers receive exposure to new clients and opportunities. In 2014, we spent 17% of our supplier budget on projects with women- or minority-owned businesses.

Hilary Wainer worked for CD+M Lighting Design Group, the lead lighting consultant for Cabana Bay that brought in such inspirations as the atomic chandeliers and ceiling installations in the lobbies and restaurants. She has since gone on to create her own lighting firm, Lux Et Veritas Design, and is working with us on our newest hotel project — the Loews Sapphire Falls Resort at Universal Orlando.

Russ says it's important for Comcast NBCUniversal to help suppliers that need a foot in the door.

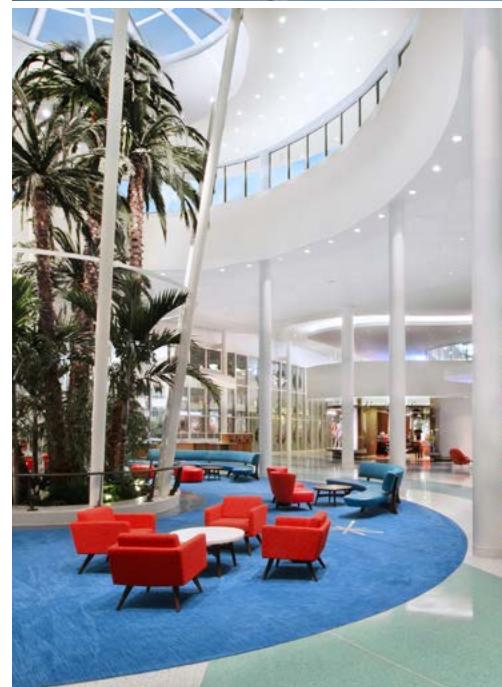
"Many times up-and-coming suppliers haven't worked with national or high-profile clients, but they may have excelled on smaller local projects," he says. "We can not only give them opportunities, but we can also mentor them and even stretch their capabilities."

The results speak for themselves, Karen says.

"It's so important to extend these types of opportunities to women- and minority-owned firms, as Comcast did with us many years ago," she says. "You can see the value throughout the company. From the Comcast corporate headquarters to the wonderful resort hotels created by Universal, the quality and variety is outstanding. Obviously our commitment to diversity is working." ■



Learn more about our support of supplier diversity at corporate.comcast.com/our-values/diversity-inclusion/supplier-diversity.



Cabana Bay Beach Resort's retro-themed design includes distinctive lighting installations and atomic chandeliers conceived by Hilary Wainer and CD+M Lighting Design Group.



"We made a conscious effort to create diverse teams. Talent, capabilities, and work ethic obviously came first, but we also put a high value on inclusiveness with Cabana Bay."

— Karen Daroff
Founder
Daroff Design

BUILDING A SMARTER ENERGY FUTURE

Soaring energy demands are challenging cable operators to find new ways of reducing power use while still improving the customer experience. We are stepping up to the challenge by championing new, more sustainable energy strategies for the cable industry.



Smart cooling and energy technologies are helping us improve the efficiency and performance of our data centers.

Theresa Hennesy and John Schanz, who lead Comcast Cable's energy initiatives, believe there's no time to waste in building a more energy-efficient future.

With Internet traffic doubling every 18 to 24 months, and our entertainment, communications, and other consumer experiences demanding an ever-increasing supply of new technologies, energy will always be at a premium.

"There may not be an immediate crisis, but if you project this demand out over decades, we may reach a tipping point in terms of meeting energy demands —

and paying for them," Theresa says. "We have to make proactive decisions now. We've always been innovative in the Internet space; now we just need to apply that same focus and creativity to the energy space."

Here's a glimpse at several promising innovations — from short-term tactical initiatives to long-term strategies — that are helping transform our energy

infrastructure. John and Theresa add their thoughts on what these innovations mean for the company going forward.

