

2016 Spirit of North Carolina Campaigning for Excellence



United Way
of North Carolina

Application Form			
Organization Name	Reynolds American		
Street Address	City/State	Zip	
401 North Main Street	Winston-Salem, NC	27101	
Name of Person Completing Application	Phone	E-mail	
Don Wasowski	336-721-9353	don.wasowski@uwforyth.org	
Name of Sponsoring United Way	United Way of Forsyth County		

STANDARDS OF EXCELLENCE

**ALL APPLICATIONS MUST BE SUBMITTED USING THIS FORM and COMPLETED "AS IS"!
Please do not add borders, headings, color, or make any changes to this form.**

Application Standards Checklist		
<input checked="" type="checkbox"/>	1.	Overall Organizational Volunteer Culture
<input checked="" type="checkbox"/>	2.	Raising Community Awareness of Needs and Foster a Spirit of Giving
<input checked="" type="checkbox"/>	3.	CEO, Senior, and General Leadership Involvement and Giving
<input checked="" type="checkbox"/>	4.	Corporate or Foundation Contributions & Other Non-traditional and In-kind Gifts
<input checked="" type="checkbox"/>	5.	Employee Campaign Coordination, Recognition and Incentive
<input checked="" type="checkbox"/>	6.	Overall Per Capita Gift
<input checked="" type="checkbox"/>	7.	Participation Level

**You may submit video links or DVD for viewing by the Selection Committee. Submit DVDs to
Anita Barker, 875 Walnut Street, Suite 150B, Cary, NC 27511.**

AWARD CATEGORIES

Organization Employee Size <i>Check the appropriate box for this application submission.</i>	Type of Organization <i>Check the appropriate box for this application submission.</i>
<input type="checkbox"/> Up to 25 employees <input type="checkbox"/> 26-50 employees <input type="checkbox"/> 51-100 employees <input type="checkbox"/> 101-200 employees <input type="checkbox"/> 201-500 employees <input type="checkbox"/> 501-1000 employees <input type="checkbox"/> 1001-1500 employees <input type="checkbox"/> 1501-2500 employees <input checked="" type="checkbox"/> 2501-5000 employees <input type="checkbox"/> 5001+ employees	<input type="checkbox"/> Financial/Banking Institutions <input checked="" type="checkbox"/> Manufacturing <input type="checkbox"/> Business Campaign <input type="checkbox"/> City/ County Municipality <input type="checkbox"/> Higher Education <input type="checkbox"/> School Campaigns <input type="checkbox"/> Hospital/ Health System <input type="checkbox"/> Retail <input type="checkbox"/> Not-for-Profit Agency - 501(C)3 <input type="checkbox"/> Professional Services <i>(small business, partnerships, LLC accounting, architect, engineering firm, attorneys, etc.)</i>

To certify the contents of this application, the signature of the nominating United Way CEO or his/her direct designee must be obtained. An email from the United Way may accompany the application submission stating that it has been reviewed and approved if electronic signature is not available.

United Way CEO/Designee Name:

Donald Wasowski

Printed Name

Signature

Don.wasowski@uwforsyth.org

Email

Organizational Overview

This information will be used during the Awards Ceremony for winning companies.

Describe the philanthropic culture of the organization:

Reynolds American Inc. (RAI) and its subsidiaries, including R.J. Reynolds Tobacco Company (R.J. Reynolds), are proud of the fact that they have been responsible corporate citizens of North Carolina and beyond for many years. In a tradition established by the company's founder, Richard Joshua Reynolds, their companies remain committed to using their resources to enhance the quality of life in the communities where employees live and work.

RAI has chosen United Way as their premier partner to make this vision a reality! This partnership goes back nearly seven decades. RAI is particularly proud of being the recipient for the 2014 United Way campaign of the "Excellence in Community Spirit" award as well as receiving "Spirit of NC Awards" in both 2014 and 2015.

Additionally, RAI Management is quite active/supportive with United Way- - e.g. in 2015, Tommy Payne, then President of Niconovum at RAI, served as the Chairman of the Community Campaign for UW Forsyth County.

Describe a successful strategy, engagement opportunity, or volunteer activity that ignited campaign success; moving the community to invest, volunteer, or advocate and create lasting impact.

