OUR VISION

United Way envisions a world where all individuals and families achieve their human potential through education, financial stability and healthy lives.

Imagine a world that fosters hope and opportunity for everyone. A world where …

- All children receive a quality education that offers a pathway to a brighter tomorrow.
- The cycle of poverty and financial dependence ends, and productive livelihoods begin for even the most disadvantaged.
- Everyone receives effective health care that improves quality of life.
- Communities not only set significant and measurable goals to advance these fundamental elements of human development, but achieve them.

MISSION

To improve lives by mobilizing the caring power of communities around the world to advance the common good.

To do this we will …

- Ignite a worldwide social movement, and thereby mobilize millions to action – to give, advocate and volunteer to improve the conditions in which they live.
- Galvanize and connect all sectors of society – individuals, businesses, nonprofit organizations and governments – to create long-term social change that produces well-educated, financially stable and healthy individuals and families.
- Raise, invest and leverage billions of funds annually in philanthropic contributions to create and support innovative programs and approaches to generate sustained impact in local communities.
- Hold ourselves accountable to this cause through our steadfast commitment to continually measure – in real terms – improvement in education, income and health.

The cover of this annual report illustrates the interconnectedness of the United Way movement and our world. When we join hands and open our hearts, we influence the condition of all. That’s what it means to LIVE UNITED. This annual report and its photos reflect the work and impact of United Ways worldwide.
DEAR SUPPORTERS   Thank you for your continued support. It’s my pleasure to share with you some of United Way’s accomplishments in 2011. Our vision is a world where all individuals and families achieve their human potential through education, financial stability and healthy lives. We bring together the people, organizations and resources to get things done in communities around the world.

From Africa to Asia, North America to Europe and South America to the Caribbean, we all work together to advance the common good. It is through your volunteer and advocacy efforts, along with your financial support, that we continue our worldwide movement to create opportunities for a better life for all.

In 2011, we increased giving, continuing to make United Way the world’s largest, privately-supported nonprofit. We’re advancing educational success, and our work with individuals and families is building stronger financial futures as we help people live healthier lives.

This annual report highlights the many ways we continue to improve lives and strengthen communities. You helped make this happen. On behalf of the nearly 1,800 United Ways in 41 countries and territories, thank you.

LIVE UNITED
HIGHLIGHTS OF THE YEAR

UNITED WAY EDUCATION TOWN HALL

The United Way Education Town Hall, hosted by CNN's Soledad O'Brien, featured a national discussion about education in the United States. More than 40 United Ways conducted 150 community conversations focused on improving education. Voices for the Common Good: America Speaks Out on Education, a compilation of the conversation findings, was released at the Town Hall. unitedway.org/annualreport/a

UNITED WAY DAY OF ACTION

Day of Action is an opportunity for United Ways to rally their communities to help build on strategies to improve education, income and health.

UNITED STATES

Target was the official sponsor for the United Way Day of Action on the National Mall in Washington, DC, on June 21, 2011. Target's USD 250,000 sponsorship helped United Way recruit more than 1,000 volunteers to assemble 50,000 backpacks containing a total of 150,000 books to promote summer reading for lower-income children.

WORLDWIDE

On December 5, 2011, the second annual United Way Worldwide Day of Action took place, galvanizing volunteers and organizations throughout the world around education, financial stability and health issues, with volunteer activities that included health services, infrastructure restoration and basic needs drives. The worldwide movement saw a 57 percent increase in volunteers, with a total of 13 countries engaged, including: Argentina, Canada, Chile, Costa Rica, France, Guatemala, Honduras, India, Jamaica, Panama, Perú, Venezuela and the United States.

ONE MILLION VOLUNTEER READERS, TUTORS AND MENTORS

Announced at the Education Town Hall, United Way launched its U.S. effort to recruit one million volunteer readers, tutors and mentors to support children and youth. The effort engages young adults, retirees, women, faith communities, employees and others to help children and youth achieve greater academic success. unitedway.org/take-action/volunteer
STUDENT UNITED WAY

Student United Way has engaged thousands of students at 62 college campuses in 32 states by creating opportunities to give, advocate and volunteer in the United States, with a growing movement worldwide.