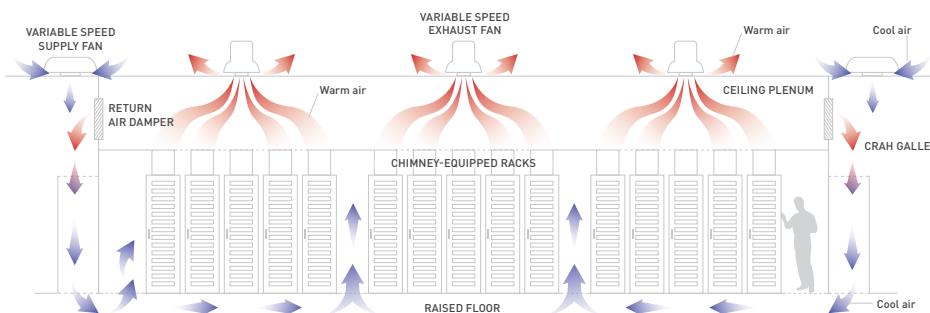
FUEL CELLS

Our 80,000-square-foot regional headquarters in Berlin, Connecticut, receives roughly 80% of its power from fuel cells, with the power grid acting as a backup. Fuel cell technology generates clean energy from hydrogen while emitting nothing but water — helping reduce our carbon footprint.

Theresa: This is our first experience with fuel cells. Right now we're seeing how the technology works and whether these cells might be appropriate for other Comcast locations. But they show a lot of potential in helping us meet our critical power needs.

SMART DATA CENTERS

Smart cooling and energy technologies are helping us improve the efficiency and performance of our data centers. For example, our newest data centers use sophisticated monitoring tools to prevent peak energy loads when demand



Our smart data centers circulate ambient air and recycled waste air through the raised floors and between the server stacks to cool the facility.



John Schanz, Executive Vice President and Chief Network Officer, Comcast Cable



Theresa Hennesy, Senior Vice President and Group Technical Advisor for Engineering and Platform Services (EPSI), Comcast Cable

increases. And our Chicago facility takes advantage of the city's often-chilly temperatures by using outside air to cool our IT equipment.

John: We've spent a lot of time thinking about what will happen as we offer more cloud services, increase traffic on our network, and improve services for our customers. Building energy-efficient, sustainable data centers is core to our strategy because demand for data is only going to grow.

EFFICIENT SET-TOP BOXES

Select Comcast non-DVR set-top cable boxes used 53% less energy on average in 2014 than comparable boxes in 2009. We've also reduced the annual power consumption of typical HD DVR set-top boxes by 30% in the same time period.

Theresa: With tens of millions of customers in the United States, every improvement in the design of our equipment can have a big impact on our customers' energy use. We've challenged ourselves and our industry to be more energy conscious when designing and building new consumer devices.

CCAP BROADBAND TECHNOLOGY

We're investing hundreds of millions of dollars to develop and deploy Converged Cable Access Platform (CCAP) broadband technology within our network. CCAP delivers the same bandwidth

capacity as current technologies while using 40% less energy.

John: CCAP is the kind of technology that gets us really psyched about the future. Faster speeds and greater capabilities while using less energy — what's not to like?

ENERGY 2020

We're playing a leading role in Energy 2020, an industry-wide collaboration intended to help cable companies align on ways to curtail energy use and costs in the coming decade. Organized by the Society of Cable Telecommunications Engineers (SCTE) — and chaired by John — the initiative's goals include reducing power consumption for cable equipment and facilities by 20%, slashing energy costs by 25%, and reducing dependency on the power grid by 10%.

John: One of the critical ingredients in our services is energy, and we're not the only ones. All cable operators are in the same position. We can get so much more done working together than individually. It's better for our industry, consumers, and ultimately the environment. ■



Learn more about Comcast's efforts to reduce energy consumption at [corporate.comcast.com/our-values/environment](#).