The theme of this year's RAI campaign was "Working Wonders Together". For the fifth year in a row, the Reynolds American Foundation matched employee giving dollar-for-dollar. Additionally, again this year, in the spirit of the campaign theme, the RAI Foundation offered a bonus incentive to encourage Business Units to "work wonders together" and increase their giving. Specifically, the RAI Foundation offered an incentive of \$5,000 additional \$'s for the campaign for each Business Unit that achieved an increase of +10% vs. last year in either donors or \$'s. Seven Business Units achieved this goal resulting in an additional \$35,000 for the campaign.

An additional new strategy in 2016, was the creation of a "Community Leaders" giving level to encourage new pledges from the Manufacturing employees. For a pledge of \$100, an employee became a "Community Leader" and was awarded a free "Community Leader" t-shirt (265 employees qualified on the campaign)

List 3 bullet-points highlighting numeric campaign success:

The 2016 RAI campaign was particularly challenging in that there were an unusual number of prior year donors who retired or left the company creating a significant deficit vs. year ago at the outset of the campaign. Specifically, new retirees/previous donors who left the company accounted for approx. 10% of employee giving on the 2015 campaign. Despite this challenge, the 2016 campaign had several noteworthy accomplishments :

- The Reynolds American Foundation matched employee pledges "\$ for \$" and added a contribution for the Business Unit incentive providing a total of \$1,183,592 to the community for the 2016 campaign !
- % of Leadership givers increased to 43.3% on the 2016 campaign !
- The overall campaign is projected to generate a total of \$2,450,000- - the #1 Corporate campaign for United Way of Forsyth County !

Standard 1 – Overall volunteer culture of the organization (this includes work with other community stakeholders, if applicable, as well as United Way).

- Describe how the organization works in collaboration with the community to solve problems.
- Does the organization have a social responsibility policy or statement?
 - If so, provide some highlights of the mission.
- Is the organization seen as a philanthropic leader and why?
- How does the organization benefit from being involved in serving the community?
- What % of employees are engaged in volunteer work? Does the organization have a volunteer policy?

Up to 5 points

RAI remains committed to using its resources and encouraging its employees to use their time and energy and personal resources to enhance the quality of life in the communities where employees live and work .It's estimated that between 50%-60% of RAI employees are engaged in volunteer work.

Year-Round Community Efforts (in addition to United Way)

- In addition to the United Way campaign, RAI supports Race for the Cure, the March of Dimes campaign, the multiple sclerosis bike ride ,The Salvation Army's Angel Tree Christmas program and Brenner Children's Hospital.
- RAI is a corporate sponsor of the Big Brothers Big Sisters annual Bowl-a-thon .
- In 2016 more than 1000 RAI employees spoke to middle –school children, educating them about ways to make good decisions and say “no” to tobacco through the” Right Decisions Right Now : Be Tobacco Free” program developed for RJR Tobacco Company.
- Company employees currently serve or have served on boards of several Partner Agencies, including the Red Cross of NUNC, Triad Family Services, The Enrichment Center, and the Mental Health Association in Forsyth County, among others.
- RAI has also held food drives to support Second Harvest Food Bank and collected 22,000 pounds of food in 2015 alone, along with three blood drives in 2016 to support the American Red Cross and Lifeblood.
- American Snuff Company's location in Memphis has had a partnership with Habitat for Humanity for 20+ years. In 2016, volunteers did extensive work on the Jimmy & Rosalynn Carter Work Project.
- Santa Fe Natural Tobacco's employees in Oxford NC donate fresh, organic vegetables each week to Area Congregations in Ministry that runs the local Food Bank.
- All Winston-Salem–area employees have been invited to apply for positions on new committees which will ensure that the RAI Foundation's grants enhance the quality of local life in the realms of education, the arts, and health and human services. Each committee will be made up of four to five employees who will review grant requests and make recommendations to the Foundation Board.

Project Impact

- In 2016 Reynolds American joined forces with other notable companies/organizations and their Foundations and committed to Project Impact. The project is a 6 year community initiative to provide additional funds (target of \$45MM)to Winston-Salem /Forsyth County Schools to address critical student achievement gaps in reading and math particularly with younger students (pre-K-3rd grade).Reynolds American is a key supporter of this important project including contributing with initial design work for logos/ communication materials etc.