For more than eight years, United Way has partnered with Deloitte to provide students with volunteer opportunities through Alternative Spring Break. In 2011, nearly 500 students provided 13,500 hours of service valued at USD 288,300 through volunteer activities such as tutoring, home reconstruction and park maintenance. [unitedway.org/take-action/alternative-spring-break/](http://unitedway.org/take-action/alternative-spring-break/)

WORLDWIDE LEADERSHIP FORUM

In November 2011, United Way leaders from 12 countries came together to discuss how the United Way network will work collaboratively to deliver on its mission. To support the people, partners, corporations and communities where United Way works, efforts will be focused on regional impact initiatives, corporate engagement, best practice exchange and talent development. Engaging women, community leaders and other affinity groups is an important part of these efforts.

United Ways in Latin America, the Caribbean, Africa and the Asia-Pacific regions agreed to focus on regional impact initiatives, specifically on education. To support this multi-national work, United Ways are redefining the way they work with companies and with United Ways across borders. Around the world, women will be engaged as volunteers, donors and advocates for United Way, with a planned expansion of United Way Women’s Leadership Councils.
United Way Tocqueville France and Airbus Corporate Foundation formed a key partnership to support underserved students at a Toulouse middle school through strong mentoring and tutoring relationships. The partnership will connect Airbus Corporate Foundation volunteer mentors with students to assist them in their growth and prepare them for future careers; expand the network and knowledge of school and career options available to female students through professional mentorship with female Airbus Corporate Foundation volunteers; and provide youth with local college tutors to improve their academic performance.

As encouragement for participating in the program, Airbus Corporate Foundation will offer students a communal flight experience, in support of the organization's youth development goal.

The pilot program will expand to serve more youth in the Toulouse area. In partnership with United Way of the Plains in the United States, Airbus Corporate Foundation has launched the next phase of the pilot project in Wichita, Kansas. In 2013, Airbus Corporate Foundation plans to expand the reach of the Flying Challenge to support youth in Germany, Spain and the United Kingdom.

United Way of Forsyth County has made gains through Graduating Our Future, an initiative that integrates tutoring, family involvement, counseling, mentoring and graduation coaching to increase the academic success of middle and high school students, leading to an increase in the community’s graduation rate. The pilot focuses on the magnet high school with the area's lowest graduation rate and the largest middle school feeding into that high school. In three years, the high school's graduation rate has increased 13 percent and the percentage of students passing end-of-course tests has increased 67 percent. In the middle school, the percentage of students testing at grade level has increased by 137 percent in mathematics and 115 percent in reading.
Liverpool Charity and Voluntary Services (LCVS), the United Way in Liverpool, United Kingdom, launched its first education impact initiative in 2011. Thrive at 5 promotes reading and the love of learning with pre-school children and their families. Based on United Way Success By 6® in the United States, LCVS | United Way developed a partnership with Dolly Parton’s Imagination Library to replicate and adapt the program in Liverpool. The first year of the program was dedicated to fundraising and creating opportunities for the involvement of grassroots community groups, libraries, schools and nonprofits. The program will begin in Everton, a deprived area of Liverpool, where 59 percent of children are living in poverty, compared to the United Kingdom average of 21 percent. LCVS | United Way and its partners will increase children’s access to books; encourage parents to read more with their children; support children and their families in the development of a love for reading; and prepare children for school and learning.

unitedway.org/annualreport/b

GRADUATION RATES ON THE RISE IN THE UNITED STATES

The high school graduation rate in the United States is improving and fewer high schools are considered “low performing,” according to Education Week.

About 72 percent of public school students from the class of 2008 graduated on time, a six percent increase from the 1997 rate, and a three percent increase from 2007. The reported graduation rate is the highest it’s been since the mid-1980s, and the number of schools graduating fewer than 60 percent of their students declined as well, from 1,746 to 1,634.

The problem is concentrated in 25 school districts, mainly found in large cities — dubbed “epicenters of the graduation crisis” by Education Week — where one-fifth of U.S. dropouts occur.

That’s why United Way is focused on the 200 communities in America producing most of the dropouts, and bringing national, state and local partners together with community-vetted strategies and high-impact approaches to turn the tide.
TURNING POINT PARTNERSHIP SUPPORTS YOUTH

Matan | United Way Israel, is leading Turning Point, a strategic partnership initiative that introduces Israel's at-risk youth to the real world of business, equips youth with job-readiness and entrepreneurial skills and aids them in finding mainstream work opportunities. The partnership capitalizes on the business and financial expertise of the First International Bank of Israel; volunteers work directly with youth to expand their understanding of business. The program supports at-risk youth in becoming active citizens, preparing them to work and financially support themselves, while improving their self-esteem and integration into mainstream society. More than 5,000 youth aged 16 to 21 have successfully completed the program.

PARTNERS FOR A COMPETITIVE WORKFORCE

CINCINNATI, OHIO, U.S.A.