Watch a video of John Schanz and Theresa Hennesy discussing Energy 2020 at [scte.org/energy2020](#).

SMARTER CHOICES, SMALLER ENVIRONMENTAL IMPACT

Other ways we reduced our environmental impact across Comcast NBCUniversal in 2014:



ALTERNATIVE FUEL VEHICLES

Our commercial fleet includes more than **8,000 hybrid and flex-fuel vehicles**, which use less gasoline than conventional vehicles and emit less CO₂.



IMPROVED PRINTING POLICIES

NBCUniversal conserved **4.5 million pages** in 2014 by implementing new printing strategies across multiple locations.



PAPERLESS BILLING

With more than 8.8 million enrolled customers, Comcast's paperless billing option Ecobill® saved **\$43 million**.



RECLAIMING WATER

We recycled **320,000 gallons of water** using water reclamation practices during the filming of *Unbroken* in Queensland, Australia.



MATERIALS RECYCLING

Comcast Cable recycled **9.2 million pounds of materials** since launching a program to educate cable technicians on how to properly sort used materials and waste.



SUSTAINABLE PRODUCTIONS

Seventeen NBCUniversal productions — including *Jurassic World* — earned Green Seals at the 24th Annual Environmental Media Awards (EMAs), which honor sustainable production practices.

WHAT'S NEW

MAKING XFINITY ACCESSIBLE FOR ALL

About 19 million U.S. households have at least one member with a disability. And according to the U.S. Census Bureau, roughly 8.1 million people are visually impaired. We are committed to ensuring all customers can benefit from media and technology, so we are continuing to enhance the accessibility features of our XFINITY TV platform.

In 2014, we launched the industry's first voice-enabled television user interface, enabling blind and visually impaired customers to search for and discover their favorite XFINITY TV programming. The result of years of customer research, focus groups, and collaboration with the blind community, the "talking guide" reads aloud channel names, networks, program titles, and time slots, as well as DVR and On Demand settings and commands.

Tom Wlodkowski, Vice President of Accessibility for Comcast Cable, believes that accessibility must begin on the drawing board and be baked into the design and development process of our products. "If you reach out to the disability community once the product is built, and you think you have an accessible experience, it's too late," says Tom.

He adds that there's no reason the solutions his team pursues can't influence Comcast's broader product innovations. "I love it when people in the mainstream see an accessibility feature and ask for it as well," says Tom. "It's not just a great accessibility feature. It's a great feature, period." ■



Learn more at corporate.comcast.com/comcast-voices/the-power-of-tv-is-universal.



Tom Wlodkowski (left) leads our efforts to enhance the accessibility features of XFINITY TV and other Comcast NBCUniversal offerings.

SPACE TO CREATE

Innovation needs room to breathe. That's the theory behind the Comcast Innovation and Technology Center, a \$1.2 billion, 59-story, state-of-the art tower scheduled for completion in 2018 in downtown Philadelphia, next to our Comcast Center headquarters. Designed as an incubator for creativity and great ideas, the center will give our growing workforce of technologists, engineers, and software architects a space to think, brainstorm, and conjure up new ideas. In the process, it will advance Philadelphia's efforts to become the Silicon Valley of the East.

The largest private development project in the history of Pennsylvania, the Comcast Innovation and Technology Center will include highly flexible loft-like spaces and studios that encourage a dynamic way of working. The spaces are based on three unique work styles: tinkerers, who work best individually; teamers, who split their time between

team and individual work; and think-takers, who work in teams and tend to meet in enclosed and formal spaces. Together, the spaces encourage employees to push the boundaries of innovation in an energetic, inspiring work environment.

In addition to housing Comcast innovators, the building will offer space to local technology start-ups looking for a progressive workspace in the city. The tower will also house NBC10 and Telemundo62 — creating a media center in the heart of the city — and a five-star Four Seasons hotel and restaurant with more than 200 rooms. Employees will have direct access to the SEPTA rail line, helping increase the tower's appeal to millennials and technology workers who want to live, work, and play in a vibrant urban environment.

