Key Performance Indicators

To assess how we're doing, we've established several key performance indicators (KPIs) to measure our progress year-over-year. We've identified these areas as those that are most important to our stakeholders and our business.

	2009	2010	2011	2012
People and Communities				
Philanthropy				
Giving in Our Communities Amount of corporate, employee and foundation giving				
Arts and Culture	$14.8M	$12.4M	$9.5M	$7.8M
Civic and Community	$42.6M	$36.2M	$20.4M	$25.4M
Education	$66.6M	$57.1M	$46M	$64.3M
Health and Human Services	$30.1M	$42.5M	$39.1	$33.9M
Other	$ .98 M			
Grand Total	$155.1M	$148.2M	$115.0M	$131.4M
AT&T Aspire – Contributions Amount invested toward planned $250 million commitment over five years to AT&T Aspire				>$43.6M
AT&T Aspire - Job Shadow Number of students provided with job shadow opportunities (in collaboration with Junior Achievement [JA]) — cumulative	>28,000	>65,000	Nearly 94,000 students as of December 2011 and 100,000 as of March 2012	Program ended in March 2012 with us exceeding our goal of providing job shadow experiences to more than 100,000 students

	2009	2010	2011	2012
AT&T Aspire – Aspire Mentoring Academy Number of mentoring hours toward the goal to provide students 1 million hours of mentoring by our employees through the end of 2016				Between the program launch on October 1 and year end 2012, we provided students with over 30,000 mentoring hours
AT&T Aspire - Research Status of commissioned research completed by Civic Enterprises and John Bridgeland about the nation's dropout crisis	Launched "On the Front Lines of Schools" study	Released both "Raising their Voices" and "Building a Grad Nation" reports	Released "On Track for Success: The Use of Early Warning Indicator and Intervention Systems to Build a Grad Nation" and "Building a Grad Nation 2010-2011 Update"	Released the 2012 report update of "Building a Grad Nation: Progress and Challenge in Ending the High School Dropout Epidemic," by the Alliance for Excellent Education, America's Promise Alliance, Civic Enterprises and the Everyone Graduates Center at Johns Hopkins University
Disaster Recovery				
Disaster Recovery Investment in Network Disaster Recovery program — cumulative	$500M	$600M	$600M	$600M
Working hours spent on Network Disaster Recovery — cumulative				125,000
Volunteerism/Giving				
Activate Employees to Volunteer Number of hours volunteered through employee and retiree volunteer programs	8.5M	9M	>6M	>5.8M
Dollar amount associated with volunteerism[1]	$176M	>$192M	>$133M	>$129M

[1] The financial equivalent is determined by using $22.14 per volunteer hour, which is based on the 2012 industry standard from Independent Sector, a leading nonprofit organization that determines the financial equivalent for a variety of volunteer initiatives.

	2009	2010	2011	2012
Employee Giving Amount of yearly employee giving through United Way campaign	>$29M	>$31M	>$33M	>$33M
Workforce				
Employee Health Care Number of employees, retirees and dependents covered	1.2M	1.2M	1.2M	1.1M
Provide Quality Jobs Percentage of union-represented employees	Approx. 60	Approx. 58	55	55
Employee Retention Rate Percent of total 50-state workforce Women				87
People of Color				88
Employee Training Amount invested in direct employee training development programs; development reviews[2]	$244M	$260M	>$280M	$280M
Amount invested in tuition assistance for both management and non-management employees	$27M	$34M	Nearly $28M	Nearly $27M
Percent of employees receiving regular performance and career development reviews	100	100	100	100
Employee Safety AT&T's OSHA total recordable occupational injury and illness rate (per 100 employees)	2.07	2.2	2.14	1.75
Workforce Diversity Women (Percent of total 50-state workforce)	41	40	39	38
People of color (Percent of total 50-state workforce)	38	38	39	39
Women (Percent of total 50-state management)	38	40	39	38
People of color (Percent of total 50-state management)	30	31	31	32

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[2] This does not include money spent for travel and work-time allotted for training.