One third of businesses in the Cincinnati area struggle to find qualified workers for in-demand jobs, while half the region's adults lack the skills required to secure good jobs and achieve financial stability. Recognizing that the region's long-term success depends on the creation of a qualified workforce, area employers, workforce investment boards, chambers of commerce, educational institutions, labor, service providers and philanthropic funders came together in 2008 to form Partners for a Competitive Workforce. Managed by United Way of Greater Cincinnati, the program focuses on meeting employer demand in the Ohio, Kentucky and Indiana tri-state region by growing the skills of its workforce. The partnership is focused on connecting businesses with qualified workers, developing sector-based career pathways to prepare individuals for in-demand careers, and improving work readiness.

The collaborative has leveraged more than USD 25 million in public and private funds from local, state and national sources. This sector-based career pathway initiative has trained more than 4,800 individuals for in-demand jobs with 80 percent completion and 60 to 70 percent job placement rates.
United Way Baroda partners with Fusion Study Foundation to support aspiring low-income college students in obtaining a higher degree through no-interest loans and a support network. Upon graduation, United Way helps participants find gainful employment. In turn, these students mentor other youth through the same program. To date, 140 students from the state of Gujarat have received loans.

Bank of America and Walmart Foundation partner with United Way in the United States to make free tax preparation and filing assistance more accessible to lower-income working families through self-preparation and volunteer-assisted services. In 2011, this helped return almost USD 2 billion in tax refunds to hardworking individuals and families, who often use the money to pay bills and purchase food and clothing.
FOOD BANK THROUGH PUBLIC PRIVATE PARTNERSHIP  

Asociación Empresarial para el Desarrollo, United Way in Costa Rica, works with 13 community partners and individuals to deliver food to high-need organizations in the community through the Banco de Alimentos (Food Bank). The Food Bank partnership underwent strategic and financial development in 2011. Through the partnership, more than five tons of food is delivered to 5,000 individuals each week in centers that provide care for senior citizens, infants, individuals undergoing drug rehabilitation, pregnant teen girls, orphans and indigenous people. In collaboration with funders, partner organizations, the local school and university, more than 2,200 volunteer hours have been dedicated to the Food Bank. With the support of additional partners, the Food Bank partnership will expand to support the needs of more people in the coming years, aiming to deliver ten tons of food per week in 2012, and between 15 and 20 tons of food per week in 2013.

REDUCING CHILDHOOD OBESITY  

A two-year partnership led by United Way of Camden County to reduce childhood obesity is already showing results. The New Jersey Partnership for Healthy Kids, a multi-sector collaborative, is working to engage citizens in this effort. Residents created a shared community vision, strategies and implementation approaches – and their buy-in is helping to change policy and environmental factors in one of America’s most disadvantaged communities.

As a result, there are more safe places to play through the revitalization of parks in two neighborhoods. More people access fresh produce because nine corner stores committed to sell healthier food and joined the Healthy Corner Store Network. School lunches are healthier, thanks to a new partnership with school food vendors. Kids are also getting more exercise through a pilot YMCA program that’s being implemented in schools during recess. The partnership has also advocated with legislators to have mobile farm markets in two neighborhoods.

The community created the partnership with a grant from the Robert Wood Johnson Foundation, and in 2011 the Campbell Soup Company joined the coalition with a USD 10 million, 10-year commitment to the community.
United Way Healthy Kids Zones – Driven by GMC

U.S.A.

During the 2011 football season, United Way teamed up with GMC (the official vehicle of the NFL) around the United Way goal to get 1.9 million more kids active and healthy by 2018. Together, they installed nine United Way Healthy Kids Zones – Driven by GMC. These new play spaces delivered on a key United Way health goal to create more opportunities for play and physical exercise for thousands of kids in Boston, Dallas, Detroit, Kansas City, New Orleans, New York, Philadelphia, Seattle and Tampa Bay.

More than 300 people volunteered more than 1,000 hours toward the effort.

These new initiatives complemented perennial programs like the United Way’s TEAM NFL Community Kickoff Build, Back to Football Friday and Hometown Huddle.
A WORLDWIDE MOVEMENT

UNITED WAY IS RECOGNIZED AS THE WORLD’S LARGEST, PRIVATELY-SUPPORTED NONPROFIT.