The economic impact of the Comcast Innovation and Technology Center will be significant. The tower will generate

WHAT'S NEW

\$2.75 billion in economic activity and 20,000 temporary jobs in the region during the construction phase alone. Upon completion, the center will create almost 4,000 new permanent jobs in Pennsylvania and 2,800 new permanent jobs within Philadelphia itself, in addition to \$30 million in annual tax revenues for the state.

The innovation doesn't stop there, as we're also working with the U.S. Green Building Council to attain LEED Platinum® certification for the tower. Following completion, the tower and the neighboring Comcast Center will be two of the tallest LEED-certified buildings in the United States.

Alan Greenberger, Philadelphia's deputy mayor for economic development, said the tower is putting innovation front and center for everyone involved. "The start-up scene in this city is buzzing," he says. "High-growth technology companies are raising serious money and rapidly expanding their workforce, and major players like Comcast are reinvesting in Philadelphia and creating new opportunities. The Comcast Innovation and Technology Center really cements Philadelphia's place as one of America's leading tech hubs." ■

SLIMMING THE POWER NEEDS OF CABLE TV BOXES

Set-top cable boxes and DVRs act as complete entertainment hubs for many homes. But having more features has traditionally meant higher energy use for consumers. So when Michael Cook decided to learn everything there is to know about the power draw of Comcast cable equipment, he started at — where else? — his house.



The Comcast Innovation and Technology Center, set to open in 2018, will include loft-like spaces and studios that encourage a dynamic way of working.

"I built a home energy monitoring system a few years back, which tells me exactly how much energy my home is pulling at any given point in time," says Michael, Vice President of Comcast's Technology and Product Group. "I've connected all my home set-top boxes to the system. It helps me understand the true energy impact of our technologies."

Reducing the power consumption of our set-top boxes and DVRs is a top priority for Comcast, and Michael leads the team that makes it happen. And under his leadership, it's been happening a lot more in recent years. Cumulatively, our ENERGY STAR®-certified set-top boxes saved more than 515 billion watt-hours in 2014 when measured against comparable boxes in 2009 — the greenhouse gas equivalent of removing more than 86,000 cars from the road for one year. And that's just the start. Some of our most substantial energy innovations are only now reaching the market.

So what does Michael believe is the most promising way to slash the power use of the average cable box? Look to the cloud, he advises.

"The cloud is definitely our biggest innovation for energy savings," he says. "Cloud servers can handle many customers at once, which means individual boxes and DVRs don't have to carry as heavy a power load when recording programs or displaying channel guides." We've been migrating many of our set-top box capabilities to the cloud for that reason.

Another innovation is the team's "deep sleep" work. One of the main reasons set-top boxes use a lot of energy is that they're almost always on given customers' recording desires. So we are working to create boxes that power down instantaneously into a deep sleep when not in use, and that power back up nearly as fast before a program is set to record. The key, again, is simplicity.

WHAT'S NEW

"Some are satellite boxes for secondary rooms," Michael explains. "They have no DVR at all, but connect to your main box via the cloud. So you don't need to start a lot of things back up after sleep mode."

Another key to reducing energy consumption for set-top boxes is making standards consistent across the industry. To that end, Comcast is a primary supporter of the National Cable & Telecommunications Association's (NCTA) voluntary energy-efficiency standards. Announced in 2014, the NCTA agreement sets ongoing energy targets for cable and satellite equipment. Although we have reduced the power requirements of our set-top boxes in each of the past five years, Michael believes the NCTA agreement is an important next step in defining and measuring success industrywide.

"It's difficult to tell the story of the industry's progress without a well-understood definition for each type of set-top box, which you need to set baselines for improvement," he says. "That hadn't been done before the NCTA agreement. This is an important evolution."

