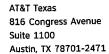


Control Number: 30240



Item Number: 2093

Addendum StartPage: 0





December 28, 2012

Filing Clerk **Public Utility Commission of Texas** 1700 N. Congress Avenue Austin, Texas 78701

RE: Project No. 30240- Annual Progress Report on Five-Year Plan to Enhance Supplier and **Workforce Diversity**

Pursuant to Substantive Rule §26.85(e), enclosed for filing are four copies of AT&T Texas' annual progress report on the implementation of the five-year plan to enhance supplier and workforce diversity.

Consistent with the requirements of the rule, copies of this report are also being provided to the following: (1) Governor; (2) Lieutenant Governor; (3) Speaker of the House; (4) Chair-House Legislative Black Caucus; (5) Chair- Texas Senate Hispanic Caucus; (6) Chairman-House Mexican-American Caucus.

For questions concerning this report, please contact me at (512) 457-2255.

Sincerely.

Gary Volluz

Director-Regulatory

AT&T Texas

cc with attachment:

The Honorable Governor Rick Perry The Honorable Lieutenant Governor David Dewhurst The Honorable Representative Joe Straus The Honorable Representative Sylvester Turner The Honorable Senator Carlos Uresti The Honorable Representative Trey Martinez Fischer

AT&T Services

AT&T Texas Annual Progress Report on Five-Year Plan to Enhance Supplier and Workforce Diversity

12/30/2012

AT&T Texas Workforce Diversity

Full-Time Employees Reporting Year - 2012

			Numbe	r of Texas	Full-Time	Employ	ees for Re	porting \	/ear	***************************************	***************************************	······································	
Occupational Categories	Combined Total	Company Totals		Caucasian		African American		Hispanic		Aslan		American Indian	
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Office & Clerical	9,940	2,847	7,093	1,216	2,506	529	2,364	1,017	2,104	48	51	14	28
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This Year's Total	36,620	21,963	14,657	12,194	6,359	3,071	3,914	5,358	3,797	1,012	406	141	74

Note:

- This Year Total includes:
 - Native Hawaiian & Other Pacific Islander
 - 23 Male employees
 - 7 Female employees
 - 30 Total Employees
 - Two or More Races:
 - 164 Male employees
 - 100 Female employees
 - 264 Total employees

The Texas PUC form does not account for these 2 Categories Texas Full-Time Employees Reporting Year—Oct $1^{\rm st}$, 2011 through Sept $30^{\rm th}$ 2012

AT&T Global Supplier Diversity

Corporate Commitment

It is the policy of AT&T to promote, increase and improve the quality of the overall participation of minority, women, and disabled veteran-owned businesses in our purchases of materials and services. Maximum opportunity is given to minority, women and disabled veteran-owned business enterprises to participate as suppliers of materials and services to AT&T.

Supplier Diversity Goals

AT&T is a leader in supplier diversity. Our Goal is Simple: To connect certified diverse businesses with opportunities to provide products and services to AT&T around the world. We understand that diverse businesses add value to our company through their innovation and fresh ideas. By identifying and promoting diverse businesses, we're able to deliver world-class products and services that meet our customers' needs.

AT&T looks for innovative diverse suppliers in emerging areas of our business that can help take AT&T to the next level. We seek diverse suppliers that react quickly to change, can sustain exceptional performance, and have the ability to interface with Fortune 500 companies.

AT&T's supplier diversity goals are:

- 15 percent with Minority Business Enterprises (MBE)
- 5 percent with Women Business Enterprises (WBE)
- 1.5 percent with Disabled Veteran Enterprises (DVBE)

The AT&T Global Supplier Diversity Team

AT&T's Global Supplier Diversity team is responsible for developing and implementing the strategies and programs that have helped AT&T achieve its targets. These strategies and programs included:

- · Augmenting supplier diversity external and internal communications and training
- Implementing technical assistance and business capacity programs for suppliers
- Growing 2nd Tier opportunities through our Prime Supplier Program
- Ensuring supplier diversity regulatory compliance
- Implementing improvements to the tracking and reporting of supplier diversity results
- Conducting prospective supplier outreach in TX through our "AT&T Meet the Primes" Matchmakers and also working with supplier diversity organizations such as:
 - Dallas/Fort Worth Minority Supplier Development Council
 - Southwest Minority Supplier Development Council
 - Women Business Council Southwest

• Several TX ethnic business chambers of commerce

For more information about our Global Supplier Diversity initiatives: www.attsupplierdiversity.com





"A diverse workforce and inclusive culture are essential to AT&T. They allow us to attract and retain the best and the brightest to develop the most innovative products and solutions to meet our customers' needs."