– The Chronicle of Philanthropy

WORLDWIDE REGIONAL UPDATES

Africa Region

- United Way Kenya joined the worldwide United Way network.
- United Way Nigeria restructured under the leadership of a new Board Chair, and has identified vocational education as its focus area.
- United Way of Ghana and Uganda received inaugural grants through United Way Centraide Canada through the United Way International Donor Advised Giving Program to provide clean water to a rural community in Uganda and to support the education of girls in a rural community in Northern Ghana.
- The first Student United Way of the Africa region was founded by the Community Chest (United Way) in Cape Town, South Africa.

UNITED WAY INTERNATIONAL DONOR ADVISED GIVING

The United Way International Donor Advised Giving Program (IDAG) helps companies, foundations and individuals support charitable causes in more than 100 countries and territories with full due diligence and thorough grant oversight. In 2011, 674 grants were awarded, totaling USD 32 million in areas including education, income, health, environment, youth empowerment and NGO capacity-building. Communities in Japan and Thailand received aid in the wake of devastating disasters. Major 2011 supporters included American Express, Amgen, Avery Dennison, Best Buy, BNY Mellon, Cargill, Caterpillar, Citi Foundation, FedEx, General Mills, Hershey, ITW, John Deere, Praxair, Procter & Gamble, Ralph Lauren, Target and UPS.
As South Africa's capital and the business and banking hub for the continent, Johannesburg is both a place of great importance and pronounced need. As the worldwide United Way movement grows, it is expanding to include Johannesburg. The Johannesburg United Way will create new opportunities for a better life in the immediate community and serve a significant role in the regional network.

United Way Ghana worked with Coca-Cola and Newmont Mining, among other locally-based Global Corporate Leadership companies, on Ghana’s Day of Caring activities.

**Asia-Pacific Region**

In Australia, United Way Sydney and its partners in the public, private and government sectors have formed *90 Homes for 90 Lives: The Woolloomooloo Project*, a coalition to manage and solve homelessness. Through a cost-benefit analysis, the organization demonstrated potential government savings of more than USD 4.4 million through strategic re-housing of the homeless, including the “housing first” model implemented internationally. The project has resulted in USD 2.7 million in grant funding to support the long-term housing of 70 previously homeless people.

Curtin University Student United Way (Perth, Australia) was the first Student United Way formed outside of the United States. Students participated in frequent volunteer events, including support for the elderly, feeding the homeless and providing gift wrapping services during the holiday season. [www.youtube.com/watch?v=ED-X5MCi9Jo](https://www.youtube.com/watch?v=ED-X5MCi9Jo)

With more than 200 local affiliates, China Charity Federation, the largest NGO in China, joined the worldwide United Way network.

Following the March 2011 earthquake and tsunami, which affected Northern Japan, the United Way network sprang into action. With more than 320,000 people displaced, United Ways in Korea, Taiwan and the United States raised more than USD 16 million dollars for Japanese relief efforts administered by the Central Community Chest of Japan (United Way in Japan).
A WORLDWIDE MOVEMENT

Asia-Pacific Region continued

- United Way Baroda in India celebrated 25 years of community service. Partnering with local government agencies and engaging more than 120 nonprofits throughout the city, United Way Baroda furthers its mission through Navratri Garba. One of the largest cultural events in India, Navratri Garba is a nine-day event that attracts more than 20,000 participants every year, generating more than USD 400,000 in revenue. The event allows United Way to showcase the different work taking place in the areas of education, income and health throughout Baroda.

Caribbean Region

- Fondo Unido de Puerto Rico launched its first education initiative.

- The signature United Way St. Thomas-St. John volunteer event, Project Homeless Connect, expanded to all three U.S. Virgin Islands.

- To commemorate the one-year anniversary of the 2010 Haitian earthquake, United Ways worked across borders to provide relief efforts in Haiti. United Ways also supported ex-patriots and displaced families in Trinidad & Tobago; Jamaica; Puerto Rico; St. Thomas-St. John; Miami-Dade and Broward County, Florida; Atlanta, Georgia; Boston, Massachusetts; New York City and Nyack, New York; and Union County, New Jersey who were directly affected by the earthquake.

- United Way Trinidad & Tobago opened the doors of the newly rebuilt Ecole Mère Louise, the first Haitian primary school founded by the Sisters of St. Joseph of Cluny which focuses on educating girls.
Latin America Region

- United Ways in Latin America are working collaboratively to improve early childhood development throughout the region, including broad public engagement strategies, goal setting and family, friend and neighbor education.

- Corporate volunteering initiatives presented by United Way Honduras grew in 2011. Close to 30 corporate partners and more than 1,300 people volunteered to impact the entire community by working with nearly 10,000 children. Corporate volunteering proved to be one of the most relevant engagement activities for corporate partners.