Michael knows that most of our energy innovations will fly under the radar of customers, who tend to focus on features and convenience rather than power usage. But that doesn't make his team's work any less important. "We have an obligation to do the right thing," Michael says, "even when the customer isn't aware of the benefits." ■



515 BILLION

Watt-hours saved in 2014 by our ENERGY STAR-certified set-top boxes when measured against comparable boxes in 2009 — the greenhouse gas equivalent of removing more than 86,000 cars from the road for one year



We are designing our latest set-top boxes to save energy by powering down instantaneously into a deep sleep when not in use, then powering back up nearly as fast before a program is set to record.

ALSO IN THIS REPORT

CONTINUING A LEGACY OF INTEGRITY

SUPPORTING NONPROFIT ORGANIZATIONS

AWARDS AND RECOGNITIONS



CONTINUING A LEGACY OF INTEGRITY

Integrity is the foundation of our business, and all of our employees share the responsibility to operate with the highest ethical standards. We promote integrity throughout our work environment and follow practices that help ensure we earn the trust of our customers, employees, shareholders, and the people in the communities we serve.

COMPLIANCE PROGRAM

Our compliance program fosters a culture of ethics and helps us respond to changing needs in the environment where we operate. We establish internal controls to ensure compliance with applicable laws and regulations as well as our company policies and contracts.

Arthur R. Block, Executive Vice President, General Counsel, and Secretary of Comcast, is a “high-level person” within the meaning of the United States Sentencing Guidelines and has overall responsibility for compliance. Jennifer Heller, our Chief Compliance Officer, is responsible for the program’s day-to-day operations. Arthur and Jennifer report regularly on the compliance program to our Board of Directors or appropriate committees of our Board. Learn more at corporate.comcast.com/our-values/integrity/compliance-program.

COMCAST LISTENS

We are committed to creating an open environment where our employees feel comfortable raising concerns and are not distracted by unresolved problems at work. Whether it is about a day-to-day or more significant workplace problem, a concern about suspected illegal or unethical conduct, or even an idea for a better way of serving customers, Comcast Listens offers a process to help all employees speak up. We encourage employees to report misconduct, and the company takes those allegations very seriously. We strictly prohibit retaliation for raising an issue.

Comcast Listens gives employees several different ways to report workplace or integrity issues, including a toll-free, 24/7 helpline and a Web portal. An independent, third-party company administers the Comcast Listens helpline and Web

portal, giving employees the option to remain anonymous when reporting issues. Concerns received through the Comcast Listens helpline or Web portal are logged, acknowledged, and, when necessary, investigated by a trained investigator from the Human Resources, Security, Internal Audit, or Law department. If an investigation confirms wrongdoing, we’ll take the appropriate disciplinary or corrective action, regardless of the position of the individuals involved. Learn more at corporate.comcast.com/our-values/integrity/comcast-listens.

POLITICAL AND TRADE ASSOCIATION ACTIVITIES

Participation in political activities, whether directly or through our involvement with trade associations or other organizations, is important to achieving our business objectives. All of our activities in this area must rigorously comply with applicable laws, regulations, and our own standards of integrity. We spell out our essential policy regarding political activities in our Code of Conduct. Additional details on our implementation and compliance activities are in the Comcast Corporation Statement on Political and Trade Association Activity.

PRIVACY POLICY

Privacy is crucial to our customers, audiences, and employees. At Comcast NBCUniversal, we work hard to protect people’s privacy by implementing internal practices and complying with all applicable laws. This includes building products and services with privacy in mind, delivering them securely, and reviewing our design and delivery to improve them over time.

We inform people about how we use their information, give them choices to control many of those uses, and make product,

privacy, security, and other support information available to them.

And to help fulfill our responsibilities in the larger discussion around individual privacy, we publish transparency reports to make clear how we handle government requests for information. Comcast issued its first transparency report in March 2014, and we release a new report every six months.