Standard 2 – Organization’s partnership with United Way to raise community awareness of needs and foster a spirit of giving.

- Document ways in which the organization worked with United Way to generate enthusiasm for community involvement and support.
 - Specific rallies, events or programs
 - Unique awareness activities such as meetings, tours, speakers, and fairs.
- Comment on year-round engagement that exists, if applicable.

Up to 5 points

RAI held numerous employee meetings for all departments and locations, with United Way speakers and handouts. This included RAI manufacturing locations in North Carolina, Tennessee and Kentucky.

Members of United Way of Forsyth County’s Women’s Leadership Council from RAI provided more than 470 hours of volunteer time at various education related initiatives.

Members of Young Leaders United (YLU) provided more than 800 volunteer hours through monthly YLU sponsored projects.

RAI hosted a very special Leadership Event for all Leadership givers in Sept. 2016. Employees were bused from their location to the Research & Development facility, where they heard from Cindy Gordineer (President/CEO-United Way Forsyth County) and , Sharee Fowler (Director- Forsyth Promise) about United Way educational initiatives in the community. Susan Cameron, President and CEO of Reynolds American Inc., also addressed the group and stressed the importance of United Way at RAI and urged all leaders to increase their donations if possible.

Following the luncheon, employees boarded busses and specialized routes were taken so they could see first-hand, locations involving educational work of United Way.

At a reception in Sept. for Tocqueville donors (and potential donors), The Enrichment Center (a UW partner agency) was invited to RAI headquarters so that the Tocqueville donors could get first hand information about their work with disabled adults. The group’s Percussion Ensemble displayed their talents by playing a few musical numbers.

Employees of Reynolds American Inc. and its subsidiaries have participated in Days of Caring since 1994, when 100 employees participated. The company has allowed its employees to receive paid time off from their jobs to participate in the projects.

In 2016 the local number grew to 800 + employees and retiree participants who completed more than 80 community projects during 5 days in September.

Additionally, “ Days of Caring “ projects were conducted at RAI locations across the country.

Communication on community issues is a year-round effort at RAI; monthly United Way success stories and information are placed on “The Hub” (RAI’s internal communication platform), and education is included in the quarterly meetings that all employees attend.

In addition to matching all employees United Way donations dollar-for-dollar, the RAI Foundation also matches employees financial and volunteer services gifts to all non-profits up to \$7,000 per year.

Standard 3 - CEO/Senior Leadership and General Leadership Involvement & Giving

- Describe the role that senior leadership plays in “influencing” philanthropy, community support, and campaign activities
- How does the organization’s leadership in general promote a culture of giving?
- List any specific events that are directed by the leadership team.

Up to 5 points

A gift of \$500 or more is considered a leadership gift at RAI (+ Foundation “ match”).

CEO Susan Cameron - Cameron hosted a lunch/ Executive Leadership Panel event to recruit new members of the Women’s Leadership Council, and hosted a Lunch with Leaders as an incentive for new members of Young Leaders United. Cameron serves as the Honorary Chairman of the Women’s Leadership Council and has served on the National Women’s Leadership Council. Cameron also spoke at the Leadership Circle Luncheon in Sept.’16 to show her support and commitment to the United Way.

WLC : Leigh Ann Joyce, and Sheila Davis serve on the Women’s Leadership Council steering committee. Debra Crew , President RJ Reynolds, Lisa Caldwell ,EVP/Chief HR Officer Nancy Hawley, SVP Operations and several other women executives (10 in total) participated in the Executive Panel event in 2016.

YLU : Sara Walpole , Director, serves on the Young Leaders United steering committee.

Impact Councils: Nancy Hawley, SVP Operations and Leigh Ann Joyce currently serve on the community wide United Way Impact Council. Cathy Peden, VP HR Service Solutions is a member of the Investment Cabinet.

Tocqueville Society: Mitch Neuhauser-VP Assistant General Counsel is the current Chair of the Tocqueville Society at UW of Forsyth County.

United Way Campaign Cabinet: Winton Jennette and Dave Riser (2016 RAI Campaign Co-Chairs) served on the 2016 United Way of Forsyth County Campaign Cabinet.

Complete the chart below. Up to 5 points

Any positive % change in leadership givers is awarded 2.5 points.