---Randall Stephenson Chairman & Chief Executive

Diversity and inclusion is essential to AT&T's culture and business success. In fostering diversity and inclusion, AT&T seeks to create a better business environment, one that makes the company an employer of choice, a preferred business partner and an important contributor to the community. We realize that diversity and inclusion is essential if we are to be successful in the marketplace.

Our Vision:

- Ensure diversity and inclusion are part of our culture
- Foster an inclusive work environment that successfully utilizes diversity to drive innovation, productivity and engagement
- Ensure we are an employer of choice and admired as a leader in the global marketplace by customers, suppliers and the communities we serve

AT&T's diversity and inclusion strategy is aligned with the company's business goals and leadership priorities—helping to position AT&T as a diversity leader. Our success isn't something we take for granted. We're always trying to do better—continuously redefining and promoting the core values which drive our actions, decisions and operations. The following outlines our best practices, including programs and initiatives that demonstrate the company's strategic approach to diversity and inclusion.

Workforce Diversity & Inclusion

AT&T has a rich history of a diverse, inclusive workforce. It is our diversity, combined with an inclusive culture that makes the company: a great place to work, a valued business partner and a committed member of the community. Our open, welcoming culture is something we "live and breathe" every day; our employees expect it and our customers as well as shareowners benefit from it. Our leadership knows that diverse, talented and dedicated people are critical to our success. So, we value people from diverse backgrounds and give them opportunities to grow and develop their careers. AT&T has long been a leader in providing an inclusive work environment, offering performance-based rewards, and creating cultures of excellence. Our diversity initiatives are important. They promote behaviors and actions for managers to foster a

positive, inclusive work environment for enhanced performance and increased success for the company.



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Workforce Inclusion Community Impact A arsis , earlier, of from a was ප්රිදුමතාල දසට දී අම්මන් මිතර නිමත්වරය සිදු ත්වීම වූ ප්රදේශවල සිදුමර්ලා නිවේණින් වේ. ධාරක ලික්වර නිමත් no atheba w no feeste ouples, e ar works after his elles f

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Debbie Storey is Senior Vice President-Talent Development and Chief Diversity Officer at AT&T. Storey manages diversity and talent development, training and employee engagement and ensures that AT&T maintains its leadership in these areas. She is

actively engaged with other leaders throughout the company to ensure that workforce inclusion, multicultural marketing, supplier diversity as well as national and community stakeholder initiatives remain strong. Storey leads succession management planning to oversee programs that identify high potential, strong performers from diverse backgrounds and experiences. Once identified, she ensures that these candidates receive the career development, on-the-job training, coaching, mentoring and organizational planning resources to prepare them to lead AT&T tomorrow. In addition to Storey, the entire leadership team is responsible for ensuring that diversity and inclusion are fostered throughout the company.

Major 2012 accomplishments include:

- Significant initiatives were launched across the enterprise, as each Business Unit executed Diversity Commitment Initiatives. Business Unit progress was tracked and results reported on a quarterly basis at the Chairman's Diversity Council.
- We recently achieved a 250 percent increase in membership at our 11 Employee Resource Groups, which support our commitment to diversity and inclusion through efforts in the workplace, the marketplace, and the community.
- We hosted our 4th National Employee Resource Group Conference, with almost 1,700 employees attending (a 46 percent increase over the prior year) including attendance by two-thirds of our officers. At this conference, we awarded \$60K in prize money to four (4) Employee Resource Groups who implemented initiatives to promote the value of AT&T's ERGs to the company and the community.
- We designed and launched an ERG Leadership Academy. Through this initiative, ERG national officers receive leadership development training at AT&T University in a two-day face-to-face session tailored to help them align with the company's broader strategic programs. In 2012, a total of 280 ERG leaders completed this training.
- We underscored the company's commitment to D&I by featuring stories on the company's intranet, delivering more than 28 articles featuring a range of diversity messages to employees across the enterprise.