- United Way Chile is expanding work in education through centrally-located early childhood centers focused on linking families with the support necessary for appropriate early childhood development.

- United Way Guatemala hosted La Feria de los Sueños (Fair of Dreams), an annual volunteer event held to impact the most vulnerable communities in the country. The fair brought together 1,400 volunteers from more than 30 companies to motivate and inspire children to reach their full potential through career exploration and recreational activities.

- United Ways in Argentina, Brasil, Colombia, Guatemala, Honduras and Panama have adapted the United Way Born Learning public education and engagement campaign, with a focus on caregiver training and distribution of parent materials.
Europe Region

- United Way established a regional office in Geneva, Switzerland, to support network expansion of the United Way movement.

- A regional council, comprised of corporate and United Way Board members, was created to provide volunteer oversight and support.

- In response to a decrease in government funding in the United Kingdom, Liverpool Charity and Voluntary Services (United Way Liverpool) received training and assistance on corporate engagement to cultivate new relationships with the British private sector. The organization also shifted from traditional fund allocation to community impact and launched its first community impact initiative.

- United Way Tocqueville France developed resource mobilization and strategic impact plans to support its organizational mission.

- Leadership from United Way Hungary and United Way Tocqueville France participated in the Action Leaders Program, to enhance their participation in the United Way network.
**North America Region**

- As part of a joint initiative of 11 United Ways, United Way Centriade partnered with the Government of British Columbia and Credit Unions of British Columbia in support of Success By 6 – a community driven initiative to support children from zero to six years old. Success By 6 ensures that children are emotionally and socially equipped for school by bringing together municipalities, businesses, schools, healthcare practitioners and other community supporters to ensure children have everything they need to succeed. As a result of United Way’s support, more than 600 programs and projects in 400 communities throughout Canada have help improve the lives of children.

- In the United States, United Way (a founding partner of the national Campaign for Grade Level Reading) is at the forefront of a growing movement of communities working collaboratively to increase reading proficiency by third grade. In partnership with the Campaign for Grade Level Reading, 40 United Ways led community-wide efforts to develop plans to boost grade-level reading, involving mayors, community foundations, libraries and literacy councils across the country. The plans drove strategies in three areas that have real potential to drive improvements in reading: school readiness, school attendance and summer learning.

- United Way Centriade is helping the more than 20 percent of all Canadians that are effected with a mental illness. United Way, in conjunction with the Canadian Mental Health Association and Together for Families for Mental Health, offers counseling, supportive living, advocacy and legal programs, as well as assistance in fighting addictions to create healthier people and stronger communities.
Twelve United Ways initiated work with the Health Mobilization Group, and 17 United Ways increased their education work through the Early Grade Reading Mobilization Group. Mobilization Groups are comprised of United Ways engaged in an intensive effort to rethink the way they work to create even greater community impact in education, income, and health, and to better engage individuals and organizations to improve community conditions.

In conjunction with the national report, United Ways released Common Good reports reflecting their own communities.

- **United Way of Greater Toledo** (Ohio) hosted an Education Town Hall in North Toledo, where they are focused on education. At the event, the organization released the report, *Voices for the Common Good: Toledo Speaks Out on Education* and issued a call to action for volunteer readers, tutors, and mentors. [unitedway.org/annualreport/c](http://unitedway.org/annualreport/c)

- **United Way of San Diego County** (California) conducted community conversations throughout 2011, and released *Voices for the Common Good: San Diego Speaks Out on Education* and announced its own call to action to recruit volunteer readers, tutors, and mentors. [unitedway.org/annualreport/d](http://unitedway.org/annualreport/d)
Through 2-1-1, United Ways connect community members to resources supporting education, income and health. The federally designated 2-1-1 dialing code makes it easier for people to get help from thousands of nonprofit, faith-based and government health, human and community service organizations, as well as gain access to volunteer opportunities. In 2011, 2-1-1 achieved an important milestone in providing access to its network in all 50 states, the District of Columbia and Puerto Rico – now providing 87 percent of the U.S. population access to the service. United Way, along with other 2-1-1 partners, is committed to creating a quality network always available everywhere in the U.S. In 2011:

- Call volume exceeded 16.7 million calls, making 2011 the third year in a row that call volume has exceeded 16 million, in addition to increased online traffic.

- Thanks to a partnership with United Way Worldwide, Bank of America and 2-1-1 providers in Cleveland, Ohio, and Portland, Oregon, specialized information and case assistance was provided to Bank of America customers affected by the housing and foreclosure crisis.