10% or greater increase in % of leadership givers receives an additional 2.5 points

Use local corporate numbers if possible, otherwise indicate as statewide

Year	Total # of Givers	# of Leadership Givers	% of Leadership Givers	% Change in Leadership Givers	Points Awarded
2016	1193	517	43.3 %	+2.8p.p.	2.5
2015	1303	528	40.5 %		

UW % of Leadership Givers - 2016 # of leadership givers divided by the 2016 total # of givers

UW Leadership Givers % Change - 2016 # of leadership givers minus the 2015 # of leadership givers divided by 2015 #

Outline any factors or information that could affect % of leadership givers.

As noted on the “Organizational Overview “, there were several Leadership donors from 2015 that retired or left the Company thus having a negative impact on the absolute # of Leadership givers from year to year.

Standard 4 - Corporate or Foundation Contributions and Non-traditional/In-kind Support

- State where management places the United Way Campaign within its prioritization of activities.
- List specific sponsorships, resources, materials, loaned executives, advertisements, videos (YouTube as an example).
- List specific “social media” activities/events/activities.

Up to 5 points. If your organization is Federal or Nonprofit and cannot legally provide a Corporate Gift, please provide information on in-kind gifts and other efforts below.

The Reynolds American Foundation supported this year’s campaign in multiple ways :

- Matching all employee contributions dollar for dollar
- Providing an incentive totaling \$50,000 for Business Units to increase their giving by +10% vs. last year in either donors or dollars
- Total Foundation \$’s, though significant, were down vs. 2015 as a one-time “new business match” was not repeated and employee match \$’s were down on lower employee pledges.

Through the generosity of the Reynolds American Foundation, the United Way of Forsyth County was able to launch the Women’s Leadership Council a few years ago. The Foundation provided a \$1 million challenge grant to help women join the leadership circle or move to the next level of the leadership circle. This initial support has allowed the Women’s Leadership Council to flourish to a current membership of approx. 1200 women across the community.

Reynolds Tobacco has also heavily invested (since 1991) in a program aimed at youth tobacco prevention in middle schools. Specifically in 2015 and 2016 the “ Right Decisions Right Now “ program donated over \$500,000 to youth-focused organizations and nearly 1000 employees have participated in presenting the program. The program is fully funded by Reynolds Tobacco. Additionally, the RAI Foundation donates approx. \$400M per year to a United Way led local youth tobacco prevention program (e.g. No’bacco Clubs at schools).

RAI conducted various events during the 2016 campaign to inform key groups about United Way initiatives:

- Leadership Circle luncheon/impact tour for approx. 350 employees educating about United Way and community education initiatives in Winston-Salem/Forsyth County schools.
- Tocqueville Leadership Society reception which included The Enrichment Center (UW partner agency working with disabled adults) and its Percussion Ensemble , , on-site at RAI headquarters
- Women’s Leadership Council hosted an Executive Leadership Panel luncheon featuring key executives from RAI to encourage WLC membership.
- The Young Leaders United group at RAI executed the new “ Community Leaders “ giving level and coordinated the production/delivery of the t-shirts for the program.

The Reynolds American Inc. PAC Charitable gift program donated over \$11,000 on the 2016 campaign at the request of participating employees.

Local corporate numbers are reported below unless indicated as statewide

Year	Corporate Gift*	Percent Change
2016	\$1,200,243	-9.5%
2015	\$1,325,608	

Percentage change example: 2016 minus 2015 divided by 2015.

Use a plus or minus sign to show a positive or negative % change.

*campaign \$’s do not include donations to Youth Tobacco Prevention programs (+\$800M in last 2 years)

Standard 5 – Employee campaign coordination, recognition and incentive

- Describe the work of the campaign coordinator and/or committee, listing successful planning tools, specific activities, and events that propelled the campaign to success
- Detail how the employees were recognized within the workforce for their investment of time and resources
- Share any specific incentives used that proved to be effective in building motivation and resolve to give

Up to 5 points

Employee Campaign Coordination

The 2016 RAI campaign was chaired by Winton Jennette and Dave Riser.

The 2016 Reynolds American United Way steering committee began planning this year's campaign in March and included 15-20 employees from all functions of the company.