- We maintained our top rankings and recognition in several major surveys: DiversityInc,
 Hispanic Association on Corporate Responsibility (HACR) Inclusion Index, Black Enterprise,
 Hispanic Business, Human Rights Campaign Corporate Equality Index, and National
 Association of Female Executives (NAFE). The Association of Diversity Councils ranked AT&T's
 Chairman Diversity Council #7 in its Top 25 U.S. Diversity Council Groups.
- Many of our executives received significant awards, highlighting our commitment to diversity.
 Examples include the Congressional Hispanic Leadership Institute Award, the Latino List-Volume 2, Most Influential Women in Advertising, NELI Eagle Award, Texas Most Powerful and Influential Women, and Influential Women in Health IT among others.

AT&T has long been recognized by prominent organizations and publications as a leader in diversity and inclusion. But we are most proud of our results. Our employees consistently rank us highest on our commitment to diversity and inclusion in our Employee Engagement Surveys. Our chairman and CEO is consistently recognized as a leader in ensuring companywide commitment to diversity and inclusion. He's created a culture of accountability that ensures we continue to improve in all areas of diversity.

Diversity Recruitment

Our commitment to diversity enhances the way we do business and gives AT&T a competitive edge. AT&T has become a global telecommunications leader, offering its management and occupational employees challenging and rewarding career opportunities.

We realize that diverse, talented and dedicated people are key to a company's success. Today, AT&T's 50-state workforce is 39 percent female and 39 percent people of color. AT&T employs the best people from all backgrounds and perspectives to provide products and services that meet its customers' needs. In 2011, 34 percent of AT&T new hires were women, and 47 percent were people of color.

AT&T seeks out talented individuals from a variety of fields of study, including business, telecommunications, management information systems, engineering, mathematics and international studies. Our mission to attract and recruit diverse talent features a comprehensive strategy that includes media, partnerships and promotion of our employment brand and reputation as a company that values diversity and inclusion in our workforce.

AT&T's career opportunities reach thousands of career sites and online advertising networks. Based on media demographics, our national recruitment advertising plans already reach a significant number of diverse candidates. We further expand this reach by including diversity career sites and professional diversity associations in our recruitment advertising campaigns. Our postings to major job sites such as Monster (37 percent ethnically diverse) and CareerBuilder (35 percent ethnically diverse) extend to cross-posting partnerships with thousands of online diversity media sites.

We form a wide variety of partnerships to bolster our recruiting efforts and promote our reputation as an employer with a strong history of recruiting, developing and advancing individuals from underrepresented communities. We form meaningful partnerships with organizations such as the National Urban League, Thurgood Marshall College Fund, HBCU College Partnerships (Historically Black Colleges and Universities). Some of the ways we partner:

- Attending career events and conferences
- Creating platforms for AT&T leaders and team members to engage with diverse communities
- Getting involved at a grassroots level with local chapters of national organizations

Leadership Development & Talent Acquisition

AT&T has significantly increased leadership development opportunities for women and minorities through initiatives such as the AT&T Leadership Development Program (LDP).

The LDP program is AT&T's flagship leadership development program—focusing on building a strong and diverse leadership bench across the enterprise. Designed for recent college graduates, LDP is a rotational program designed for high achievers with outstanding leadership potential. The structure of the program includes three distinct job assignments in critical operations across the company.

The LDP program offers many exclusive developmental resources including a mentoring program, leadership assessments, regular interaction with AT&T executives, online tools, and networking events.

Other core components include:

- Annual company orientation featuring the Chairman and key AT&T leaders
- Seminars focused on business acumen, strategic thinking, and improving leadership effectiveness
- Frequent performance feedback and career development planning

Since 1988, hundreds of recent college graduates hired have successfully completed the program -- 42 percent of the participants are women, 47 percent are people of color—demonstrating AT&T's commitment to diversity.

The AT&T Accelerated Development Program (ADP) is a management development program designed to increase the knowledge and skill of high potential second-level managers who have not participated in the LDP. The ADP is designed to better prepare managers for additional leadership responsibilities. About half of ADP participants are women and a third are people of color, further signifying AT&Ts commitment to diversity.

AT&T also offers a 12-month development program for first-time supervisors. This program called *SUPERvisory* Excellence helps managers transition from individual contributors to successfully managing others to achieve results. In addition, the company developed a Self-

Development Resource Center that offers all employees with self-development and assessment resources, networking, resume writing and career assessment and planning.