- A Concept of Operations for a nationwide 2-1-1 Disaster Data Management System was co-created as a result of disaster and data management best practice interviews completed by 2-1-1 network leaders. This work was sponsored by the Department of Homeland Security and Texas A&M University.

- United Way 2-1-1 systems were extremely responsive to communities’ needs in the wake of the Nashville and Memphis, Tennessee floods; the Joplin, Missouri, Birmingham and Tuscaloosa, Alabama, and Arkansas tornadoes; and in the aftermath of Hurricane Irene impacting the Carolinas, Virginia, New Jersey, New York, Connecticut and Vermont.
United Way and Organized Labor enjoy a relationship spanning more than 70 years. In 2011, United Way Worldwide named Terry Moore (President, Omaha Federation of Labor, AFL-CIO since 1976) as the recipient of the prestigious Joseph A. Beirne Community Services Award. The award recognizes union members who have rendered outstanding United Way volunteer services. Mr. Moore is a member of Bakery, Confectionery, Tobacco Workers and Grain Millers International Union, Local 50.

In another successful food drive, the National Association of Letter Carriers collected 70.2 million pounds of food in its annual Stamp Out Hunger drive to combat hunger in the United States. This was the eighth consecutive drive surpassing 70 million pounds. The AFL-CIO and United Way have been Stamp Out Hunger partners since the drive began nearly 20 years ago.

The partnership between the National Football League (NFL) and United Way continues to grow in ways that impact the health and education of America’s youth. United Way TEAM NFL is a core group of civic-minded, college-educated NFL players from teams across the country committed to helping United Way in its effort to recruit one million volunteer readers, tutors and mentors. Each player is using his relationships and reach to inspire fans to get involved and help kids stay on the path to graduation.

United Way’s commitment to engaging diverse individuals, communities and organizations is reflected in our various programs and initiatives within the network. Collectively, our work leads to a stronger and more diverse network with heightened capacity, greater innovation and a broader base of resources and support to achieve our mission. Throughout 2011, United Way Worldwide provided numerous opportunities for individuals to improve their cultural competency skills and build a more inclusive environment within United Way organizations.
The United Way Tocqueville Society was formed in March of 1984 to deepen individual understanding of, commitment to, and support for United Way’s work. The society recognizes local philanthropic leaders and volunteer champions around the world who have devoted time, talent and funds to create long-lasting changes by tackling our communities’ most serious issues. More than 25,000 members are part of the society, each contributing a minimum of USD 10,000 annually to gain membership.

Created in 1973, the United Way Tocqueville Award recognizes those who have rendered outstanding service as donors and volunteers on a national level in the United States. It celebrates voluntary community service, while bringing visibility to the work of United Way.

As the recipient of the 2011 United Way Tocqueville Award, Sue Miller is at the helm of one of South Florida’s leading philanthropic families, providing yearly support to United Way and other charitable and cultural organizations throughout the community. Sue is a founder of the Tocqueville Society at United Way of Miami-Dade and helped establish its Million Dollar Roundtable program. She was also instrumental in the creation of the United Way Women’s Leadership program in Miami-Dade and supported the movement nationally and internationally.

Attendees at the Women’s Leadership Summit made a commitment to increase early grade reading scores as a national movement while keeping focus on established local goals. www.unitedway.org/pages/wlc/

United Way’s Leadership Councils mobilize the power of women to improve lives in our communities. Women’s Leadership Councils are a robust and diverse network of 50,000 women in the United States, Jamaica and Calgary. A dynamic force, led and supported by successful, purposeful women, Women’s Leadership Councils are now in 130 communities, which together raised USD 132 million last year. In 2011, the Women’s Leadership Councils celebrated ten years of United Way commitment to women’s philanthropy nationally and locally. They have raised more than USD 832 million throughout their decade-long history.

www.unitedway.org/pages/wlc/
The United Way Global Corporate Leadership program enhances a company’s ability to impact communities around the world through strategic philanthropic partnerships, leveraging the reach of United Way and local leadership in communities worldwide. United Way is uniquely positioned to help companies implement their global philanthropic goals by increasing employee engagement, furthering corporate social responsibility efforts and enhancing consumer reach.

United Way partners with more than 100 Global Corporate Leadership companies that, on average, have 25,000 employees around the world, raise at least USD 2.5 million and engage with United Way beyond workplace campaigns.