The steering committee was responsible for development, planning, and execution of all aspects of the campaign including "Days of Caring", the Leadership Circle luncheon and the Tocqueville Leadership reception. The committee set its sights on increasing education of employees and increasing participation.

This included the development of key marketing elements ;

- A campaign video was developed to educate employees on United Way initiatives. This year's video featured the impact of United Way in communities across the country in part to heighten awareness of United Way among the Trade Marketing force which is spread throughout the U.S.
- Monthly facts /videos added to The Hub about how every dollar makes a difference to "working wonders together"
- Educational info on The Hub and fliers detailing the United Way affinity groups and the various giving levels that are available
- Days of Caring and retiree materials

Steering committee members donated generously of their time and energy throughout the campaign providing outstanding leadership.

Incentives

- First time donors, those who increased their pledge by +10% or +\$100 and new members of WLC and YLU were eligible to participate in a raffle for a gift cards (Grand Prize of \$500 and 20 prizes of \$100). The campaign had 96 new donors, 119 employees who had an increase of +10% or more and 108 employees who increased their pledge by +\$100 or more.
- The RAI Foundation offered an incentive of \$5,000 additional \$'s for the campaign for each Business Unit that achieved an increase of +10% vs. last year in either donors or \$'s. Seven Business Units achieved this goal resulting in an additional \$35,000 for the campaign.
- The Committee developed a new giving level to encourage new /increased pledges from manufacturing employees. For a pledge of \$100 an employee in manufacturing. became a "Community Leader" and received a free T-shirt. (265 employees qualified)

Recognition

A thank-you letter was posted on The Hub thanking all employees for their participation and support of the United Way campaign. Additionally, thanking employees for their ongoing generosity to United Way was a part of all employee meetings.

Standard 6 - Overall Per Capita Gift

- Describe events or strategic action that positively affected per capita employee giving
- Was a specific community issue at the center of employee giving? If so, explain.

Up to 5 points

RAI and its employees have a long history and tradition of supporting the community and United Way. In 2016 ,RAI again achieved outstanding results, having the largest campaign in Forsyth County!. The foundation of support that RAI has laid over the last seven decades only continues to grow each and every year. Below are a few highlights.

- Campaign Co- Chairs Winton Jennette and Dave Riser provided strong leadership for the total campaign and coordinated the efforts of the Steering Committee (15-20 employees) on all aspects of the campaign.
- President and CEO, Susan Cameron set the tone at the top of the importance of contributing generously and supporting the United Way. She serves as a role model for all employees and posted a letter to all employees on The Hub urging them to support the United Way campaign.
- The Reynolds American Foundation supported this year's campaign in multiple ways that encouraged employee giving :
 Matching all employee contributions dollar for dollar

 Providing an incentive totaling \$35,000 for Business Units to increase their giving by +10% vs. last year in either donors or dollars
- This year's campaign included a strong incentive effort . First time donors, those who increased their pledge by +10% or +\$100 and new members of WLC and YLU were eligible to participate in a raffle for a gift cards (Grand Prize of \$500 and 20 prizes of \$100). The campaign had 96 new donors, 119 employees who had an increase of +10% or more and 108 employees who increased their pledge by +\$100 or more.
- Informing employees about United Way's work in the community is an essential element of the campaign. The 2016 campaign included :
 Leadership Circle luncheon/impact tour for approx. 350 employees educating about United Way's educational initiatives

 Tocqueville Leadership Society reception which included The Enrichment Center (a UW partner agency) and its Percussion Ensemble , on-site at RAI headquarters

 Women's Leadership Council hosted an Executive Leadership Panel luncheon featuring key executives (10) from RAI to encourage WLC membership.

Local corporate numbers are reported below unless indicated as statewide

Year	Total Employee Giving Amount	% Change	Points Awarded	Total No. of Full-time Employees*	Employee Per Capita	% Change	Points Awarded
2016	\$1,108,039	-2.7%		2885	\$384.06	+1.4%	2.5
2015	\$1,138,145			3005	\$378.75		

Percentage change example: 2016 minus 2015 divided by 2015.

Per Capita Gift: Total Employee giving Amount divided by the Total Number of Employees

Use a plus or minus sign to show a positive or negative % change.