Diversity Training

AT&T University and AT&T Learning Services serve as the umbrella management development and training engines at AT&T, and share a responsibility with the business units for ensuring that diversity and inclusion concepts are included in all of the company's training and development materials. Programs are designed to foster inclusion and encourage integration of diversity in all business practices. Programs foster a respectful environment of inclusion, educate employees on how to work effectively within a diverse culture, and show managers how diversity and inclusion impact the business.

Diversity training is also required for all management employees. Both leader-led courses and an online course, which can be completed in less than half a day, are offered to managers on a monthly basis. Courses include Tools of Engagement: Profitability and Performance Enhancement through Diversity and Inclusion, Subtle Bias Awareness Workshop, Diversity, Generations in Action, and Managing the Cross Generational Workforce. Our online course, Diversity-Many Backgrounds, One Focus, provides a comprehensive overview of AT&T's diversity strategy and its importance in maintaining our competitive advantage in the marketplace. In addition, all employees are required to study and acknowledge the AT&T Code of Business Conduct and EEO Policy annually. AT&T also offers comprehensive diversity information to its employees to complement formal training. One source is a diversity Intranet site featuring important facts about diversity at AT&T, a library, and a Web-based resource center with diversity materials and links to information on related subjects.

AT&T Connect to Success is a mentoring program designed to connect selected managers in fruitful mentoring relationships and foster leadership training opportunities for all, including women and people of color. AT&T Connect to Success provides a broad range of managers with the ability to deepen their networks, develop and strengthen a variety of areas, and broaden their collaboration skills. The program is designed to operate in different platforms, including one-on-one meetings, and leadership blogs, among others.

Additionally, AT&T has a robust internal communications program to bring the company's diversity message to life among all employees. The Heritage Month/ERG series – which highlights culturally relevant insights on diversity, the diversity of the company and its multicultural customer and employee base – is designed to raise diversity awareness among employees. In addition, articles featuring other aspects of the company's diversity initiatives are published regularly on the company's internal home page.

AT&T's <u>Diversity & Inclusion website</u> highlights the company's commitment to diversity. Other available resources include internal communication tools and an interactive <u>AT&T Sustainability Report</u>.

Career Development

We help our people grow and follow their desired career paths. In 2011, we invested more than \$280 million in employee learning and professional development programs, not including the money spent for travel and work-time allotted for training. Our unmatched success in learning and development was recognized in 2011 by Chief Learning Officer Magazine when AT&T was named the No. 1 overall company for learning and development in corporate America. In addition, we spent nearly \$28 million on tuition reimbursement. During the year, 100 percent of employees have performance reviews and receive feedback on results and demonstrated leadership. Career discussions are conducted with employees focusing on short-term and long-term planning.

We encourage management and non-management employees to be the strongest contributors and leaders through job-based training, tuition aid, and various training and development programs. Some examples include:

AT&T University — Our flagship innovation and talent development epicenter, AT&T University helps us accelerate growth, foster innovation and develop leadership capabilities at all management levels. It was established in 2008. From 2010 on, nearly 100,000 managers have participated annually in live, virtual & web development sessions.

AT&T Connect to Success — This mentoring program is designed to connect select managers in committed mentoring relationships and foster leadership training opportunities for all, including women and people of color.

AT&T Self-Development Resource Center — This virtual resource center supports all employees in developing strategies and learning skills to remain outstanding performers.

Career Movement — Management and non-management employees can nominate themselves for job openings throughout the company, providing hiring managers with diverse, qualified job candidates.

Continuing Skills Training — At AT&T, comprehensive training is offered across the globe. Thousands of courses are available to employees, including those tailored for our consumer call center and retail sales, business call center and direct sales, network engineering and direct sales and network. More than 33,000 course completions occurred every day during 2011. Tuition Reimbursement Program — Financial assistance is provided to management and non-management employees pursuing academic degrees that benefit both the employee and the company. In 2011, AT&T's tuition program assisted more than 10,600 employees; 43 percent were women and 55 percent were people of color.

Social Media Reverse Mentoring Program — This program began in 2010 to connect officers and senior leaders with social media-savvy first or second Level managers. These teams engage in social networking conversations and explore how AT&T might improve senior level knowledge of social media, while encouraging adoption of these collaboration tools.