Global Corporate Leadership companies, their employees and retirees, in partnership with United Way, volunteered 25 million hours and contributed more than USD 1 billion annually to communities in the United States – accounting for more than 20 percent of the USD 5.14 billion United Way raises worldwide and more than 25 percent of the total raised in the United States.

Companies around the world partner with United Way to increase their employee engagement through workplace giving campaigns, volunteering and more. Wells Fargo was the largest employee campaign in the United States with a combined corporate and employee gift of more than USD 58 million. Deloitte led the nation in Tocqueville Society members (individuals giving more than USD 10,000 to United Way). With more than 900 members, the company has nearly twice as many Tocqueville donors as any other company in the United States, earning the company the prestigious United Way Fleur-de-Lis Award in acknowledgement of the accomplishment.

U.S. Bank received the 2011 Spirit of America Award, United Way’s highest national honor, recognizing the company and its employees’ commitment to improving the financial stability of individuals, families and communities. The 2011 Summit Awards went to Bank of America, Microsoft Corporation, Procter & Gamble and Dominion Resources Inc. in recognition of exceptional volunteer and donor contributions to local communities across the world.
These United Way Global Corporate Leadership companies and their employees are advancing the common good by contributing more than USD 1 billion and volunteering more than 25 million hours annually to create better, stronger places to live and work. Learn more about United Way and our work with these outstanding partners at unitedway.org/gcl.

**SPIRIT OF AMERICA® AWARD WINNER**
U.S. Bank

**SUMMIT AWARD WINNERS**
Bank of America
Dominion Resources Inc.
Microsoft Corporation
Procter & Gamble

**CAMPAIGNS OF USD 15 MILLION OR MORE**
Wells Fargo
UPS
Publix Super Markets, Inc.
IBM
Bank of America
AT&T
The Boeing Company
Microsoft Corporation
ExxonMobil Corporation
GE
Intel Corporation
Deloitte LLP
Johnson & Johnson
Procter & Gamble
Nationwide Insurance
Costco Wholesale

*In order of amount raised
**UNITED WAY GLOBAL CORPORATE LEADERSHIP**

**CONNECTING CONSUMERS**

Cause marketing and consumer engagement has increased awareness for United Way initiatives. More than 20 Global Corporate Leadership companies partnered on 39 projects with United Way raising more than USD 1 million. For example, **Target** sponsored United Way Day of Action which assembled 50,000 summer reading backpacks; **American Express** created a co-branded gift card with United Way, donating the USD 3.95 purchase fee; and **Microsoft Corporation** raised nearly USD 100,000 for United Way through sales of an employee-created photo book. United Way also recognized Global Corporate Leadership companies in **Bloomberg Businessweek** with a section on corporate social responsibility partnerships, including: **American Express, Bank of America, GE, General Motors, Microsoft Corporation, Target, UPS** and **Walmart**. 2011 Spirit of America and Summit winners were also featured.

Through other cause marketing and promotional partnerships, United Way Worldwide raised an additional USD 710,000 with Global Corporate Leadership companies **Deloitte, GE, GMC, Procter & Gamble** and **U.S. Bank**.

**STRENGTHENING COMMUNITIES WORLDWIDE**

In 2011, dozens of Global Corporate Leadership companies engaged in workplace giving campaigns and employee volunteer activities around the world. Examples include:

**WORKPLACE GIVING CAMPAIGNS** 3M in India and Panama; **Cummins** in Ghana; **Deloitte** in Argentina, India, Korea, Panama, Perú and Venezuela; **The Hershey Company** in China Philippines.

**VOLUNTEER PROGRAMS** **GlaxoSmithKline** in Romania; **The Hershey Company** in Brazil, China, India and the Philippines.
To achieve its vision of building a stronger United Way movement that makes a measurable impact in improving lives around the world, United Way Worldwide is conducting the Partnership for Social Impact Campaign – a transformative USD 70 million program. The result will be a national and worldwide network of revitalized United Ways that will play key roles in organizing all sectors – government, education, nonprofit, private business – to identify and address the root causes of social problems and mobilize communities to respond.

In 2011, these generous donors invested in the Partnership for Social Impact Campaign. We thank these donors for their gifts and their commitment to advance the common good around the world.