* Excludes Trade Marketing employees

2.5 Points are awarded for positive percent change in Total Employee Giving Amount

2.5 Points are awarded for positive percent change in Employee Per Capita Amount

Total possible points for **Standard 6 = 10**

Standard 7 – Participation Level

- How does the organization ensure that all employees have an opportunity to participate in the United Way campaign? List specific steps taken to reach and educate all employees.
- Describe any efforts for outreach with specific groups such as new hires, seasonal employees, retirees.

Up to 5 points

Each year, all employees are encouraged to attend United Way meetings and events. Reynolds also has continuous giving; if an employee does not make any changes to his or her pledge it rolls over from year to year. This helps prevent any supporters from “falling through the cracks.” The RAI campaign is an “e-pledge” campaign, thus a majority of the employees are provided access to a personalized link at the outset of the campaign to facilitate easy participation.

As part of this year’s campaign, employees participated in:

- Days of Caring Projects
- Women’s Leadership Council Executive Panel/ luncheons
- Young Leaders United events
- Leadership Circle luncheon/impact tours
- Tocqueville Society reception
- Manufacturing facilities meetings

All of these activities brought attention to United Way services in our community and encouraged employees to participate with both their time and dollars.

An additional new strategy in 2016, was the creation of a “Community Leaders” giving level to encourage new pledges from the Manufacturing employees. For a pledge of \$100, an employee became a “Community Leader” and was awarded a free “Community Leader” t-shirt (265 employees qualified on the campaign)

Retirees are invited to participate if desired in the Days of Caring project. In November, 2016 a mailing was conducted to approx. 1100 retirees (with information letter and pledge card) urging retirees to donate to the campaign. RAI retirees are projected to donate approx. \$85,000 to this year’s campaign

RAI has a new hires program that allows a United Way representative to address all new hires during their orientation, and the opportunity to sign-up for payroll deduction with their first paycheck.

Local corporate numbers are reported below unless indicated as statewide

Year	Total # of Employees*	% Change	Total Number of Givers	% Change	Points Awarded	% Participation	Points Awarded
2016	2885	-4.0%	1193	-8.4%		41.4%	
2015	3005		1303			43.3%	

Employee % change – 2016 number of employees minus 2015 number of employees divided by 2015 number

Givers % Change – 2016 number of givers minus 2015 number of givers divided by the 2015 number

*Excludes Trade Marketing employees

2.5 Points are awarded for positive percent change in Number of Givers

2.5 Points are awarded for positive percent change in Percent of Participation

Total possible points for Standard 7 = 10



STANDARD 2 –DAYS OF CARING : AMERICAN SNUFF COMPANY-MEMPHIS, TN.



STANDARD 2- DAYS OF CARING :TAYLOR BROTHERS-WINSTON-SALEM NC

FILE HOME EDIT REVIEW FORMS PROTECT HELP

User Guide Product Tour About Nitro Pro Product Volume Licensing

2016 Spirit of NC-RAI- Giving Lev... x



You Give + We Match = 2X Your Gift!

The Reynolds American Foundation will match 100% of every dollar raised by employees during the annual campaign.

Contributions of all amounts are matched, and you may choose to join one of the five special recognition levels of giving!



<p>Community Leaders</p> <p>\$100 employee gift - \$100 match -</p> <p>\$200</p>	<p>Young Leaders United</p> <p>\$250 employee gift - \$250 match -</p> <p>\$500</p> <p><small>For employees 40 and under</small></p>	<p>Women's Leadership Council</p> <p>\$500 employee gift - \$500 match -</p> <p>\$1,000</p>	<p>Leadership Circle</p> <p>\$500 employee gift - \$500 match -</p> <p>\$1,000</p> <p><small>States Level</small></p> <p><small>Other levels available from \$1,500 and up</small></p>	<p>Tocqueville Society</p> <p>\$5,000 employee gift - \$5,000 match -</p> <p>\$10,000</p>
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Your contribution can be made via regular payroll deductions, cash or check, credit card, or stocks or securities transfer. Visit the [pledge site](#) to learn more and **contribute today!**

STANDARD 5- GIVING LEVELS EXHIBIT (including new " Community Leaders " level)



STANDARD 2,4,6 : Tocqueville Reception- The Enrichment Center Percussion Ensemble