Workforce Diversity Accountability

At AT&T, our leadership team is accountable for diversity and inclusion results. Leaders are responsible for addressing diversity issues and ensuring a talent pipeline of diverse candidates for all levels of management. Leadership measurements include:

- Monitoring performance results to achieve leadership advancement levels with our diverse candidates.
- Maintaining a diverse workforce at all levels and fostering a supportive inclusive environment.
- Measuring recruitment, leadership development training and succession planning statistics.

In addition to establishing measurement procedures for our leaders, we have also measurement methods to evaluate our workforce diversity initiatives, including recruitment and retention. These include:

- Diversity scorecards and commitment initiatives index for each business unit and quarterly discussion of diversity initiatives and results by CEO and his direct reports
- An employee survey which features questions about AT&T's leadership commitment to diversity, our culture and work environment
- Ongoing tracking of workforce population current employee base and new hires
- Discrimination complaint analysis
- Results compared to established parameters to measure supplier diversity goals with an annual analysis of feedback and input from suppliers
- Awards and honors received for diversity in every area including workforce, management, supplier diversity and corporate philanthropy

Organization & Talent Review

AT&T's organization and talent review is an internal process designed to identify top talent across the company by building the leadership bench which is critical to the long-term success of AT&T. As we combine the talent of our new organization, we must ensure we are retaining employees with skills and experience and who are prepared to step into leadership positions.

The main objective of the organization and talent review process is to identify talent enterprise-wide with a focus on building a strong and diverse bench. As part of this review, each business unit is asked to assess the diversity profile of its leadership team and outline any action steps needed in this area. The process incorporates best practices from each of AT&T's legacy companies and evaluations are based upon an individual's performance and their demonstration of the company's leadership competencies.

Efforts are focused on:

- Improving the diversity profile of the leadership team
- Identifying top talent across the enterprise
- Providing a consistent and effective approach to identifying and growing talent to increase overall organizational capability
- Identifying areas where specific interventions are needed, and setting objectives and action plans for those areas
- Decreasing the disruption of talent transition and attrition maintaining high productivity

Employee Resource Groups

AT&T has 11 Employee Resource Groups (ERGs) which are open to all active and retired employees. These ERGs reflect the diversity of the company's employee and customer base and support the company's commitment to diversity and inclusion through their efforts in the workplace, marketplace, and community.

AT&T recognizes the value and goodwill these groups can provide in furthering the company's goals, values and interests. AT&T's Employee Resource Groups include:

- APCA The Asian Pacific Islanders for Professional and Community Advancement is dedicated to creating alliances that enhance professional and leadership opportunities for its members to benefit both AT&T and the community. Through education and membership development, the organization seeks to increase diversity awareness at AT&T and in the on issues that impact Asian Pacific Americans.
- AT&T Veterans The organization was founded in 2006 to raise awareness of the sacrifices made by military veterans and to encourage the company to share information on veteran activities. The organization also provides support to employees who are active or retired military personnel and employees whose loved ones are serving their country in the armed forces.
- Community NETwork The African American Telecommunications Professionals of AT&T dedicate their energy toward encouraging and facilitating personal and professional growth of African-American employees, and assisting organizations in the African-American community. The group provides thousands of dollars in scholarships for minority students every year.
- FACES The Filipino American Communications Employees of AT&T fosters understanding and appreciation of all cultures and a posture of valuing differences. Each year, FACES provides scholarships for underprivileged children in the Philippines.
- HACEMOS The Hispanic/Latino Employee Association of AT&T is open to all AT&T employees. Each year, HACEMOS links thousands of students across the country via satellite for High Technology Day, which educates students about technology careers.
- ICAE The Inter Tribal Council of AT&T Employees brings together employees that have an interest in the Native American culture. The group is committed to the cultural development, career advancement, education, understanding and general well-being of all employees, and more specifically, Native Americans.
- IDEAL Individuals with Disabilities Enabling Advocacy Link is a group for people interested in the employment and other issues of people with disabilities. The mission of the organization is to enhance the understanding, awareness, and resolution of the challenges facing individuals with disabilities in the workplace and to assist them in career advancement. IDEAL also supports the disability community in gaining access to technology.
- LEAGUE Lesbian, Bisexual, Gay and Transgender United Employees at AT&T provides a supportive environment for LGBT employees and allies to network with one another and

to develop professionally. In support of AT&T's diversity vision, LEAGUE promotes an accepting, diverse and respectful work environment.