Read our most recent report at corporate.comcast.com/comcast-voices/comcast-releases-third-transparency-report.

SUPPLIER SOCIAL RESPONSIBILITY

NBCUniversal’s supplier social responsibility (SSR) audit program includes environmental and labor inspection points validating key exposure areas related to involuntary labor, underage labor, wages, working hours, working conditions, emergency preparedness, fire protection, industrial hygiene, personal protective equipment, waste management, and environmental permits. We take a triangulation approach to SSR audits, including employee interviews conducted globally, in-depth documentation review, and on-site inspection.

Our audit scope is applicable for all countries except Japan, Australia, and those in North America and Western Europe. At NBCUniversal, business units contract with licensees that select the factory to produce the product. We emphasize protecting labor, human rights, and environmental practices for all sourced factories that produce NBCUniversal logo or branded products. Our goal is to work closely with factories to build up their capacity for sustainable growth. We work with factory management to improve their labor and environmental performance. ■

SUPPORTING NONPROFIT ORGANIZATIONS

In 2014, Comcast NBCUniversal provided more than \$478 million in cash and in-kind contributions to local, regional, and national organizations that share our commitment to improving communities and enriching lives. Learn more about our community giving programs at corporate.comcast.com/our-values/community-investment/philanthropy-partnerships.

THE COMCAST FOUNDATION

The Comcast Foundation is dedicated to investing in communities by expanding digital literacy, promoting community service, and developing the next generation of leaders. We awarded \$17.4 million in grants to nonprofit organizations in 2014.



\$478 MILLION+

Total cash and in-kind contributions to local, regional, and national nonprofits in 2014

21ST CENTURY SOLUTIONS AND THE NBCUNIVERSAL FOUNDATION

21st Century Solutions, a program created by the NBCUniversal Foundation in partnership with our NBCUniversal Owned Television Stations division, awards grants to nonprofit organizations whose programs support innovative, high-impact initiatives in the following six categories: civic engagement, education, environment, jobs and economic empowerment, media arts, and technology.

The 2014 competition took place in 10 major U.S. cities, with one winning organization and two runners-up in each market — for a total of \$1.2 million shared among 30 organizations. View the list of grant recipients and amounts at nbcuniversal.com/article/third-annual-21st-century-solutions-grant-challenge-winners-announced.

2014 FOUNDATION GIVING

View the full list of organizations that have received funding from our foundations at corporate.comcast.com/csr2015/foundation-giving-list. ■

AWARDS AND RECOGNITIONS

- For the second consecutive year, Comcast NBCUniversal was recognized as one of America's most community-minded companies by the *Civic 50*. Comcast NBCUniversal was also ranked first among our communications industry peers.
- Comcast Corporation was ranked No. 4 among *LATINA Style Magazine*'s 2014 50 Best Companies for Latinas to Work for in the United States.
- For the second consecutive year, Comcast NBCUniversal was recognized among *DiversityInc*'s Top 50 Companies for Diversity.
- Comcast NBCUniversal's Diversity Councils were ranked sixth among the 2014 Top 25 Diversity Councils by the Association of ERGs & Councils (formerly the Association of Diversity Councils). This marks our sixth consecutive year on the list.
- Comcast received a score of 85 on the Hispanic Association of Corporate Responsibility's (HACR) 2014 Corporate Inclusion Index (CII).
- For the second year in a row, Comcast NBCUniversal earned a 100% score on the Human Rights Campaign's (HRC's) 2014 Corporate Equality Index (CEI), and was recognized among HRC's Best Places to Work.
- Comcast Corporation was named among the 2014 Top Companies for Diversity by *Black Enterprise*.
- For the second consecutive year in 2014, *U.S. Veterans Magazine* named Comcast NBCUniversal among its Best of the Best lists for Top Veteran-Friendly Companies and Top Supplier Diversity Programs.