3M Foundation
Altria Group, Inc.
Illinois Tool Works Inc.
American Express Charitable Fund
Jack Roth Estate
Amgen Foundation
jcpenney afterschool
John Deere Foundation
Annie E. Casey Foundation
Kellogg Company
Avery Dennison Foundation
The Kresge Foundation
Bank of America
Levi Strauss Foundation
Bank of America Foundation
Best Buy Co., Inc.
Bill & Melinda Gates Foundation
Lumina Foundation
BNY Mellon
Cargill
Microsoft Corporation
Caterpillar Foundation
Polo Ralph Lauren
Citi Foundation
Deloitte LLP
John J. Dooner, Jr.
Praxair Foundation
Eli Lilly & Company
Procter & Gamble
FedEx Corporation
Robert Wood Johnson Foundation
FINRA Investors Education Foundation
Target
General Mills Foundation
GMC
W.K. Kellogg Foundation
Michael K. Hayde
The Hershey Company
The Sunil and Nita Wadhwani Family Foundation
Walmart Foundation
Wal-Mart Stores
In 2011, the United Way network of nearly 1,800 United Ways raised $5.14 billion, making United Way the largest, privately-supported nonprofit in the world. The financial information below is for United Way Worldwide, the leadership organization of the United Way network located in Alexandria, Virginia.

**FINANCIAL HIGHLIGHTS**

**Contributions** are funds donated to support United Way Worldwide’s mission and its programs that promote education, income and health. These funds consist of unrestricted, temporarily-restricted and permanently-restricted donations.

**Membership support** is received annually from local United Ways for continued membership in the United Way network. Local United Ways receive the benefits of membership and comply with standards established by United Way Worldwide.

**Other revenue** includes income generated from the sale of promotional materials, program service fees, investment activity, conferences, rent and non-professional service, transaction fees and miscellaneous activity.

**Campaign efforts** include charitable funds raised from employees and companies through United Way campaigns at a group of participating companies whose employees live and/or work in the New York Tri-State region (United Way Worldwide manages United Way of the New York Tri-State region). The Tri-State regional office is responsible for collecting and distributing these campaign funds.

**Program Expenses** includes Investor Relations, International Network, Community Impact Leadership and Learning, Public Policy, Brand Leadership, Campaign and Public Relations and promotional material sales.

**General and Administrative** activities include finance, legal, IT and other services that support United Way Worldwide’s programs.

**Non-Operating Expenses** are pension-related changes.

**Fundraising** is responsible for United Way Worldwide fundraising efforts.
### United Way Worldwide and Subsidiaries Condensed Consolidated Statements of Financial Position

As of December 31, 2011 (In USD Thousands)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>73,931</td>
<td>70,779</td>
</tr>
<tr>
<td>Noncurrent assets</td>
<td>29,537</td>
<td>30,365</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>103,468</td>
<td>101,144</td>
</tr>
<tr>
<td><strong>Liabilities and net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>42,875</td>
<td>42,036</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>21,986 *</td>
<td>16,869</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>64,861</td>
<td>58,905</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>18,042 *</td>
<td>24,084</td>
</tr>
<tr>
<td>Unrestricted-Board designated</td>
<td>869</td>
<td>485</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>16,026</td>
<td>14,053</td>
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<tr>
<td>Permanantly restricted</td>
<td>3,670</td>
<td>3,617</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>38,607</td>
<td>42,239</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>103,468</td>
<td>101,144</td>
</tr>
</tbody>
</table>

| **Revenue**                    | 2011       | 2010       |
| Membership Support, net        | 28,379     | 28,222     |
| Campaign efforts, Tri-State, net | 8,216     | 8,429     |
| Contributions                  | 50,481     | 47,075     |
| Other revenue                  | 9,732      | 8,659      |
| **Total revenue**              | 96,808     | 92,385     |

| **Expenses**                   | 2011       | 2010       |
| Investor Relations             | 40,364     | 35,882     |
| International network          | 2,455      | 2,471      |
| Community Impact Leadership & Learning | 23,331    | 27,447     |
| Public Policy                  | 1,163      | 1,162      |
| Brand Leadership               | 9,701      | 8,008      |
| Campaign and Public Relations  | 4,183      | 8,070      |
| Promotional material sales     | 2,571      | 2,630      |
| **Total program expenses**     | 83,768     | 85,670     |

| Support Services:              | 2011       | 2010       |
| General and administrative     | 7,767      | 7,269      |
| Fundraising                    | 2,084      | 2,055      |
| **Total support services**     | 9,851      | 9,324      |
| **Non-operating adjustments to net assets** | (6,821)    | (521)      |
| **Change in net assets**       | (3,632)    | (3,130)    |
| **Net assets beginning of the year** | 42,239    | 45,369     |
| **Net assets end of the year** | 38,607     | 42,239     |

* Reflects increased pension obligations based upon current actuarial analysis.
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