	2009	2010	2011	2012
Supply Chain				
Supplier Diversity Spend with minority, women and disabled veterans business enterprises	$6.9B	$9.2B	$12B	$12.8B
Percent of total spend with minority, women and disabled veterans business enterprises			23.01	23.96
Environment				
Supply Chain				
Supply Chain Scorecard Average score of top suppliers on the balanced C&S Scorecard (percent)				62
Greenhouse Gas (GHG) Emissions				
Carbon Footprint Domestic company-wide greenhouse gas (GHG) emissions (metric tons CO_2-equivalent)	8,931,090	8,925,724	9,066,558	8,839,290
Domestic and international company-wide greenhouse gas (GHG) emissions (metric tons CO_2-equivalent)	8,973,484	8,966,682	9,144,648	8,912,080
GHG Intensity mtons CO2-e/$ million revenue	73.25	72.15	72.16	69.93
mtons CO2-e/Petabyte of data	357.55	288.49	235.18	170.67
Water				
Water Footprint Gallons of water used for domestic operations		3.331B	3.357B	3.282B
Water Intensity Gallons/$ billion revenue		37.31	37.75	38.83
Gallons/Terabyte network traffic		105	84	61

	2009	2010	2011	2012
Fleet				
Fleet Operations Alternative-fuel vehicles (AFVs) in service				
Compressed natural gas (CNG)	625	2,472	3,469	5,226
Hybrid	344	1,013	1,617	1,806
All-Electric	1	2	3	3
Extended range electric			25	26
Grand total	970	3,487	5,114	7,061
Gasoline Avoidance Total gallons of unleaded gasoline avoided through the deployment of AFVs — annual[3]		1.3M	2.5M	3.6M
Total gallons of unleaded gasoline avoided through the deployment of AFVs — cumulative		1.6M	4.2M	7.7M
Energy				
Energy Intensity Intensity of data carried on our network (kWh electricity/Terabyte network traffic)	498	415	347	281
Energy intensity (MWh electricity/$ billion revenue)	107,937	109,500	111,700	114,599
Alternative Energy Solar + fuel cell capacity (MW)		2.1	3.9	11
Solar + fuel cell production (M kWh)		3.1	12.8	68.3
Energy Projects Energy projects implemented		4,200	4,500	5,600
Annualized energy savings from energy projects		$44M	$42M	$65M
Electricity Total electricity use (MWh)	13.2M	13.6M	14.1M	14.6M

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[3] In 2010 and 2011, we reported the total gallons of gasoline avoided through the deployment of CNG vehicles. For 2012 and beyond, we will report the total gallons of gasoline avoided through the deployment of all AFV vehicles. The 2010 and 2011 numbers have been revised accordingly.

	2009	2010	2011	2012
Waste				
Solid Waste from Operations Pounds of network "scrap" materials kept out of landfills	72.1M	56.9M	50.1M	47.3M
Percent of operational waste handled by the Investment Recovery Center that is recycled		95	>95	>94
Solid Non-Hazardous Waste from Office Activity Tons of office activity material (paper, cardboard, glass, aluminum, plastic) diverted from landfill				24,455
Percent of non-hazardous office waste diverted from landfills				21
Regulated Waste Tons of waste managed by the AT&T Resource Recovery Center (universal, hazardous, exempt and special, as well as non-hazardous waste)	17,300	14,000	12,500	12,700
Percent of such waste recycled		70	>63	>70
E-waste Number of computers, monitors, servers and other equipment that were donated, recycled or reused	63,000	96,000	77,000	77,000
Number of cell phones reused or recycled	4.2M	3.7M	3M	Approx. 3.1M
Pounds of cell phone batteries and accessories recycled	1.8M	1.8M	1.7M	1.17 M
Paper				
Paperless Billing Approximate total number of paperless-billed customers	12.3M	14.4M	17.2M	18.7M
Paper Consumption Weight of paper purchased for AT&T Mailing Solutions (pounds)		40.2M	39.5M	26.2M
Percent decrease in weight of paper purchased for AT&T Mailing Solutions from 2010 baseline			1.7	34.8

	2009	2010	2011	2012
Technology				
Network Reliability Investment in wired and wireless networks			>$20B	Nearly $20B
Product Safety Pledges logged to never text while driving				>1.3M
Innovation Average number of patents (U.S. and foreign) received per day	2	2	>2	>3
Investment in ideas generated through The Innovation Pipeline — cumulative				$35 million committed for the development of 64 projects
Prototypes of apps developed at AT&T Hackathons				>450