For the second year in a row, Comcast NBCUniversal earned a 100% score on the Human Rights Campaign's (HRC) 2014 Corporate Equality Index (CEI), and was named one of HRC's Best Places to Work.

- The Dave Thomas Foundation for Adoption recognized Comcast as one of the 2014 100 Best Adoption-Friendly Workplaces, and Comcast claimed the No. 2 spot in the Communications and Telecommunications industry.
- The readers of *Diversity/Careers in Engineering & Information Technology* recognized Comcast NBCUniversal as a 2014 Best Diversity Company.
- For the second year, Comcast NBCUniversal was named among *Latino Magazine*'s LATINO 100.
- For the second year in a row, *Hispanic Network Magazine* named Comcast NBCUniversal among its Best of the Best in the categories of Top Diversity Employers and Top Supplier Diversity Programs.
- For the second consecutive year, *Professional Woman's Magazine* named Comcast NBCUniversal to its Best of the Best lists for Top Diversity Employers and Top Supplier Diversity Programs.
- *Equal Opportunity magazine* ranked Comcast No. 22 among its 2014 Top 50 Employers.
- The National Veteran-Owned Business Association (NaVOBA) named Comcast NBCUniversal among the 2014 Best Corporations for Veteran-Owned Businesses.
- *DiversityBusiness.com* ranked Comcast NBCUniversal 27th among its Top 50 Organizations for Multicultural Business.
- Comcast Corporation received a 2014 Multicultural TV Front Runner Award for its commitment and efforts in support of the various multicultural communities it serves.
- The National Hispanic Media Coalition (NHMC) honored Comcast for its Outstanding Diversity Practices during NHMC's 17th Annual Impact Awards Gala.
- *G.I. Jobs and Military Spouse* magazines ranked Comcast NBCUniversal No. 76 among the Top 100 Military Friendly Employers.

AWARDS AND RECOGNITIONS

- Comcast NBCUniversal was named to the United States Hispanic Chamber of Commerce's (USHCC's) Million Dollar Club (\$100M-\$250M category), which recognizes corporations and procurement executives who actively demonstrate an unwavering commitment to Hispanic business enterprises through their work with Hispanic suppliers.
- *The Legal Intelligencer* named Comcast's legal team among Pennsylvania's Best In-House Legal Departments of the Year for its commitment to diversity and its critical victory in *Comcast v. Behrend*.
- Comcast received 16 Excellence in Multicultural Marketing Awards (EMMAs) from the National Association for Multi-ethnicity in Communications. The EMMAs recognize excellence in marketing designed for culturally diverse audiences and customers, including African American, Asian, Hispanic and other market segments.
- Two Comcast XFINITY campaigns earned *Cablefax FAXIES* Awards. Grupo Gallegos' Hispanic acquisition "Los Gutierrez" campaign and Burrell Communications' "Celebrate Black TV" campaign were selected as co-first place winners in the Multicultural Marketing — Operator category.
- Four Comcast NBCUniversal productions won GLAAD media awards, and 16 Comcast NBCUniversal productions received nominations.
- The National Academy of Television Arts and Sciences awarded Telemundo two Sports Emmy awards, the most of any Spanish-language broadcast network in 2014. The World Cup qualifying match between Mexico and Costa Rica on *Rumbo al Mundial* in October 2013 was recognized as Outstanding Live Sports Coverage in Spanish, and the network's acclaimed sportscaster Andrés Cantor was honored as Outstanding On-Air Sports Personality in Spanish.
- The Radio Television Digital News Association (RTDNA) and UNITY: Journalists for Diversity announced Comcast's *His Dream, Our Stories* among the winners of the 2014 RTDNA/UNITY Awards.
- The Congressional Black Caucus Foundation, Inc. (CBCF) recognized Comcast as a Distinguished Corporation for its tremendous work in promoting digital literacy.
- Comcast's Internet Essentials program received the T. Howard Innovative Program Award. ■



 COMCAST
NBCUNIVERSAL