- OASIS The Organization of Asian Indians at AT&T provides its members with opportunities for self-development, professional enhancement and networking, while supporting the company's business goals.
- oxyGEN oxyGEN was created in 2011 for the purpose of enhancing understanding, increasing engagement, encouraging and developing leadership skills of AT&T's young professionals. It serves as a resource to promote unity and enhance the strength across the generations represented within AT&T's workforce.
- Women of AT&T The organization is established to connect and inspire members to achieve their personal and professional goals and to effect change in the community. This is achieved through professional and personal development programs; mentoring; networking; community involvement; and adding value to AT&T.

In addition, our Joint Diversity Council (JDC) includes the national presidents of the Employee Resource Groups and members of the AT&T Diversity and Inclusion team. The JDC meets monthly to address issues and opportunities and review best practices at the company. They also meet with AT&T's Chairman on an annual basis to review their impact to the business and community.

AT&T Philanthropy—Community Giving

AT&T has a strong belief that we should support the communities where we live and work. Through volunteering and giving, we have helped make a difference for more than a century. The AT&T Foundation has been actively enriching and strengthening the diverse communities we serve for 25 years. The Foundation supports non-profit organizations and projects nationwide that promote inclusion and create opportunities for diverse populations.

Projects supported by AT&T address quality-of-life issues, with an emphasis on improving education and advancing community development. In 2010, AT&T and its employees contributed nearly \$148 million through corporate-, employee- and AT&T Foundation-giving programs. AT&T has a strong legacy with organizations focused on empowering the Hispanic, African-American, Asian and Asian American, military, disability, LGBT, and American Indian communities.

AT&T Volunteerism

Volunteerism is ingrained in AT&T's culture. For almost 100 years, we have been donating our time and talents to support underserved populations and strengthen our communities. Each year, approximately 300,000 of our employees and retirees take time to enhance their communities. In 2010, employees and retirees donated 9 million hours of time to community outreach activities — worth more than \$192 million.

Volunteerism continues to be a key component of AT&T Aspire, with employees finding new ways to engage and impact youth through the program. Employee volunteerism programs are part of AT&T Cares, a comprehensive, company-wide volunteer initiative designed to provide options for how employees volunteer, while encouraging them to engage, and remain engaged, in community service that is meaningful to them and their communities.

To celebrate National Volunteer Week, in April 2010, AT&T held a special AT&T Cares National Volunteer Week Contest. Employees got the chance to present their favorite nonprofit volunteer project or activity, apply for funding dollars to support the project and then rally other employees to vote for it. More than 12,000 AT&T employees cast their votes for their favorite employee volunteer project during this special fundraising event. AT&T contributed a total of \$40,000 to fund the top six projects receiving the most employee votes.

AT&T Multicultural Outreach Efforts

The company's customer base is very diverse and we do our best to serve our customers in their preferred language. It's all about helping individuals see how AT&T might be able to improve their lives. To that end, we constantly ask ourselves: How can we improve the way we connect with a wide array of people?

AT&T recognizes the value of multicultural consumers and communicates in a way that reflects how the company's products and services might best fit into their lives. The company's advertising and marketing campaigns represent the diversity of the local communities that we serve, and they authentically portray diverse individuals in positive roles. Our campaigns allow consumers to be informed about the company's products and services by connecting with them through meaningful moments in a culturally relevant way.

AT&T currently conducts business in more than 160 languages and provides service to more than 1.5 million customers in languages other than English. More than 70 percent of the nation's Hispanic population lives in AT&T's combined 22-state footprint. To better communicate with the Hispanic community online, we have a full-service Spanish-language web site, http://espanol.att.com/. In 2005, AT&T launched AT&T World, a web site with five Asian languages offering self-service customer capabilities that prefer to do business in Chinese, Vietnamese, Korean, Tagalog and Japanese. In 2009, we added two additional languages to AT&T World, Russian and Polish, to serve select regions. As a leading bilingual telecommunications retailer,

AT&T has converted more than 700 locations nationwide to bilingual concept stores allowing our Hispanic customers to speak with someone who understands their needs and language. These stores are located in high-density Hispanic markets including California, Florida, New York and Texas.